First Nations led civil unrest annex for the fiscal year 2009-2010
OUTLINE

1.0 Brief introduction
- 1.1 Purpose of the report
- 1.2 Defining terms and criteria for issuing notifications

2.0 General statistical breakdown (total numbers for:)
- 2.1 Bands/organizations (WHO)
- 2.2 Type of protest (both WHAT and WHAT(specific))
- 2.3 Reason (both WHY and WHY (secondary reason))
  - 2.3.1 National Day of Reconciliation
  - 2.3.2 Residential schools
  - 2.3.3 Olympic Torch run
  - 2.3.4 HST
  - 2.3.5 Governance (with qualification explaining the varieties of governance issues)
  - 2.3.6 Land claims (also qualified - some claims are more or less loosely based)
- 2.4 Location (WHERE)
- 2.5 Time (date, month and quarter)
- 2.6 Region

3.0 Summary
- 3.1 lack of financial cost
- 3.2 results/government action taken following protests

**no speculation
**look into remoteness index and population (?)

Civil Unrest Involving First Nations

INAC's National emergency Plan names civil unrest as one of the three biggest areas of concern for First Nations community.

In this context, the term **civil unrest** has been widened to indicate different incidents, such as:

- Demonstrations;
- marches and rallies;
- road, bridge or airway blockades;
- traffic slowdowns;
- hunger strikes
- incidents where the media is contacted to speak of the community's grievances;
- occupations; and
- destruction of public property to draw attention to an issue.

Demonstrations are the most common type of civil unrest, and include peaceful protests and awareness raising exercises.

INAC reports cases of civil unrest when they involve more than one person, are related to a First Nations community, and can be confirmed by a reliable source, such as regional offices or law enforcement partners.

Here are some key trends that were observed during 2009-2010.

- There are 61 bands, 17 organizations and 9 Non Aboriginal or unidentified groups who participated in civil unrest during 2009-2010.
- The three bands that were the most often involved are Six Nations of Grand River (7 incidents), Mohawks of Kahnawa:ke (4 incidents) and Algonquins of Barrière Lake (3 incidents)
- The Six Nations of Grand River are the largest band in Canada, with a total approximate on-reserve population of 11 008.
- The Mohawks of Kahnawa:ke have the fourth largest population, with approximately 7556.
- The Algonquins of Barrière Lake are a much smaller band, with a population of approximately 202 on-reserve. They have a long-standing dispute about electoral procedures amongst themselves and with the federal government.
- The regions that originate the most protests are:
  1. Ontario (42)
  2. Quebec (19)
  3. British Columbia (18)

- Compared to their respective number of bands, the percentage of bands participating in civil unrest by region are as follows:
    1. British Columbia: 6%
    2. Ontario: 15%
    3. Quebec: 23%
- The two most common reasons for civil unrest are:
    1. **Band Governance Issues** (19 incidents)

    Band governance issues come in many forms, the most common being elections disputes.

    2. **Land Claims** (18 incidents)

    This category includes official land claims being currently considered by the Federal government, and lands that are considered by the First Nation to be part of their traditional territory.
- Some events were watched closely because of the likelihood of civil unrest:
    1. **Harmonized Sales Tax** (4 incidents)
    2. **Olympic Torch Run** (4 incidents)
    3. **National Day of Reconciliation** (10 incidents)

• 10 protests occurred in the National Capital Region (9%)

• 4 protests occurred at regional offices (4%)

• 13 incidents occurred on highways (12%)

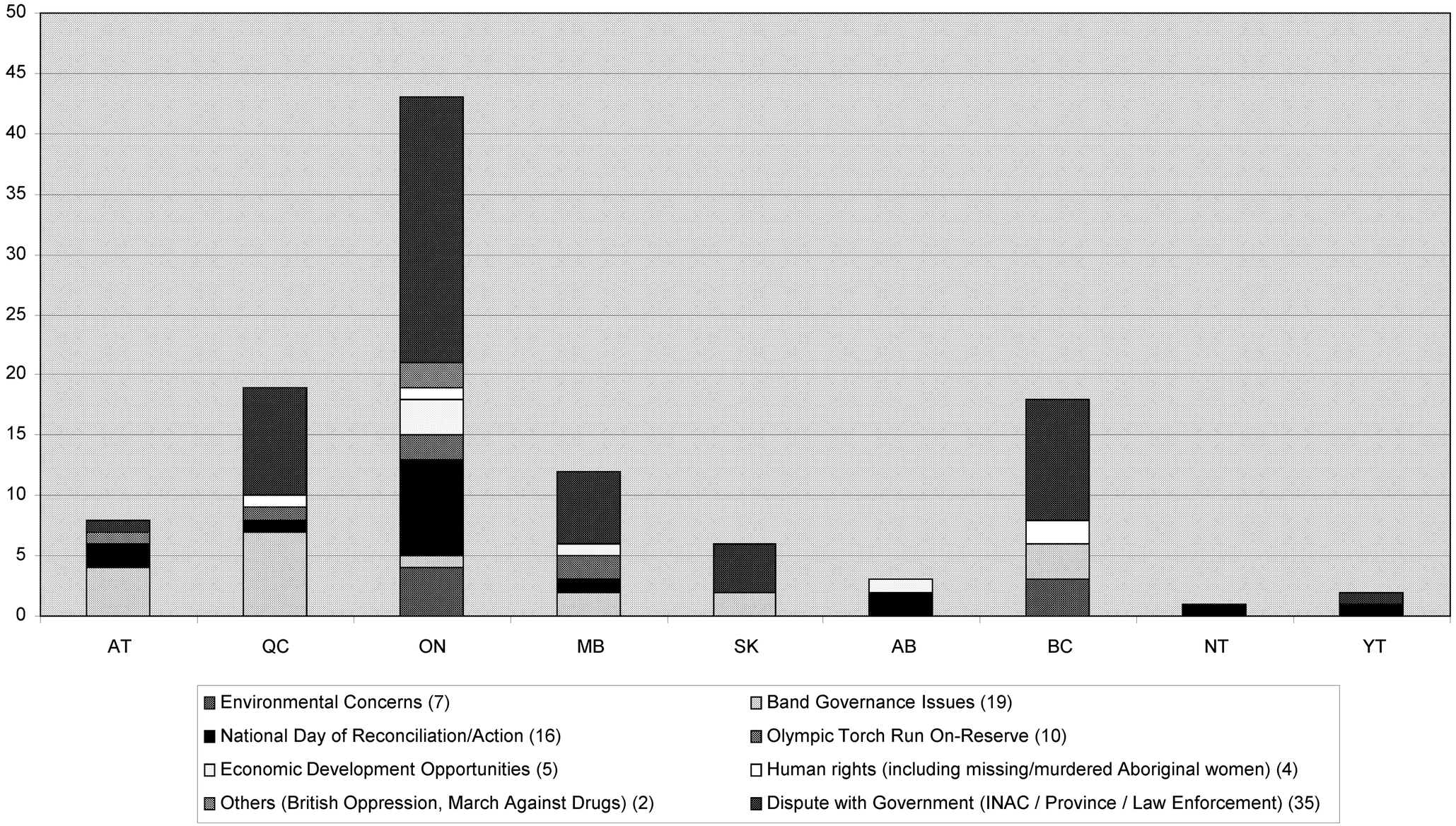
• 19 incidents occurred on reserve.

• The busiest month for civil unrest was June, with 30 incidents. 16 of those were for the National Day of Reconciliation

• The second busiest month is February, with 17 incidents of civil unrest.

• The least active month is July, with 3 incidents.

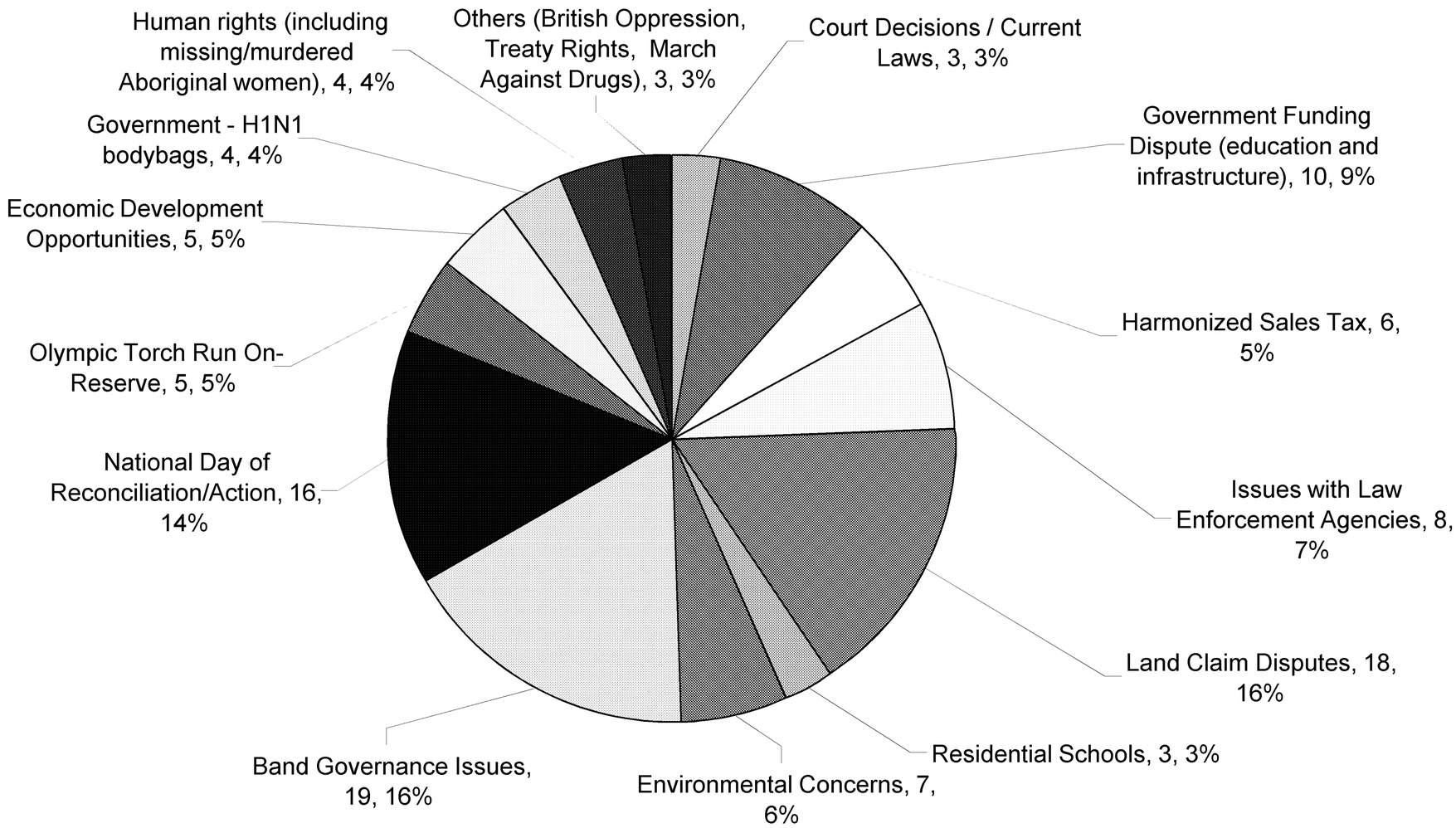
Total Number of Protests by Region and Reason for Protest



Disputes with the government were a major motivator for civil unrest in Quebec, Ontario, Manitoba, Saskatchewan and British Columbia.

It is important to note here that regions represent where the band or organization originates from, not where the protest occurred.

Total Protests (111) by Reason for Protest as reported by EIMD in 2009-2010



16% of protests occurred due to band governance issues. 30% of protests occurred due to areas which INAC administers: land claims, economic development opportunities and government funding.

INAC Capacity & Preparedness for Civil Unrest-
Engaging Law Enforcement and Intelligence Partners
(Information for Deputy Minister)

DATE :

March 1, 2011

PURPOSE

To inform you of INAC's capacity and preparedness to deal with civil unrest.

SUMMARY

- As stated in INAC's National Emergency Management Plan, civil unrest is one of the department's key risks. It represents approximately 50% of emergencies/issues reported by INAC.

- The responsibility for Policing on First Nation Reserves rests with Public Safety and not INAC. Civil unrest caused by First Nations off reserve is the responsibility of **local** law enforcement.

- INAC's role as it relates to civil disobedience is that of liaison/coordination with law enforcement as well as to provide situational awareness to INAC senior management and its partners.

- INAC meets its responsibilities for civil unrest through its police interchange program, An Ottawa police constable who works within EIMD to provide enhanced intelligence and coordination activities.

- **While INAC does not have a direct role in law enforcement and civil disobedience. INAC is often called upon by First Nations and First Nations law enforcement agencies to intervene with respect to the application of the by-law provisions found at s. 81 and 85.1 of the *Indian Act*.**

- **In regards to the by-law provisions, the Band Governance Directorate provides assistance and training services on by-laws to First Nations and law enforcement officers as they will most likely enforce by-laws dealing with quasi-criminal matters, such as disorderly conduct and nuisances. INAC does not provide any financial support for the development, enforcement or prosecution of by-laws in First Nation communities, which often comes up as a concern during meetings with First Nations and law enforcement.**

BACKGROUND

- First Nations across Canada hold protests every year for various reasons, these include xxxxxxxxxxxxx. The majority of these are peaceful and do not represent any cost to INAC. Occasionally, civil unrest can become large scale emergencies such as experienced in OKA in 1990, Caledonia 2006, Gufstanson Lake 200?.

- In 2007, Public Safety Canada (PS) put forwards the *Emergency Management Act 2007* (EMA2007) which clarified the responsibility of Ministers as it relates to emergencies affecting their … (See wording from the EM plan or other documents) As a result of the new legislation, INAC developed its first National Emergency Management Plan which identified three main threats to INAC and First Nations; fires and floods and civil unrest.

- In 2008, INAC reorganized its emergency organization to become the Emergency and Issues Management Directorate to better respond to the new act. As a result of the reorganization a police interchange program was developed in collaboration with the Ottawa Police Service. The goal was to provide INAC a better collaborative working relationship with all law enforcement organizations throughout Canada.

- In 2009/10 EIMD reported that among regions Ontario had (42 protests), Quebec (19 protests), British Columbia (18 Protests).

- **In October 2010, a By-laws Forum, organised in collaboration with NAPS, was held in Thunder Bay, ON, to explore and understand the lack of enforcement and prosecution of Nishnawbe-Aski Nation (NAN) Band by-laws and to investigate solutions for moving forward to increase public safety in communities.**

- In 2011/12, according to the EIMD Semi-Annual Incident Report, civil unrest and protests have increased by 13% from the previous year.

CURRENT STATUS

- The Police Interchange Program has been highly successful. As a result of this success, the one year rotation has been expanded to 2 years. Presently, the police interchange constable has completed her first month of the two year agreement. She represents the third rotation of the interchange.

- The Interchange provides enhanced networking capabilities with law enforcement agencies across Canada, Public Safety Canada, CSIS,

Aboriginal JIG, CBSA, DFAIT and other federal/provincial/territorial government departments. This ensures the that First Nations and Northern communities are integrated within the broader emergency management system (i.e. Federal Emergency Response Plan (FERP), and National Emergency Response System (NERS). It also provides enhanced intelligence sharing for situational awareness.

- There are no planned events such as G8/20, Olympics, or National Days for this upcoming fiscal year. Nevertheless INAC is experiencing an increase in smaller protests.

- **Based upon discussions held with First Nations at the by-law forum, by-law enforcement in the NAN communities policed by NAPS has deteriorated to the point where by-laws are no longer being enforced or prosecuted. This being said, INAC will be participating in a working group to examine short, medium, and long term solutions to issues pertaining by-law development, enactment, enforcement and prosecution.**

ISSUES

- At this time, the interchange does not work directly with First Nations Policing on reserve or directly with First Nations police chiefs. This remains the responsibility of INAC EM regional coordinators.

- **At the By-law Forum, First Nations and NAPS clearly communicated a need for increased funding to support police capacity and by-laws enforcement officers in order to improve the overall safety and security of remote First Nation communities. As the perception that officers are not empowered to act and lay charges under/pursuant to by-laws and the inability to prosecute is omnipresent in First Nation communities, it is imperative that local law enforcement be visible in First Nations communities and that by-laws, especially those of a quasi-criminal nature, get prosecuted.**

CONSIDERATIONS

- INAC has very few legal responsibilities as it relates to civil unrest. Policing on reserve is an internal matter for local law enforcement, whether provincial/RCMP or First Nation. Policing on reserve is actually the responsibility of Public Safety Canada. Civil unrest off reserve due to First Nation members is the responsibility of law enforcement of jurisdiction.

- Only x percent of civil unrest causes originate from INAC's area of responsibility.

- Of those pertaining to INAC, the majority of issues stem from internal band governance issues such as elections**, financial management, transparency** as well as claims.

- INAC's position is that it supports the rights of those who wish to demonstrate in a peaceful way. (see communication lines for this para).

ORIGINATOR: Date created: **February 25, 2011**

Cst. Stephanie Guilbeault, Senior Advisor,
Emergency and Issues Management Directorate,
Operations and Planning
INAC

Consultations: By-laws Advisory Services Unit

'ANNEX A': 2009-2010 Incident Report
'ANNEX B': After Action Report G8/G20 Summits

QUESTIONS AND ANSWERS
Hot Spot Reports
(not for external distribution - for use by spokespersons)

Q. What is the Hot Spot reporting system and what is it used for?
A. The Emergency and Issues Management Directorate (EIMD) monitors First Nations emergencies and issues, coordinates activities and provides situational awareness reports to Senior Management through notifications; situation reports; weekly summary reports, weekend summary reports. The goal is to have a clear picture of the public environment affecting First Nations. In this way policy makers are able to make better informed decisions..

Q. Where does the term "Hot Spot" come from?
A. The term Hot Spot is simply a branding title provided to AANDC's emergency management reports. It provides senior management with a quick way of distinguishing these from other reports.

Q. Why is AANDC involved in this?
A. Emergency management is a provincial responsibility; however, Section 91(24) of the Constitution Act prescribes an overall responsibility to the government of Canada for Indians, and land reserved for Indians. In addition, the *Emergency Management Act 2007*, states that each federal minister is responsible for managing risk related to his or her area of responsibility. As such, AANDC has a clear responsibility to be informed about emergencies and those issues that may lead to emergencies affecting First Nations.

Q. Is the government targeting First Nation protestors?
A. No. This is a part of regular government business. The Emergency Management Framework for Canada (a framework jointly developed by federal, provincial and territorial governments) defines emergencies as including "all hazards" including but not limited to; fires, floods, earthquakes, severe weather, landslides, power outages, avalanches, cyber, chemical, biological, radiological and nuclear issues, and civil unrest.

Q. What are incident reports and what do they provide?
A. The Incident Report is a key analytical tool which will improve AANDC's ability to anticipate and plan necessary emergency mitigation and preparedness activities in First Nations, Inuit and Northern Communities. These are annual reports based on data from AANDC's notifications, weekly summaries, fire and flood reports and adhoc situation reports. The purpose of these reports are to provide a snapshot of the type and number of incidents that impacted or involved First Nations, Inuit and Northern communities; funding used by the department for emergency management; and apparent trends.

Q. Have First Nations been consulted regarding AANDC's Hot Spot Reporting System?
A. No, the Hot Spot Reporting system was never the subject of First Nation consultations. It is an internal document which has a limited distribution. More recently, however, for the purposes of First Nation capacity building, AANDC has included the AFN in its distribution list of all all Hot Spot reports. In addition, AANDC has provided funding to the AFN for their participation in Emergency management initiatives in collaboration with AANDC. .

Q. What are the objectives of the Emergency Management Plans in First Nation communities?
A. To provide First Nations with a better ability to respond to emergencies on reserve. AANDC is working in collaboration with First Nations to ensure that all First Nations have viable Emergency Management Plans.

Q. Can the public view the Hot Spot Reports?
A. The Hot Spot reports are not distributed to the public, however, should anyone wish to receive a copy, they can.

INAC IM/IT BUSINESS OPPORTUNITY PROPOSAL
Fiscal Year 2010-2011

AANDC Emergency & Issue Incident Database

CIDM#3794339

1. Business Opportunity Proposal Summary			
a) Name of Initiative:	AANDC Emergency, Protest & Issue Incident Database (EPIID)		
b) Mini Description:	Database of Emergencies, Protests and other issues and events that have the potential to threaten the health and safety of Aboriginal Communities in Canada, and that exceed the capacity of the local community to address it on their own.		
c) Sector/Branch/Region:	Regional Operations Sector		
d) Business Sponsor:	Louise Bélanger	**e)** Title	Director, EIMD
f) Primary Contact:	Jean Fisk	**g)** Title	Project Officer, EIMD

h) Problem Identification / Purpose: (Provide a brief description of the initiative and the rationale for it. If necessary, please use additional space in the Notes and Appendix section at the end of this document to elaborate):

The Emergency Management Act 2007 (EMA) states that each federal minister is responsible for the identification of risks that are within or related to his or her area of responsibility, including those related to critical infrastructure. Currently AANDC does not have the capacity to provide a national or regional risk assessment, as the information needed to assess this risk has not been collected in a comprehensive manner.
Data is being collected on spreadsheets and cannot provide any calculated or statistical analysis over more than one year. The performance measurement requirements require stastical and variance analysis to better inform the renewal process for the EM Program. Improved reporting will enable EIMD management to produce mandatory reporting for evaluation processes as well as inform on program performance on a quarterly basis.

i) Please indicate the proposed start and end dates of your initiative:	Start Date 2012-04-01 (yyyy-mm-dd) End Date 2012-10-01 (yyyy-mm-dd)

2. Strategic Alignment	
a) Strategic Outcome	**Program Activity / Sub Activity**
☒ The Government	Co-operative Relationships Institutions and organizations
☐ The People	Click on field to select Program Activity Click on field to select Sub-Activity
☒ The Land and Economy	Community Infrastructure Enviromental Management
☒ The North	Northern Land, Resour and Enviro Mgmt Environmental Management
☐ Office of the Federal Interlocutor	Click on field to select Program Activity
☐ Internal Services	Click on field to select Program Activity
Please identify any additional sub-activities supported by the initiative: Emergency Management	

Explain the role the proposed initiative will play in supporting the identified program activities and/or subactivities and/or sub- subactivities towards achieving the associated Strategic Outcome:

The Government - Emergency Management for AANDC involves developing co-operative relationships with OGD, provincial and territorial governments, national aboriginal organizations, and law enforcement agencies in order to ensure the management of emergencies is more responsive. Specifically, AANDC enters into provincial agreements where a risk assessment of First Nation communities within a province is required. This data is not currently being entered into a system where it can be retrieved to satisfy this requirement.
The Land and Economy - Emergency Management Assistance - While the AANDC Community Infrastructe System does manage data on community infrastructure, it does not collect data on emergencies occuring on-reserve as it relates to community infrastructure or to environmental management.
The North - AANDC is responsible for land and water stewardship in the north, a database is needed to assess the current

events happening in the North in order to assess the current risk

b) Strategic Departmental Priorities

Outline how the proposed initiative aligns with strategic departmental priorities. Please refer to CIDM# 2642136 for current departmental priorities list.

(Note: The departmental priorities list referenced above is based on the 2010-2011 Reports on Plans and Priorities (RPP). This list will likely change over the coming months to reflect priorities highlighted in the 2011-2012 Departmental Business Plan, 2011-2012 Reports on Plans and Priorities and key Federal Budget announcements.)

Empowering Citizens / Protecting the Vulnerable

☐ Contributing to safer communities

Strengthening of Core Business Practices

☐ Strengthened information and resource management capacities in support of strategic outcome planning and enhanced stewardship of resources

Corporate Business Plan Initiatives Required to Adjust to Realities and Opportunities

√ Increasing Partnering to Ensure Programs Are More Responsive:

c) Management Accountability Framework

i) Is this initiative aligned with a Management Accountability Framework (MAF) indicator?	YES ☐	NO ☒	ii) If yes, identify the indicator number: Click on Field to select Indicator #:
iii) Provide a brief description of TBS recommendation for the identified MAF indicator:			
iv) Explain alignment with recommendation and/or how it supports continued indicator success:			

d) Initiative Incentive – Ministerial/DM Commitment / New Policy / Government-Wide Initiative

i) Has this initiative been identified as a Ministerial or Deputy Minister commitment?	YES ☐	NO ☒	
If yes, explain and provide the CIDM reference of supporting documentation:			
ii) Is this initiative in response to a change in existing and/or new policies, legislations, regulations, or a response to an audit?	YES ☒	NO ☐	
If yes, identify the policy/legislation/regulation and explain alignment. (include the CIDM reference of supporting documentation) Emergency Management Act 2007			
iii) Is this initiative associated with a government-wide initiative, priority or direction?	YES ☐	NO ☒	
If yes, identify and explain association: Treasury Board policy on information management to create information resources that support programs, services and ongoing operations.			
e) Is this initiative on your Sector/Regional Corporate Business Plan?	YES ☒	NO ☐	Sector Priority #: 6
f) Has this initiative been approved by your ADM?	YES ☒	NO ☐	CIDM #: NCR#3979761

3. Benefits Analysis

a) Benefits Description: (provide a brief description of the management and/or operational benefits that will result from

implementing the initiative)

Able to identify vulnerable First Nation communities by keeping a record of emergencies, currently there is no corporate system that records the history, in terms of emergencies and issues, of FN communities. This impedes the Minister's ability to assess risks when developing policies that would assist First Nations to take actions to prepare for and to mitigate emergencies, as required under the Emergency Management Act 2007. Also allows AANDC to focus on the most vulnerable communities and geographic areas where scarce resources should be allocated to strengthen planning.
Able to report to PCO and TBS on emergencies and civil unrest regarding FN communities so that funding and resources for this program can be assessed in a comprehensive manner.
Ensure that this information is protected and that the collection and storage of it complies with current IM/IT policies at AANDC and TB
Allow Senior Management to have the information required to assess risks, anticipate requirements, and respond effectively to protect the health, safety or welfare of people, or to limit damage to property or the environment by identifying trends

b) Impact of Benefits: (provide a brief analysis of degree of positive impact through costs savings, improved efficiencies etc. Indicate the scope and size of target audience impacted by the initiative)

Currently the data collection of incidents is an onerous process fraught with inefficiencies. All data must be re-verified and summary results must be collected one at a time.

c) Benefits Realization: (explain the dependence on other initiatives/ projects to realize projected benefits):

Ability to identify trends and thereby prepare comprehensive MC's and TBS for emergency funding and emergency programs. Ability of Minister to respond to ad hoc queries regarding emergencies and protests.

4. Risk Assessment

a) Have the risks to the success of this initiative been identified? (identify key project risks and planned mitigation strategies)

* Require a costing quote to determine whether it can be put into the sectoral budget.

Financial: HIGH – Project will not proceed without available funding.

New/Unproven technology: LOW - Project will only proceed based on AANDC IT recommendations

User resistance to adopt the solution: LOW – Application will be user friendly and users will have a reduced data entry requirement, there are no foreseeable problems in the acceptance of this system.

Internal dependencies (e.g. systems, process): LOW - currently there is a process in place for information sharing with corporate systems.

Large size and scope: LOW – Will be utilized by INAC HQ and regional offices.

Resource availability: LOW

Sensitivity of data: LOW

Legislative/regulatory changes: LOW

External dependencies: LOW

Expertise required: LOW

b) Provide a brief description of the business risks to the Department of not undertaking the proposed initiative:

AANDC not being able to respond to PCO or TB with accurate data on emergencies. AANDC not being able to fulfill the requirements of the Public Safety Act to provide comprehensive situation awareness of First Nation communities.

5. Collaboration / Integration Opportunities

	YES	NO
a) Does the proposed initiative provide opportunities for collaboration or partnerships with First Nations/Provinces/Other Government Departments/private sector businesses that present opportunities to leverage existing business processes, solutions, or	☒	☐

infrastructure and/or share costs?		
If yes, explain: AANDC EIMD already works in partnership with Public Safety, Health Canada, Transport Canada, the RCMP. There may be opportunities to leverage existing business process.		
b) Does the proposed initiative demonstrate potential as an Enterprise Solution? (an Enterprise Solution is one which may be used by multiple Sectors / Regions / Program areas)	YES ☒	NO ☐
If yes, explain: Yes, we would like to have all regions be able to use this system for their own emergency management requirements and to have other sections be able to perform ad hoc queries.		

6. Business Readiness

a) Funding - Overall Initiative:

i) Indicate the magnitude of the proposed initiative:	☒ Small =< $250K	☐ Medium => $250K-$1M	☐ Large > $1M

ii) Where possible, please breakdown total cost between IM/IT and program costs	Program: % (% of total cost) IM/IT: 100 % (% of total cost)

iii) If possible, identify funding source:	CASH MANAGE ☒	A-BASE ☐	FMC ☐	TBS ☐	OTHER
iv) If relevant, please provide additional details on the proposed funding strategy for the entire initiative:					

v) Is this initiative related to a MC:	YES ☐	NO ☒	
vi) Is this initiative related to a TB submission:	YES ☐	NO ☒	
vii) If yes to either of the above, identify and provide details on the status:			

b) Funding – Requirements Gathering and Business Case:

i) Is funding available to develop a business case for this initiative:			YES ☒	NO ☐	ii) Estimated Cost $50,000.00
iii) If yes, identify funding source:	CASH MANAGE ☒	A-BASE ☐	FMC ☐	TBS ☐	OTHER
iv) If no, identify proposed funding strategy:					

c) Business Processes:

i) Have your existing business processes been identified and documented?	YES ☒	NO ☐	CIDM # **3522795**

ii) Will this initiative impact existing business processes or require business transformation?	YES ☒	NO ☐	
iii) If yes, explain the impact and provide a brief description on the proposed plan to redefine the business processes: This is dependant upon the outcome of the Business Analysis.			
d) Stakeholders			
Have key stakeholders been identified and engaged in the development of this BOP?	YES ☐	NO ☒	
If yes, provide list of key stakeholders that need to provide input to the proposed solution (stakeholders in this context are not necessarily end users of the solution but are the internal or external groups that need to be consulted/involved in the development of the solution, such as other INAC Sectors, Regions, specific IM/IT functions, external First Nations, other government departments, provinces/territories):			

Stakeholder	Engaged		Contact
Communications	YES ☐	NO ☐	
Information Management Branch	YES ☐	NO ☐	
Regional Offices	YES ☐	NO ☐	
Regional Operations HQ	YES ☐	NO ☐	
Community Infrastructure	YES ☐	NO ☐	
Transfer Payments	YES ☐	NO ☐	
Geomatics (MASIS)	YES ☐	NO ☐	
	YES ☐	NO ☐	
	YES ☐	NO ☐	
	YES ☐	NO ☐	

7. Information Management (IM) and Reporting

Please note, this section has been included for information purposes only to assist with IM planning and will not be used during the prioritization process.

a) Current IM State

i) Is a system or solution currently in place?	YES ☒	NO ☐	If yes, identify: Quattro Pro spreadsheets

ii) Identify the types of information currently being captured:

☐ Text documents ☒ Corporate or Program Data ☐ Mapping and coordinate-based data

☐ Electronic messaging ☐ Photographs ☐ Other

iii) Identify the various media used to capture information:

☐ Digital text documents If yes, specify format

☐ Online data ☐ Electronic forms/templates ☐ Offline digital storage devices

☐ Microfiche	☐ Hardcopy documents, binders, forms etc.	☒ Other Quattro Pro spreadsheets

iv) Add any additional information that helps to describe the existing IM state and any issues/concerns surrounding it:

b) "To-Be" IM State

If possible, identify some of the anticipated information requirements of this initiative:

☒ Collection of new data	☐ Soliciting proposals for funding
☐ Designated or Classified information	☒ Requires data tracking over time
☐ Creation of new forms	☒ Ad hoc / customizable reporting
☐ Corporate records to be stored	☐ Access to financial information
☒ Electronic documents	☐ Public enquiries
☒ Access to data in other systems	☒ Electronic documents
☒ Integrations w/ internal corporate systems	☐ Media conversion (e.g. scanning)
☐ Recipient reporting requirement (DCI)	☐ Other

c) Reporting Requirements

Provide a brief description of your reporting requirements – e.g. Recipient reporting (externally focused)? Operational/transactional system reporting? Or analytical or management reporting?

The data is harvested from reports created by EIMD from information gathered from regional offices, OGD, and the media

Notes and Appendices

Aboriginal Affairs and Northern Development Canada

Business Impact Analysis Work Sheet

Directorate: Emergency and Issues Management
Branch: Operations
Location: 10 Wellington Street, Room 5H5, Ottawa, ON K1A 0H4
Director General's Area of Responsibility:

Name of Contact (person filling out the form): Constable Stephanie Guilbeault
Business Telephone Number: 819-953-7948
Cell Phone Number: [redacted]
Fax Number: 819-953-3594
Date: September 23, 2011.

Name of Alternate Contact: Marc Thérien
Business Telephone Number: 819-337-0719
Cell Phone Number: [redacted]
Fax Number: 819-953-3594

BCP Coordinator / Regional BCP Coordinator	**Jaime LeRoy**
Signature	
Date	
Senior Assistant Deputy Minister / Regional Director General	**Ron Hallman**
Signature	
Date	

CIDM#: 3837285

CIDM#: 3837285

INTRODUCTION

Every department of the Government of Canada (GOC) must develop a Business Continuity Planning (BCP) Program to comply with the 2001 Government Security Policy (GSP) of the Government of Canada. Specific requirements for a BCP Program are contained within the BCP operational standard of November 2003.

Pursuant to the operational standard for BCP, departments are required to develop Business Impact Analyses (BIA) to identify potential impacts of disruptions and to identify and prioritize critical services.

This BIA worksheet has been developed by the Business Continuity Planning Working Group of the GOC. It is designed to comply with the GSP and the BCP operational standard.

At the end of the BIA process, and in identifying and prioritizing the departments critical services and associated critical assets the department will have all the required information to generate recovery options and eventually a recovery strategy which becomes the basis for the preparation of plans and arrangements to protect the delivery of critical services. The BIA will assist in the:

1. **Identification of the critical services of the organization and the impacts and effects of disruptions on the department**
2. **Assessment of each service to determine criticality**
3. **Identification of Maximum Allowable Downtime (MAD) and Minimum Service Levels (MSLs) for each critical service**
4. **Identification of interdependencies (external/internal)**
5. **Identification of resource requirements**
6. **Prioritization of recovery procedures**

The collection of information for the business impact analysis is usually the most work intensive portion of the BCP. The focus should be on ensuring that work units can continue to provide critical services during or immediately following an incident.

The following will guide you through the business impact analysis. If you have any questions please contact the BCP Coordinator at 994-0336.

CIDM#: 3837285

Step 1: List business functions and assign worksheets to Knowledgeable Staff. (Table 1)

a. Using table 1, list the major critical business functions or services that your sector or activity area provides.

b. Assign who will complete the worksheet (table 2) for each business function listed. This person should have sufficient understanding of the function to be able to determine the impact(s) to clients if that function was no longer available.

c. Distribute assigned worksheets to the assigned staff with instructions. Please note that the person(s) involved in completing table 1 may be the same person(s) completing the worksheets.

Step 2: Using the BIA Worksheet Identify Client(s) (Table 2)

Using the BIA worksheet (table 2), identify for each business function, the clients that would be affected if the business function could no longer be provided. Place a check mark ( ) in the box underneath each of the clients that apply.

Note: One worksheet (table 2) must be completed for each business function listed in table

Step 3: Using the BIA Worksheet Identify Impact(s) (Table 2)

Select the impacts that would apply. Place a check mark ( ) in the box beside each of the impacts that apply.

Step 4: Using the BIA Worksheet Identify Severity and timescale of Impact (Table 2)

Time Sensitivity Levels:

Levels of Criticality	Description
Level 1 - Critical Impact (0 hrs to 4 hrs) (24 hrs or less)	Provides a critical service as defined in the Preamble to the BCP Standard and will cause a high degree of injury if undelivered. Continued delivery is required.
Level 2 - Moderate Impact (24 hrs to 48 hrs) (2 to 5 days)	There may be some loss of business, or financial or other losses, but most items can still be deferred without serious consequences. These services are referred to as 'less that critical services" in the operational standard for BCP. Business Continuity Planning may make good business sense based on potential financial or other losses.
Level 3 - Low Impact (6 to 9 days) (10 to 30 days)	Supports the departmental mandate but is non critical or the longer downtime is acceptable because the service can be interrupted without any significant financial impact or other consequence. Business continuity planning may or may not be necessary.

Step 5: Provide in the "comments" section a description on how the function above supports the critical business function identified.

Provide a brief explanation why and when (e.g. if critical all year long or only at certain times of the year) this function is critical to Funding or Communications.

Step 6: Critical Functions Prioritized (Table 3)

When the BIA Worksheet (table 2) have been completed for all the critical services /functions, use table 3, and compile (roll-up) a list starting from level 1 of the Maximum Permissible Downtime (MPD)for each critical service/function in your section/group/directorate in order (1 to 5) the critical functions.

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This list will form the basis for recovery priorities and planning and as such will need to be approved at the senior management level.

Step 7: Identify Recovery Strategies for the Identified Critical Service/Function (table 4)

Using table 4, summarize the strategies you will implement to meet the business functions identified Recovery Time Objectives requirement (Level 1, 2, 3) in table 2. There are strategies already listed in table 4, you can remove or add to that list**.**

Step 8: Identify any Equipment and Supplies required and the cost of these. Table 5)
Note: the directorate is responsible for the costs and to ensure any specialized equipment and supplies they need at the alternate site.

Using table 5, list all equipment/supplies/costs required to support the critical services, at the alternate site.

Step 9: Resources Requirements – Software, Computers and IT Platform Requirements (Table 6)

Using table 6 you must identify any special IT applications or software requirements other than the standard software suite currently available on the department's Network.

Step 10: Resources Requirements – Critical Data, Records and Forms (table 7)

Using table 7 list the critical records to recover this critical service/process and identify off-site storage requirements.

Step 11: Interdependencies (Table 8)

Identify other sections of the department or any outside clients that are required to support the identified critical service/function. Indicate specific names of organizations and include a contact person for each area (names, phone numbers, room numbers, building address, etc.)

Step 12: Contact list (Table 9)

Using table 9, list the organizations, contacts and phone numbers required to support the critical services, from the alternate site. Or other contacts that are important for the recovery of the function.

Step 13: Team Members (Table 10)

Identify the members of the recovery team, the role each would play (i.e. team Leader, Alternate Team Leader or Team Member) and the contact information as indicated.

Step 14: Return Completed Worksheet(s) to the BCP Coordinator

Before returning the sheets, make certain that your management is in agreement with the completed worksheet information by obtaining sign-off from them.

Table 1 - List Critical Functions/Services

Summarize the critical business services/processes of your Division.

	Business Services/Processes	No of Staff	Normal Work Hours	Description
1	**Management of the AANDC Emergency Operation Center (EOC)**	**5**	**7.5/wk**	**Situation awareness:** **The directorate provides situational awareness to senior management in the form of emergency and issue management notifications, weekly and weekend summaries, situational reports as well as special briefs.** **Coordination within AANDC:** **Coordinating between HQ and the Regions (north and south of 60) to ensure a consistent central approach in conformity to the Emergency Management Act.**
		8	**24/7**	**8 staff from HQ on a rotation basis provide 24/7 EIMD coverage.** **Liaison with external partners:** **Providing, receiving, and analysing information from the EM community of practice (federal and provincial) i.e. RCMP, CSIS, PS, EMO, as well as other partners. This is critical in order to ensure AANDC's full integration within the overall Federal Emergency Response System.**
2	**Emergency Planning**	**3**	**7.5/wk**	**Planning activities in preparation for known events such as National Day of Action, National Day of Reconciliation, G8 Summits, natural disasters such as Pandemic (H1N1), forest fires, floods, and unforeseen emergencies and civil unrest. This includes partaking in LIVEX exercises, such as Operation Nanook.** **Activities include the development of specific emergency management plans/concept of operations, ministerial briefings and other supporting documentation related to risk management and analysis.**
3				
4				
5				
6				

A business service/process is a macro level business operation which may consist of a number of activities. At this time we are not concerned with the activities involved in completing the service. An example of a service is "Accounts Payable". An example of an activity for this service is "pay invoices". Rank each service based on what has to be up and running first.

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Table 2 - BIA Worksheet

Critical Service/Function: **Management of the AANDC EOC – Situation awareness**

Branch/Directorate: **OPS/EIMD** **Location**: 5H5, 10 Wellington, Gatineau QC

Date: **Name of person completing form**: Marc Thérien

A First Nations Band	*Aboriginal Group or Individual*	*Inuit Organization*	*Inuit Individual*	*INAC Department*	*Other Federal Government Departments*	*Provincial/Municipal Governments*	*Employees*	*Private Business*	***CLIENTS*** / **IMPACTS**	
X	X	X	X	X	X		X			**NATIONAL INTEREST**
									X	Health of Canadians
									X	Safety of Canadians
									X	Security of Canadians
									X	Economic Well Being of Canadians
									X	Effective Functioning of Government of Canada
									X	Credibility and Public Confidence
										LEGAL AND REGULATORY COMPLIANCE
									X	Legislation/government policy
										Litigation
									X	Obligations (e.g. Agreements, treaties, contracts and M.O.U.s)
										FINANCIAL
									X	Financial Impacts of Failure to deliver service
										Other(Explain):

Time Sensitivity Levels

Select for each client that has an applicable impact what is the maximum allowable downtime (MAD) before high injury to Canadians will occur.

1-Critical Impact		**2-Moderate Impact**		**3-Low Impact**	
0hrs - 4 hrs	**24 hours or less**	**24-48 hours**	**2-5 days**	**6-9 days**	**10-30 days**
X					

Comments: (Briefly explain the impact effects of this service/function)

The management of the EOC provides timely situational awareness to senior management on emergency situations concerning the Aboriginal communities and Northerners in Canada. Should the function stop, senior management would have extreme difficulties making informed decisions regarding emergencies affecting Aboriginal communities and Northerners. This could affect the health and safety of individuals on and off reserve, and potentially incur unnecessary costs. The EOC can be activated 24/7 as required. The monitoring function already takes place on a 24/7 basis.

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Table 2 - BIA Worksheet

Critical Service/Function: ¸
Management of the AANDC EOC - Liaison with internal and external partners.

Branch/Directorate: OPS/EIMD **Location**: Room 5H5, 10 Wellington, Gatineau, QC

Date: **Name of person completing form**: Marc Thérien

A First Nations Band	*Aboriginal Group or Individual*	*Inuit Organization*	*Inuit Individual*	*INAC Department*	*Other Federal Government Departments*	*Provincial/Municipal Governments*	*Employees*	*Private Business*	***CLIENTS*** / **IMPACTS**	
X	X	X	X	X	X	X	X			**NATIONAL INTEREST**
									X	Health of Canadians
									X	Safety of Canadians
									X	Security of Canadians
									X	Economic Well Being of Canadians
									X	Effective Functioning of Government of Canada
									X	Credibility and Public Confidence
										LEGAL AND REGULATORY COMPLIANCE
									X	Legislation/government policy
									X	Litigation
									X	Obligations (e.g. Agreements, treaties, contracts and MOUs)
										FINANCIAL
									X	Financial Impacts of Failure to deliver service
										Other(Explain):

Time Sensitivity Levels

Select for each client that has an applicable impact what is the maximum allowable downtime (MAD) before high injury to Canadians will occur.

1-Critical Impact		2-Moderate Impact		3-Low Impact	
0hrs -4 hrs	**24 hours or less**	**24-48 hours**	**2-5 days**	**6-9 days**	**10-30 days**
x					

Comments: (Briefly explain the impact effects of this service/function)
This function supports situational awareness for senior management. Information is obtained from the operational level (EMO, law enforcement, PS, other government organizations, and the media) and channelled usually through the Regions to HQ. (Sometimes information is obtained directly from partners – the flow of information is both ways) The information is managed as part of the integrated emergency management system (IEMS).

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Table 2 - BIA Worksheet

Critical Service/Function: **Emergency Planning**

Branch/Directorate: OPS/EIMD **Location**: Room 5H5, 10 Wellington, Gatineau, QC

Date: **Name of person completing form**: Marc Thérien

A First Nations Band	*Aboriginal Group or Individual*	*Inuit Organization*	*Inuit Individual*	*INAC Department*	*Other Federal Government Departments*	*Provincial/Municipal Governments*	*Employees*	*Private Business*	***CLIENTS*** / **IMPACTS**	
X	X	X	X	X	X	X	X			**NATIONAL INTEREST**
									X	Health of Canadians
									X	Safety of Canadians
									X	Security of Canadians
									X	Economic Well Being of Canadians
									X	Effective Functioning of Government of Canada
									X	Credibility and Public Confidence
										LEGAL AND REGULATORY COMPLIANCE
									X	Legislation/government policy
									X	Litigation
									X	Obligations (e.g. Agreements, treaties, contracts and MOUs)
										FINANCIAL
									X	Financial Impacts of Failure to deliver service
										Other(Explain):

Time Sensitivity Levels

Select for each client that has an applicable impact what is the maximum allowable downtime (MAD) before high injury to Canadians will occur.

1-Critical Impact		**2-Moderate Impact**		**3-Low Impact**	
0hrs -4 hrs	**24 hours or less**	**24-48 hours**	**2-5 days**	**6-9 days**	**10-30 days**
x					

Comments: (Briefly explain the impact effects of this service/function)

This function ensures emergency preparedness across AANDC and First Nations in the form of AANDC's National Emergency Management Plan, Fire Plan, Flood Plan, and Pandemic plans. Planning activities are also used for planned events such as 2010 Olympics and G8 Summit. Preparedness saves lives, property and departmental resources. This function also provides for detailed briefings of the emergency as may be required by the Minister's office.

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Table 3 – Function Prioritization and Maximum Permissible Downtime

Level 1 – Critical Impact (0 hrs to 24 hrs)**, Level 2 –** Moderate Impact (24 hrs to 5 days)**,**
Level 3 – Low Impact (6 to 30 days)

Location:		Date:
Maximum Permissible Downtime (Level 1-3)	List Critical Service/Function	Branch/Directorate
Level 1	**Management of AANDC EOC Situation Awareness**	OPS/EIMD
Level 1	**Management of AANDC EOC Liaison and Coordination**	OPS/EIMD
Level 1	**Emergency Planning**	OPS/EIMD

Table 4 - Identify Recovery Strategies for the Identified Critical Service Service/Function (I.E. if you or your group does not have access to the normal desk and equipment how would you or your group perform the identified critical tasks.)

Please summarize the strategies you will implement to meet the business functions identified Recovery Time Objectives requirement (Level 1, 2,3). **Those listed in the table below are samples**. ***Note: Remove or add to the list.***

Level (1 to 3)	**Strategy**	**In Place Today?** **If Not When?**
Level 1 Critical Impact (0 hrs to 24 hrs)	Information sharing\coordination\situational awareness Manual lists of contacts (Master Contact List/phone trees) are kept updated to ensure information keeps flowing across different business lines. Both Duty Officer and Duty Director are provided binders that contains this information. The Duty Director takes this binder home regularly as per EIMD BCP/SOP. Manual distribution lists are kept up to date to ensure timely flow of information. Both Duty Officer and Duty Director are provided with binders that contains this information. The Duty Director takes this binder home regularly as per EIMD BCP/SOP. Black Berry and telework arrangements can be used to keep information flowing. Two alternate work sites provide redundancy to the physical requirements of the function. (9 Montclair and 200 Cooper St.)	 **In place** **In place** **In place** **In place** **In place**

Level (1 to 3)	Strategy	In Place Today? If Not When?
	Surge capacity list of trained alternates are kept up to date.	**In place**

Table 5 - Equipment, Supplies and Costs Required to Support the Identified Critical Service/Function

Note: Separate lists can by used to identify categories of "equipment and supplies" and specific items needed under each category (e.g. Communications Equipment – telephone (land lines), cell phones, fax machines, 2 way radios, secure phone and fax etc.)

Quantity	Items	Estimated Costs	Timeframe Items are required? (Day 1, 2,, 3)	Available Outside Regional Office (If yes, indicate location)
N/A	Alternate site equipment has already been acquired.	N/A	N/A	N/A

Table 6 - Resources Requirements – Application Software

Do you have any IT Applications or software requirements other than the standard software suite currently available on the department's Network? **NO**

	Application/Software	Comments
1	**Citrix Account**	**For Director, Louise Bélanger & EIMD staff as required.**
2		
3		
4		
5		
6		

Table 7 - Resources Requirements – Critical Data, Records and Forms

List the critical records to recover for each critical service/process identified and identify off-site storage requirements.

	Legal Records (e.g. Division & Sector/Organization records, MOU, Contractual Agreement etc.)	**Off Site Storage Media (e.g. Hard copy/electronic)**	**Off Site Storage Location Contact, Backup, 24hrTel#**
1	NA		
2			
3			

	Business Records (e.g. organization/function manual, forms, working papers, transaction-in-process, special reference materials such as manuals, procedures, reports, catalogues, books) etc.	**Off Site Storage Media (e.g. Hard copy/electronic)**	**Off Site Storage Location Contact, Backup 24hrTel#**
1	Emergency Plans (all hazards – fire, flood, pandemic)	Duty Director Binder	Duty Director
2	Concept of Operations	Duty Director Binder	Duty Director
3	Standard Operating Procedures (SOP)	Duty Director Binder	Duty Director

	Other records/information (Industry Contacts, other Government Contacts, etc)	**Off Site Storage Media (e.g. Hard copy/electronic)**	**Off Site Storage Location Contact, Backup, 24hrTel#**
1	First Nation Maps	Portable HD keys	Duty Director
2	Distribution Lists	Lap Top access	Duty Director
3			

Table 8 - Interdependencies

Who do you need from outside your business services to be able to continue your business service/process?

	Other sections of the department or outside clients (Internal and External) that support you. (Indicate areas within the Organization that you do business with or specific names of companies or organization i.e. Provinces, OGD's*, Private Sector Firms, etc.)	Explain Reason For Interdependency	Contact Information
	Regional EM Coordinators	Coordinators have direct relationship with First Nations and receive EM information directly from the First Nation as well as the Provincial Emergency Management Organization.	An up to date Master Contact List is kept in EIMD with specific contact information including home phone numbers. (Duty Officer and Director binders)
	Law enforcement agencies	Information sharing on specific First Nation Emergencies.	An up to date Master Contact List is kept in EIMD with specific contact information including home phone numbers. (Duty Officer and Director binders)
	HQ Media feeds and internet	The media often receives information regarding emergencies before provincial or federal organizations.	An up to date Master Contact List is kept in EIMD with AANDC Communications specific contact information including home phone numbers. (Duty Officer and Director binders)

Table 9 - Contact List (contains confidential information)

Organization/Vendor	Contact	Phone Number
An up to date comprehensive list is kept in EIMD with specific contact information including home phone numbers, for all relevant departmental individuals.	The list is kept in CIDM and in paper format and HD key. CIDM 3470490	Duty Officer and Director binders.

Organization/Vendor	Contact	Phone Number

Table 10 - Team Members Contact Information

Team Members					
Name	**Role**	**Office Phone**	**Blackberry**	**PIN**	**House Number**
Louise Bélanger	Director, Team Leader	(819) 953-5438	(613) 355-9968		
Marc Thérien	Alternate Team Leader, Mgr. Operations	(819) 997-0719	(613) 240-1939		
Jean Fisk	Program Officer, Team Member	(819) 953-3500	(613) 220-9983		
Sophie Morin	Program Officer, Team Member	(819) 953-6914	(613) 614-3980		
Karen Legasy	Alternate Team Leader, Mgr. Planning and Policy	(819) 934-3697	(613) 608-8645		
Andrew Quinlan	Policy Analyst, Team Member	(819) 934-3366	(613) 617-0672		
Luc Ladouceur	Policy Analyst, Team Member	(819) 934-0566	(613) 286-7375		
Marc-Antoine Bordeleau	Administrative Assistant, Team Member	(819) 997-0995			
Stephanie Guilbeault	Interchange Ottawa Police /Senior Advisor	(819) 953-7948	(819) 635-5317		
Charles Bray	Policy Analyst, Team Member	(819) 953-0978	(613) 617-3457		
Meghan-Tia Robertson	Policy Analyst, Team Member	(819) 953-2243	(613) 617-3448		
Cody Devoe	Student	(819)953-5431			
Nathan Klassan	Policy Analyst, Team Member	(819)934-3696			
Patricia McCourt	Program Officer, Team member	819 994-6867	819 635-6528		

Definitions

Alternate Site - *Location, other than the main facility, that can be used to conduct business services*

Business Impact Analysis - *Process of determining the impact on an organization should a potential loss identified by the risk analysis actually occur. The BIA should quantify, where possible, the loss impact from both a business interruption (number of days) and a financial, loss of life or other standpoint***.**

Business Continuity Planning - *Process of developing advance arrangements and procedures that enable an organization to respond to an event in such a manner that business services continue without interruption or essential change.*

Business Service/process - *The subordinate services that are performed within each Business Unit.*

Business Unit - *The respective operation and process of an organization at a Director General level*

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Critical Service/function - *A service/function whose compromise in terms of availability or integrity would result in a high degree of injury to the health, safety, security or economic well being of Canadians, or to the efficient functioning of the Government of Canada*

Availability: *refers to your organization's ability to provide a services/function. Downtime or the inabilities to provide the business function are considerations for availability. Consider the impacts on delays and the time frames that can be accepted for downtime.*

Command Operations Centre - *Facility separate from the main facility and equipped with adequate communications equipment from which initial recovery efforts are manned and media-business communications are maintained. The management team uses this facility temporarily to begin coordinating the recovery process and its use continues until the alternate sites are functional. Also know as an Emergency Operation Centre* **(EOC).**

Contingency Planning - The p*rocess of developing advance arrangements and procedures that enable an organization to respond to an event that could occur by chance or unforeseen circumstances.*

Controls - *Measures designed to reduce or deter threats.*

Critical Services -.*Business services that must be restored in event of a disruption to protect the public and health and safety of Canadians and to ensure the ability to protect the organization's assets, meet organizational needs, and satisfy regulations.*

Data Communications - *Movement of data between geographically separate locations via public and/or private electrical or optical transmission systems.*

Disaster - *A sudden, unplanned calamitous event causing great damage or loss. In the business environment, any event that creates an inability on an organization's part to provide the critical business services for some predetermined period of time.*

Disaster Mitigation.-.*Actions and activities to eliminate or reduce the degree of risk to life and property from hazards***.**

Disaster Preparedness - *Activities, programs, and systems developed prior to a disaster that are used to support and enhance mitigation, response, and recovery to disasters.*

Disaster Recovery Planning.-. *Process of developing advance arrangements and procedures that enable an organization to respond to a disaster and resume the critical business services within a predetermined period of time, minimize the amount of loss, and repair or replace the damaged facilities as soon as possible.*

Disaster Response .-.*Activities designed to address the disaster's immediate and short-term effects.*

Disruption - *Any event that effects the continued delivery of critical services.*

Electronic Vaulting - *Transferring of journal transactions or data records to a remote back-up location using telecommunications facilities.*

Hot Site - *Alternate facility with equipment and resources to recover the critical business services affected by a disaster. Hot sites vary depending on the type of facilities offered (such as data processing equipment,communications equipment, electrical power, etc.).*

Incident Command System-.*The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure used to manage assigned resources to effectively accomplish stated objectives pertaining to an incident.*

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Infrastructure - *Basic installations and facilities on which the continuance and growth of a community depend, such as power plants, transportation systems, and communications systems, etc.*

Injury - *Severe harm related to the provision of sustenance (e.g., food, water, shelter, energy), public order, emergency care and response, a life-sustaining environment, vital communications and transportation, fundamental economic services, continuity of government, territorial integrity and sovereignty.*

Local Area Network (LAN) - *Short distance network used to connect terminals, computers, and peripherals under some standard form, usually within one building or a group of buildings. A LAN does not use public carriers to link its components, although it may have a "gateway" outside the LAN that uses a public carrier.*

Loss - *Unrecoverable business resources that are redirected or removed as a result of a disaster. Such losses may include loss of life, revenue, market share, competitive stature, public image, facilities, or operational capability.*

Maximum Allowable Downtime - *The longest period of time for which a service can be unavailable or degraded before a moderate or critical degree of injury results.*

Minimum Service Level - *The level of service deemed essential to avoid immediate severe injury; is maintained until full recovery is achieved.*

Mitigate *To make or become milder, less severe, or less painful.*

National Interest - *Concerns the defence and maintenance of the social, political and economic stability of Canada***.**

> ***Health of Canadians*** *– refers to "emergency care and response" services required to ensure the provision of sustenance and to avoid high injury. Includes those emergency services needed to save lives and restore individuals to normal functioning after severe trauma or an accident.*
>
> ***Safety of Canadians*** *–includes those essential services (such as fire, policy, ambulance) and broader safety services (including nuclear safety, HAZMAT response, mitigation of the effects of chemical, biological, radiological of nuclear contamination, search and rescue services, the safety of buildings, public areas and public gatherings) required to maintain a life sustaining environment, ensure the provision of sustenance and protect the safety of the individual so as to high injury.*
>
> ***Security of Canadians*** *– includes those essential services required to maintain public order, vital communications and transportation, the continuity of government, the territorial integrity and sovereignty of the nation, the security of buildings, public areas, and public gatherings, and the security of Canadians so as to avoid high injury.*
>
> ***Economic well – being of Canadians*** *– includes those essential and fundamental economic, monetary and fiscal services required to maintain income security, economic stability, essential banking services, and government sponsored benefits programs required to sustain the economic- well being of Canadians and avoid high injury.*
>
> ***Effective Functioning of Government*** *– includes those essential government services, constitutional arrangements, programs, policies, regulations, legislation, buildings and human and financial resources required to keep government effective and avoid high injury.*
>
> *All of these are related directly to the definition of high injury in the BCP standard which follows:*

High Degree of Injury *-severe harm related to the provision of sustenance (e.g., food, water, shelter, and energy), public order, emergency care and response, a life-sustaining environment, vital communications and transportation, fundamental economic services, continuity of government, territorial integrity and sovereignty.*

Off-Site Storage - *Alternate facility, other than the main facility, where duplicated vital records and documentation may be stored for use during disaster recovery.*

Reciprocal Agreement - *Agreement between two organizations with basically the same equipment that allows one organization to process data for the other in case of disaster.*

Re locatable Shell - *Computer-ready cold site that can be transported to a disaster site so that needed equipment can be obtained and installed near the original location.*

Risk - *Potential for exposure to loss. Risks, either man-made or natural, are constant throughout our daily lives.*

Risk Analysis - *Process of identifying the risks to an organization, assessing the critical services necessary for an organization to continue business operations, defining the controls in place to reduce organization exposure, and evaluating the cost for such controls. Risk analysis often involves an evaluation of the probabilities of a particular event.*

Structured Walk-Through Exercise - *Simulated method used to exercise or test a completed disaster recovery plan. Team members meet to verbally walk through each step of the plan to confirm the plan effectiveness and identify gaps, bottlenecks, or other plan weaknesses.*

Threats - *Any event that has the potential to negatively impact critical infrastructure – physical or cyber – or any element thereof, including natural disasters, malicious attacks or accidents.*

Warm Site- *Partially equipped alternate site.*

Wide Area Network (WAN) - *Network linking metropolitan, campus, or local area networks across greater distances, usually*

Aboriginal Affairs and Northern Development Canada (AANDC)

National Civil Unrest Plan
JANUARY 2012

NCR-#4075105-v1-EIMD-POLICY-CIVIL_UNREST_PLAN-DRAFT_VERSION_1_JAN_2012

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GLOSSARY

Some of the following definitions are to be utilized in determining AANDC's roles and responsibilities for emergency management. The definitions are noted in the *Emergency Management Act* (*EMA*) 2007, Public Safety Canada's Emergency Management Framework and Federal Emergency Response Plan (FERP) and/or the Canadian Centre for Management Development (CCMD), Crisis and Emergency Management.

All Hazards: The term "*all hazards*" is the standard by which emergencies are defined under the *EMA*. This could include a wide range of situations including, but not limited to: tornados; earthquakes; landslides; avalanches; floods; forest fires; industrial accidents; hurricanes; air crashes; storm surges; severe storms; ice storms; pandemics; cyber; chemical, biological, radiological and nuclear issues; shipping accidents (oil tanker spills); train derailments; blackouts; pine beetle infestation; tsunamis; and civil unrest.

Assets: Any real or personal property, tangible or intangible, that a company or individual owns that can be given or assigned a monetary value. Intangible property includes things such as goodwill, proprietary information, and related property. For the purpose of this plan, people are included as assets.

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information or knowledge to allow organizations and individuals to anticipate requirements and to respond effectively.

Civil Unrest: Civil unrest is the result of groups or individuals within the population feeling, rightly or wrongly, that their needs or rights are not being met, either by the society at large, a segment thereof, or the current overriding political system. When this results in community disruption of a nature where intervention is required to maintain public safety, it has become a civil disturbance.

Coordinate: Bring (parts, movements, etc) into proper relation, cause to function together or in proper order.

Demonstrations: Events where people forming a group gather to express themselves in protest for their particular cause or grievance. The most popular forms of demonstrations would be marches, picketing or rioting depending on how the event is actually defined after it is over. Keep in mind that demonstrations are only a part of larger issues that need to be resolved between the concerned parties.

Demonstrators: Individuals who are members of the group demonstrating and actively participate in demonstrations and occupations.

Emergency: An emergency is a present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Operations Centre: A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency response.

Events: Something that happens; a noteworthy happening. In the security context, this usually represents an occurrence such as a security incident, alarm, medical emergency, disaster, or related episode or experience.

First Nation Community: *Indian Act* Band situated on a reserve as defined in the *Indian Act*, R.S.C. 1985, c. I-5.

Incident Command System: A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Report: The Incident Report is a key analytical tool which will improve AANDC's ability to anticipate and plan necessary emergency mitigation and preparedness activities in First Nations, Inuit and Northern communities.

Issue: An issue is a situation that somehow challenges the public's sense of appropriateness, tradition, values, safety, security or the integrity of the government. Note: While the distinction between an emergency and an issue appears clear, they are closely linked as the escalation of an issue (e.g. civil unrest) could become an emergency by definition.

Liaison Officers: Liaison Officers are the link between their home department/organization and the various stakeholders, partners and members of the community. They provide knowledge of their home department, including roles, responsibilities, mandates and plans, and are also responsible for briefing their home department on developments related to an emergency.

Mitigation: Actions taken to prevent or reduce the consequences of an issue or emergency. Mitigation activities aim at identifying and anticipating possible issues and emergencies. It consists of identifying the vulnerabilities and in taking proactive measures to mitigate the situation.

Non-Government Organization (NGO): A non-profit organization that is based on the interests of its members, individuals, or institutions that is not created by government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the Canadian Red Cross.

Occupations: Events where people forming a group gather to express themselves and physically remain in an area in protest for their particular cause or grievance. Occupations are silent in nature and demonstrators will usually stand still in protest and will occupy the same place for the duration of the occupation unlike during demonstrations. Keep in mind that occupations are only a part of larger issues that need to be resolved between the concerned parties.

Preparedness: Actions taken to prepare for effective issue or emergency response. Preparedness activities consist of all hazards planning for response and recovery during emergencies as well as training and exercising of the plans.

Primary Department: A federal department with the legislated mandate related to a key element of an emergency. Depending on the nature of the emergency, there may be multiple primary departments.

Protests: Organized, public demonstrations of disapproval (such as demonstrations, marches/rallies, occupations, traffic slowdowns, etc.); such events could lead to emergencies that AANDC may or may not be the lead department for, but which the Department monitors to provide situational awareness to AANDC Senior Management and Government of Canada and remain informed of any trends in Aboriginal concerns/issues which would be of interest to AANDC from policy perspective.

Recovery: Steps and measures taken after the emergency to repair and restore conditions to an acceptable level that existed prior to the emergency. Recovery measures commence during response. Recovery also reduces the future vulnerabilities of the community and improves planning for future events.

Response: Actions taken to deal with the consequences of an issue or emergency. The response activities are put forward to take control and contain negative impacts. The response will require a complex level of coordination of operations and communications depending on the nature of the emergency. Response consists of activities designed to address the short-term effects of an emergency. Response includes agency response, resource coordination, organizational structure, protection and warning systems and communications.

Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of an adverse impact.

Search and Recovery: Acts that are carried out to recover an individual or individuals when the first response effort has not proven successful.

Situational Awareness: To provide updates to AANDC Senior Management and Government of Canada and remain informed of any trends in Aboriginal concerns/issues which would be of interest to AANDC from policy perspective.

The updates are provided in the form of notifications, situational a

Threat: Any potential event or act, deliberate, accidental or natural hazard that could cause injury to employees or assets, and thereby affect service delivery adversely.

SECTION 1

1 INTRODUCTION

As per the Government of Canada's Federal Emergency Response Plan, Aboriginal Affairs and Northern Development Canada's (AANDC) National Emergency Management Plan adopts an all-hazards approach to emergency management. The term 'all hazards' broadens the scope of emergencies to encompass a wide range of emergencies and emergency responses including, but not limited to, three key risks to on-reserve emergencies: floods, fires and civil unrest. As part of AANDC's emergency management planning process, civil unrest was identified as a key risk for the department.

AANDC's National Emergency Management Plan provides and emergency management governance structure for managing civil unrest affecting First Nations. AANDC play s a supporting role when it comes to civil unrest affecting First Nations. Key activities include playing a liaison role between First nations and other stakeholders as well as providing situational awareness reports to senior management and AANDC partners.

AANDC's National Civil Unrest Plan describes the roles and responsibilities of the Department and its partners with regard to civil unrest .The concept of operations for responding to and managing civil unrest in First Nations communities is addressed. While there are only two First Nations communities in the North, AANDC has a different set of responsibilities in the Territories given our land, water and resource management operations. Therefore, while focussing primarily with on-reserve operations, this civil unrest plan will also provide guidance and a template for developing and implementing AANDC's emergency procedures and practices in the other fields of AANDC responsibility in the territories.

Civil unrest planning at AANDC takes into account that there are funding arrangements or agreements between AANDC and the provinces/territories for the delivery of emergency management services on reserve land. The Civil Unrest Plan provides a framework for an integrated response to demonstrations affecting First Nations.

1.1 Purpose

The purpose of the AANDC National Civil Unrest Plan is to provide a national framework for the roles and responsibilities of AANDC Sectors and regions that may be impacted by civil unrest that occurs in First Nations communities across Canada.

According to the *Emergency Management Act 2007,* the objectives of AANDC's National Civil Unrest Plan are designed to ensure that all measures are taken to

prevent any crisis or emergency situation and mitigate the consequences on the health and safety of First Nations, while allowing for lawful assembly and freedom of speech as enshrined in the Charter of Rights and Freedoms.

AANDC will work collaboratively with federal, provincial and municipal partners to enhance interoperability opportunities. Enhanced interoperability will provide all parties effected with an improved ability to mitigate issues and emergencies as they arise.

1.2 Authorities and Legislative Requirements

The provinces and territories are responsible for activities related to emergency management within their respective jurisdictions. However, Section 91(24) of the *Constitution Act 1867* prescribes the legislative authority of the Government of Canada for "Indians, and Lands reserved for the Indians". This authority is delegated to the Minister of Aboriginal Affairs and Northern Development Canada as per the *Indian Act* and the *Department of Indian Affairs and Northern Development Act*, *(R.S.C. 1985 c. I-6, sec. 4).*

The *Emergency Management Act* 2007 (*EMA*) states that each federal minister is responsible for the identification of risks that are within or related to his or her area of responsibility, including those related to critical infrastructure. Under the *EMA,* ministers are required to prepare emergency management plans in respect of those risks; maintain, test and implement the plans; and conduct exercises and training in relation to the plans.

A demonstration or an occupation falls under the right of freedom of expression under the *Charter of Rights and Freedoms*. Demonstrators are free to demonstrate in a peaceful manner in order to raise awareness for their particular cause or grievance. However, it is permissible to impose reasonable limitations on the form of expression to ensure that demonstrators do not jeopardize the safety of First Nations and members of the general public, cause damage to properties or unduly hamper government operations.

Such limitations should be seen reasonable in all circumstances and should be imposed only to the degree necessary and implemented either quickly or gradually, depending on which approach is most likely to ensure the safety of persons and the security of information, assets and property.

AANDC's Treasury Board Program Authority #330 sets out the management terms and conditions for "Contributions for Emergency Management Assistance for Activities on Reserve". The Program structure recognizes that the provinces and territories have constitutional jurisdiction for emergency management, while the federal government has jurisdiction for Indians and lands reserved for Indians.

This Plan is consistent with the Federal Emergency Response Plan (FERP) and is an evergreen document that will evolve over time.

Some provinces and territories have provincial regulations such as the *Police Services Act.* Under *Sec. 4(1)* it states: that every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. The role of police at occupations and/or protests is to preserve the peace, prevent offences and enforce the law including offences against persons and property, in accordance with the powers and discretion available to a police officer under the law.

1.3 Scope

This Plan applies to emergencies that have the potential to threaten the health, safety and security of First Nations communities. It is designed to present the necessary framework for providing assistance and support to the regions, provinces and territories as applicable. It is not meant to replace provincial or territorial procedures and plans but merely to complement them from a federal perspective.

The vast majority of emergency situations for which AANDC would have responsibility as the primary federal government department are emergency situations that arise in First Nations communities. However, in the North and in some provinces, AANDC also oversees, coordinates and/or participates in the management of emergencies which occur on Crown Land and waters that have the potential to affect communities and the environment.

AANDC is responsible for emergency management on all reserve lands across Canada, except where the responsibility (e.g. public health) falls within the mandate of another federal department (i.e. Health Canada).

Nothing in this plan is intended to diminish, alter or impede the authority, roles and responsibilities, or accountability of any region, province or territory. The intent is to harmonize AANDC's policies, plans and procedures with those of provinces, territories and other federal departments to contribute to a coordinated Government of Canada response to emergencies impacting First Nations communities.

This Plan is not intended to diminish the AANDC Departmental Security Office (DSO) Departmental Security Procedures and Incident Management Guidelines that identify and analyse potential risks and successfully manage disturbances at AANDC buildings. The Department has also developed and implemented security and emergency procedures and plans to supplement the Incident Management Guidelines to help departmental employees in responding to certain situations or incidents in the event of demonstrations and occupations that occur at AANDC buildings.

1.4 Background

The main responsibility for emergency management rests with provincial and territorial governments. However, under the *EMA*, each federal minister is responsible for identifying risks that are within or related to their area of responsibility and developing appropriate emergency management plans in respect of those risks. In AANDC's case, the Minister of AANDC has accepted responsibility for supporting on-reserve First Nations communities in the four pillars of emergency management: mitigation, preparedness, response and recovery.

The AANDC National Civil Unrest Plan applies to emergencies that have the potential to threaten the health and safety of First Nations communities and individuals and that exceed the capacity of the local community to address on their own. The Plan is designed to present the necessary framework for providing assistance and support to the regions, provinces and territories as applicable. This plan does not replace any event specific or regional plans.

AANDC enters into collaborative agreements with provincial governments to ensure that First Nations communities have access to comparable emergency assistance services available to other residents in their respective province. Through these agreements AANDC provides funding to cover eligible costs related to emergency assistance in First Nations communities while the provincial or territorial government provides the service.

In the North, AANDC collaborates with territorial emergency management organizations and other government departments to manage emergencies that have the potential to affect communities, lands, waters and the environment generally.

Four basic pillars of effective emergency management in Canada have been adopted and must be taken into consideration in all aspects of the Department's emergency management planning and operations. They are described below.

- ***Mitigation*** - Actions taken to prevent or reduce the consequences of an issue or emergency. Mitigation activities aim at identifying possible issues and emergencies. It consists of identifying the vulnerabilities and in taking proactive measures to mitigate the situation. With public safety and security being of primary importance, it is critical that adequate security capacity and measures be established and implemented prior to any civil unrest issue. This is inclusive of standard operating procedures for the protection of personnel, assets and information.
- ***Preparedness*** - Actions taken to prepare for effective issue or emergency response. Preparedness activities consist of all hazards planning for response and recovery during emergencies as well as training and exercising of the plans. These include response plans to be in place to react to civil unrest incidents as they occur. Working relationships with

local law enforcement should be established and maintained to further enhance operational response capabilities and integrations to emergency management. This promotes information sharing and dissemination.

- ***Response*** - Actions taken to deal with the consequences of an issue or emergency. The response activities are put forward to take control and contain negative impacts. The response will require a complex level of coordination of operations and communications depending on the nature of the emergency. Response consists of activities designed to address the short-term effects of an emergency. Response includes agency response, resource coordination, organizational structure, protection and warning systems and communications. AANDC Regional Offices works in collaboration with the Emergency and Issue Management Directorate (EIMD) to provide timely dissemination of information regarding potential civil unrest incidents to assist in providing Senior Management with the appropriate situational awareness in the form of notifications and reports.
- ***Recovery*** - Steps and measures taken after the emergency to repair and restore conditions to an acceptable level that existed prior to the emergency. Recovery measures commence during response. Recovery also reduces the future vulnerabilities of the community and improves planning for future events. These vulnerabilities can be captured in the form of an After Action Report and includes reviewing best practices for areas of improvement and completed in conjunction with internal and external partners.

Public Safety Canada's Federal Emergency Response Plan (FERP) identifies and describes the mechanisms and processes that will be used for emergency management by the Government of Canada. The purpose of the FERP is to guide a comprehensive and harmonized federal response, in conjunction with the response efforts of First Nations communities, provinces/territories, non-governmental organizations, and the private sector, to emergencies in First Nations communities that require an integrated Government of Canada approach. AANDC's National Civil Unrest Plan is consistent with the Federal Emergency Response Plan.

1.5 During Demonstrations

Local law enforcement or First Nations Police often respond to civil unrest incidents that occur on reserve and liaise with AANDC Regional Emergency Management Coordinators, when blockades interfere with the health and safety needs of the First Nations Communities on reserve.

This includes, but is not limited to demonstrations, rallies and marches, blockades, occupations and traffic slowdowns. Some blockades may prevent the delivery of essential services on reserve and property damage.

According to the 2010-2011 AANDC Incident Report, the most common reasons for protests were disputes relating with the government in terms of court

decisions, laws, government funding, land claims and grievances pertaining to First Nations education. Band governance issues were also the reason for protests within First Nation communities.

1.6 Objectives

The AANDC's National Civil Unrest Plan is designed to:

- Protect the health and safety of First Nations communities and individuals;
- Meet AANDC's obligations under the *EMA*;
- Allow the lawful assembly and freedom of speech as enshrined in the Charter of Rights and Freedoms.
- Protect property and infrastructure, First Nations lands, assets, and the environment;
- Mitigate the risks of emergencies in First Nations communities through proactive measures;
- Ensure a coordinated national approach to civil unrest management in First Nations communities;
- Clarify and integrate the roles and responsibilities between different organizations which have overlapping mandates in the managing of protests as it affects First Nations on reserve or at AANDC buildings; and
- Reduce economic and social losses for First Nations communities; and

1.7 AANDC's Risk Environment

AANDC identifies risks within or related to the department in conjunction with other federal bodies assigned such legal responsibilities and prepares emergency management plans with respect to those risks. It also provides a national perspective and overview of emergencies and issues affecting First Nations.

AANDC's risk environment includes natural or human-induced hazards that may impact First Nations communities. In this context, it would be consistent with Canada's risk environment which includes the traditional spectrum of natural and human-induced hazards such as wild land and urban interface fires, floods, hazardous material spills, transportation accidents, earthquakes, hurricanes, tornadoes, disease outbreaks or pandemics, major power outages, and cyber incidents civil unrest, as well as the risk of terrorism.

First Nations communities are dispersed across Canada, located in diverse geological and climatic zones and are thus exposed to a wide variety of hazards depending on their locale. Many First Nations communities are deemed to be communities at risk for various reasons such as isolation, poor socio-economic conditions, low education levels and few economic opportunities. Furthermore, many communities are at risk regarding emergencies, and more specifically, their ability to effectively deal with situations when they occur.

Effective management of AANDC's risk environment involves the four pillars of emergency management: mitigation, preparedness, response and recovery. This involves having plans in place at the federal, provincial/territorial and community levels to ensure a coordinated approach to emergency management in First Nations communities.

1.8 Mission

In support of the province/territory, AANDC will lead or support a federal response to requests for assistance in order to mitigate or reduce harm caused by civil unrest incidents regarding the safety, health, welfare, property or environment of affected First Nations communities.

SECTION 2

2 ROLES AND RESPONSIBILITIES

It is important to ensure that the roles and responsibilities of all stakeholders are clearly defined and understood by all to prevent confusion and assign responsibility in a field with overlapping mandates.

As the capacity of the individual to cope with the emergency diminishes, the responsibility then shifts to successive levels of government, as the resources and expertise of each are needed. This recognizes that when an emergency occurs, people will see to their own safety to the best of their abilities. Individuals then seek outside assistance from local, provincial or territorial authorities if necessary. Provincial and territorial governments will in turn request federal support if an emergency moves beyond their capacity.

Nothing in this section is intended to diminish, alter or impede the authority, roles and responsibilities, or accountability of any one program manager or policy centre. The intent is to ensure that prior to an emergency; the groups identified below are prepared to meet their responsibilities.

During an emergency, other roles and responsibilities may be identified which may have to be actioned to achieve and maintain the necessary levels of readiness and response, and/or facilitate the accountable and optimal utilization of resources. If this is the case, individual managers must make note of any changes, additions or deletions as applicable so that they can be captured within the lessons learned and the plan(s) amended accordingly. Within AANDC, each region will retain full operational control and authority as defined within the areas of responsibilities of each Regional Director General.

Key stakeholders and their established roles and responsibilities in relation to this plan are provided below.

2.1 Community Members

National guidelines for emergency preparedness advise individuals that they should be prepared to look after themselves and their families for a minimum of 72-hours during an emergency if they are able to remain in their home. In the case of civil unrest, community members should be prepared to maintain their needs when access to external resources may be blocked due to civil unrest incidents.

2.2 First Nations Communities

First Nations communities have a responsibility to develop and implement Emergency Management plans as effective emergency management starts at the local level. This includes liaising with their First Nation police force civil unrest may affect the health and safety needs of the community. Communities are encouraged to build their own Emergency Management Plan taking on an 'all hazards' approach including planning for civil unrest.

Emergency management activities at the community level include:

- Conducting a hazard, risk and vulnerability assessment of the community in consultation with their local First Nations or Provincial or territorial law enforcement partners;
- Creating an effective emergency management plan and ensuring the plan is maintained, exercised and modified annually;
- Conducting public emergency management training, awareness and education programs; and
- Providing leadership and direction during an emergency situation.

2.3 Provinces and Territories

The responsibility for responding to civil unrest incidents rests with the provincial territorial governments, in particular with the local law enforcement they are responsible for; however, and the AANDC Minister has accepted responsibility for supporting emergency management in First Nations communities. As such, through negotiated agreements with AANDC, provinces may respond to emergencies in First Nations communities in support of stated objectives, in exchange for the reimbursement of eligible expenses.

Provincial emergency management practices and procedures vary from Province/Territory to Province/Territory. It is important that all First Nations have comparable emergency management services to nearby non-aboriginal communities. Therefore, to avoid any confusion or problems during an emergency, formal emergency management agreements must be negotiated between the AANDC regions and the provinces. Such agreements must be reviewed and amended on a scheduled basis in consultation with the Regional Operations Sector in AANDC's Headquarters.

2.4 AANDC

AANDC regions are responsible for developing, exercising, implementing and maintaining regional emergency management plans. They are also responsible for negotiating agreements with their respective provincial government for the delivery of emergency management services in First Nations communities.

These agreements ensure that First Nations communities have access to comparable emergency assistance services available to other non-First Nations communities in their respective province. As part of its Emergency Management Assistance Authority, AANDC is required to cover costs related to emergency assistance in First Nations communities. In most cases, the Department assumes responsibility for 100% of the eligible cost of emergency assistance activities carried out exclusively in First Nations communities. If the activities address situations that are not restricted to First Nations communities (e.g. forest fires, floods and civil unrest), the Department assumes responsibility for a pro-rated portion of the expense.

AANDC Headquarters and Regions must work closely together to ensure the timely flow of information during emergencies. Regions are responsible for reporting any emergencies to AANDC's Operations Centre located within the Emergency and Issues Management Directorate (EIMD) in Headquarters. EIMD is responsible for ensuring senior management is kept informed of any emergencies threatening First Nations communities through the preparation of various briefing reports, notifications, and summaries as the event develops. EIMD is also responsible for developing, exercising, implementing and maintaining AANDC's National Emergency Management Plan.

- In 2011, AANDC's Emergency Operations Centre (EOC) opened within Headquarters.
- The Department's provides situational awareness to both AANDC Senior Management and emergency management partners across government.
- The EOC enhances AANDC's ability to liaise with emergency management partners.

2.5 Support Organizations

At the request of a First Nation community, the leading province or AANDC, non-government organizations (such as the Red Cross), other government departments or agencies and Aboriginal organizations, may support the management of an emergency, such as civil unrest affecting the health and safety on First Nations reserves.

Regions should identify and communicate with non-government organizations located within their area of responsibility to determine what they can offer First Nations during emergencies such as civil unrest. Once identified, these should be grouped and documented within regional emergency management plans for practical and reference purposes, along with contact information. Bilateral discussions and maintaining contact on a pre-determined basis are good business practices in establishing and maintaining partnerships with these groups.

Other government agencies, such as neighbouring municipalities, could offer support services like security, the provision of basic services and shelter to an

evacuated First Nation, or equipment to prepare for or respond to an emergency. Aboriginal organizations such as tribal councils may contribute to the development of First Nation emergency management plans if requested. They could also be asked by AANDC to assist with providing input and advice into emergency management plans.

2.6 Government of Canada

Through the Federal Emergency Response Plan, the Government of Canada guides a comprehensive and harmonized federal response, in conjunction with the response efforts of provinces/territories, non-governmental organizations, and the private sector, to emergencies that require an integrated Government of Canada approach.

Public Safety Canada is the federal government department responsible for promoting and coordinating the preparation of departmental emergency management plans as well as coordinating the government's response to an emergency through the Government Operations Centre (GOC).

The GOC is a 24/7 centre that provides coordination and support in the event of national emergencies. Through this role, Public Safety Canada is the lead federal agency responsible for coordinating the Government of Canada's response to issues arising from major events. It coordinates and supports the efforts of federal organizations which have the responsibility for national security and ensuring the safety of Canadians.

AANDC may be required to supply departmental personnel to the GOC to help coordinate the departmental response if an emergency of significant threat or scope impacts a First Nation community.

2.7 The Royal Canadian Mounted Police (RCMP)

The Royal Canadian Mounted Police is a national police service of Canada and is an agency of Public Safety Canada. The RCMP is the agency with primary responsibility for the security for First Nations on reserve, in collaboration with First Nations Police services, with the exception of the Province of Ontario and Quebec.

SECTION 3

3 CONCEPT OF OPERATIONS

AANDC's HQ concept of operations, during an emergency, was developed based on the Incident Command System (ICS), a system that defines and establishes clear roles, responsibilities, lines of communication and operating procedures to be assumed by personnel in the management of an emergency situation.

AANDC's HQ concept of operations outline's the framework of the planned response to providing situational awareness regarding civil unrest incidents and its impacts, as they relate to AANDC. It further outlines roles and responsibilities of the affected sectors and regions that may be impacted by First Nations related emergencies and/or issues in relation to civil unrest incidents.

3.1 AANDC Emergency Management Governance Structure

The AANDC Emergency Management Governance Structure is consistent with the structure of the Government of Canada as outlined in the Federal Emergency Response Plan, which involves engaging existing governance structures to the greatest extent possible in responding to an emergency. The federal governance structure, which parallels the structures of most provincial/territorial counterparts, includes the Cabinet Operations Committee, the Deputy Ministers' (DM) National Security Committee and the Assistant Deputy Ministers' (ADM) Emergency Management Committee.

AANDC is taking actions such as strengthened information gathering and information sharing with public safety agencies and other federal/provincial government agencies, to deter or mitigate incidents related to civil unrest.

3.1.1 Minister

The AANDC Minister is the lead Minister for addressing emergency mitigation, preparedness, response and recovery on all Indian lands across Canada. If required, an Ad Hoc Committee chaired by the AANDC Minister could be established with members from, but not limited to, (depending on the emergency) Public Safety Canada, Transport Canada, Fisheries and Oceans, Privy Council Office, National Defence, Environment Canada, the Public Health Agency of Canada and Health Canada.

3.1.2 Deputy Minister

The Deputy Minister of AANDC sits on the DM National Security Committee which is chaired by the National Security Advisor to the Prime Minister, with the Deputy Minister of Public Safety Canada as vice-chair. This Committee will be the lead committee during an emergency impacting a First Nation community that requires an integrated Government of Canada response.

3.1.3 Operations Committee

AANDC's Operations Committee is chaired by the Deputy Minister and/or the Associate Deputy Minister, and the participants include all AANDC Assistant Deputy Ministers; all Regional Directors General; the Directors General of Communications and Human Resources; the Chief Financial Officer; the Chief Information Officer; the Chief Audit and Evaluation Executive; the Executive Director of the Inuit Relations Secretariat; the Head of Legal Services; and the Corporate Secretary. The Director of Operations and Implementation from the Regional Operations Sector is the Committee Secretary. The Operations Committee has the authority to review and provide direction on emergency management issues requiring the attention of the Deputy Minister, including committing money for emergency management that might impact other program budgets.

3.1.4 Senior Assistant Deputy Minister of Regional Operations

The Senior Assistant Deputy Minister (SADM) of Regional Operations at AANDC Headquarters is a member of the ADM's Emergency Management Committee, co-chaired by the Associate Assistant Deputy Minister of Emergency Management and National Security at Public Safety Canada and the Commander of Canada Command. This Committee will meet at the request of either co-chair based on input from the DM National Security Committee and/or the SADM of Regional Operations at AANDC during an emergency impacting a First Nation community and requiring an integrated Government of Canada response.

3.1.5 Director of Emergency and Issue Management

The Director of Emergency and Issue Management (EIMD) in Regional Operations at AANDC Headquarters is responsible for the development, implementation and maintenance of AANDC's National Civil Unrest Plan.

EIMD will hold regular meetings with identified AANDC partners and other federal stakeholders and non-government partners, including teleconferences with the affected Region and Public Safety Canada. EIMD in turn will provide support to

not only the impacted First Nations as well as our partners and stakeholders which are scalable to events based on intelligence information being provided from other federal and provincial partners. Response strategies will be conducted in a consultative process.

In 2011, AANDC's Emergency Operations Centre (EOC) opened within Headquarters. The Director of the EIMD oversees the Emergency Operations Centre (EOC) and provides situational awareness to both AANDC Senior Management as well as emergency management partners across government.

EIMD shall be responsible for updating and maintaining this Plan to ensure that it remains consistent with the emergency plans of our partners and also continues to meet the needs of the Directorate as well as the Department.

3.1.6 Director General of Communications

The Director General of the Communications Branch at AANDC is responsible for coordinating emergency public communications activities for AANDC, between federal departments, and with provincial/territorial, First Nation partners and non-government organizations as appropriate. The Communications Branch provides support and strategic public communications advice on issues relating to the public and media environment for emergencies involving First Nations.

At a national level, a collaborative communications strategy has been developed by all communications branches of the involved Government of Canada agencies regards to specific goals, objectives and key messages throughout major civil unrest events. To ensure compliance with this direction, clear communications channels have been developed between the region and EIMD in concert with the Communications Branch. This is inclusive of information sharing with involved agencies through meetings, teleconferences and other means.

3.1.7 Regional Directors General

Regional Director Generals are responsible for the overall and effective implementation of the Emergency Management Business Line in their respective regions.

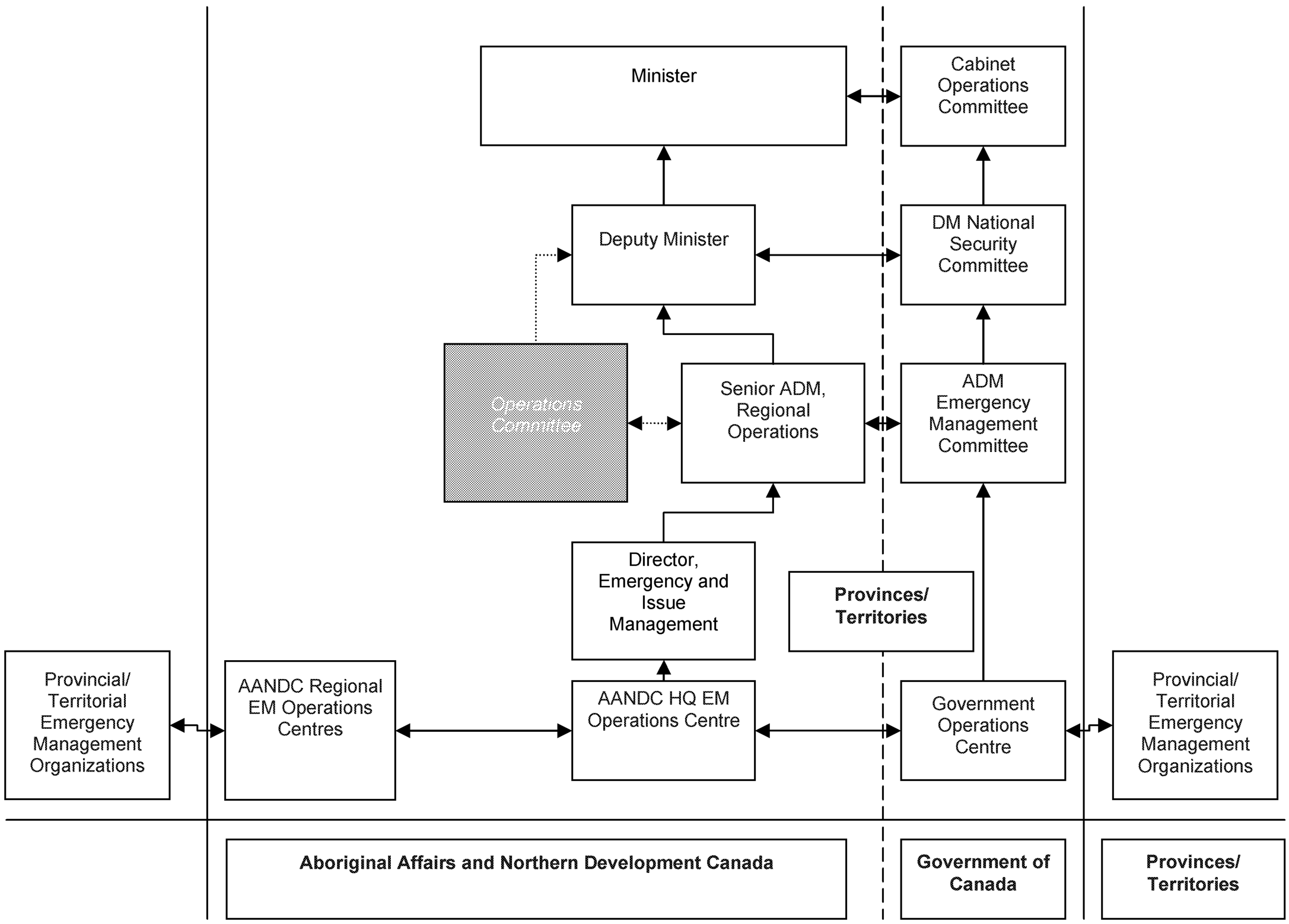
AANDC Regional Offices develop their own concept of operations that align with the *AANDC- Departmental Security Procedures* in the event of demonstrations evolving and respond to the immediate needs and concerns.

The Regions work collaboratively with their provincial partners to ensure that primary responsibilities to First Nations will remain unaffected during civil unrest events.

3.1.8 Diagram of the AANDC Emergency Management Governance Structure

The following governance structure depicts the interdepartmental relations within AANDC and between the Government of Canada, AANDC, and provincial/territorial emergency management organizations during an emergency.

Diagram of the AANDC Emergency Management Governance Structure



3.2 AANDC Emergency Management Coordination Structure

The AANDC Emergency Management Coordination Structure clearly defines the operational lines of reporting between AANDC Headquarters (HQ), AANDC Regions, provincial and territorial emergency management organizations and the Government Operations Centre (administered and operated by Public Safety Canada). AANDC HQ and Regions must work closely together to ensure the

timely flow of information on civil unrest emergencies and issues. As operational requirements dictate, AANDC HQ and Regions may expand to a more robust coordination structure based on an Incident Command System model.

Diagram of the AANDC Emergency Management Coordination Structure

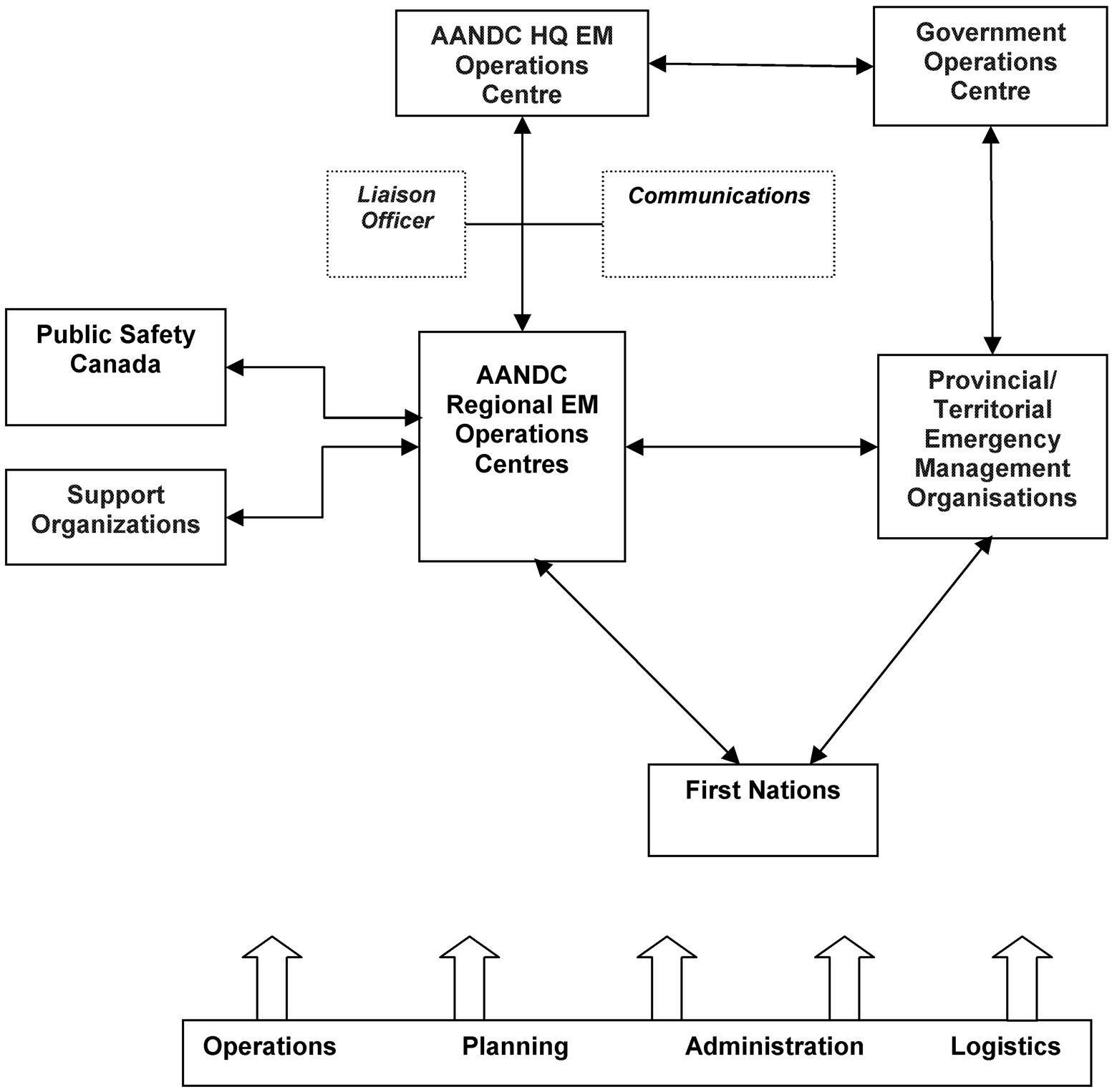
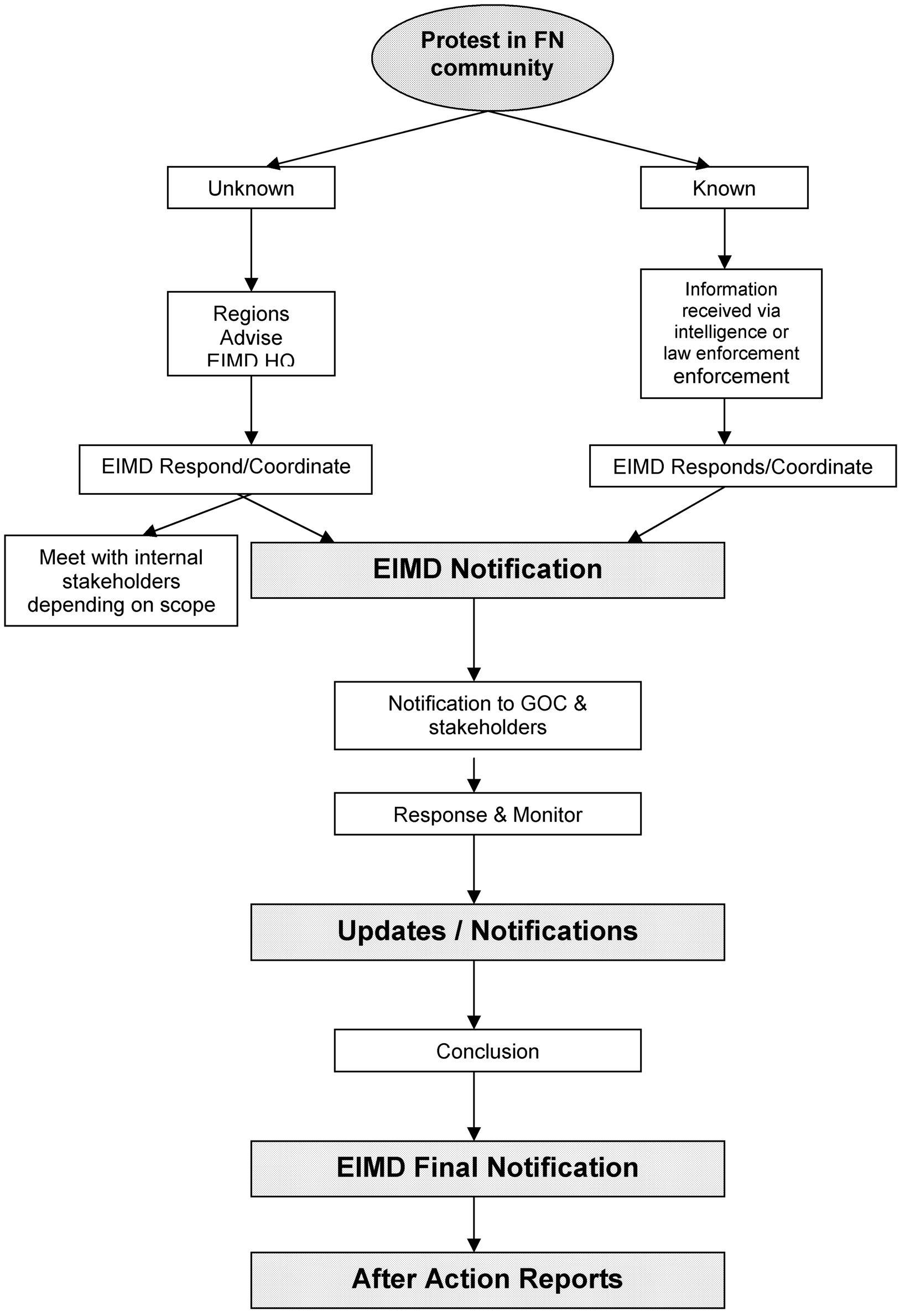


Diagram of EIMD Protest Response Flow Chart



3.2.1 First Nations Communities

First Nations communities should have a structure that aligns with their provincial or federal emergency management community of practice to deal with localized emergencies. They should also inform AANDC of any emergency activities or events in the community.

3.2.2 AANDC Regional Emergency Management (EM) Operations Centres

AANDC Regional EM Operations Centres should ideally mirror the HQ organization but on a smaller scale due to limited staff. They are responsible for notifying the AANDC HQ Operations Centre of emergency activities or events in the Region. They also must ensure that they establish and maintain reporting relationships with:

- First Nations communities;
- provincial and territorial emergency management organizations which are sometimes embedded within the provincial/territorial Department of Public Safety;
- Public Safety Canada;
- non-government organizations;
- private sector representatives;
- Aboriginal organizations;
- volunteer organizations; and
- Local governments (municipalities).

3.2.3 Provincial and Territorial Emergency Management Organizations

Emergency Management Organizations (EMOs) are provincial/territorial organizations responsible for emergency management programs. Some of these EMOs have negotiated funding agreements with AANDC for the provision of response functions to emergencies in First Nations communities.

3.2.4 AANDC Headquarters Emergency Management (EM) Operations Centre

The AANDC HQ EM Operations Centre is responsible for coordinating and monitoring emergency management activities impacting First Nations communities from a national perspective and responding to queries from senior officials within the Department, including the offices of the Minister and Deputy Minister (DM). The AANDC HQ EM Operations Centre is also responsible for coordinating activities with AANDC Regional EM Operations Centres.

3.2.5 Government Operations Centre

The Government Operations Centre (GOC) is housed within Public Safety Canada on behalf of the Government of Canada. It is the principal location where subject matter experts and liaison officers perform the primary functions of the Federal Emergency Response Management System (FERMS). The AANDC HQ EM Operations Centre liaises with GOC in an effort to ensure an integrated Government of Canada response to emergencies in First Nations communities. The GOC will be the primary coordinating office for the government's response strategies during major civil unrest events.

3.2.6 EIMD Operations

During day to day activities, EIMD Operations staff is responsible for monitoring, validating, and providing situational awareness products such as notifications, weekend, weekly summaries and fire and flood reports to senior management, the Government Operations Centre, law enforcement partners and non-government organizations such as the Canadian Red Cross and the Assembly of First Nations, on emergencies impacting First Nations communities. During an emergency affecting a First Nations community, Operations staff is the primary point of contact. Should an emergency become significant, EIMD Operations can activate AANDC's National Emergency Operations Centre which provides an enhanced scalable response including 24/7 service. Within the Operations staff, there are regional emergency management coordinators in every region who are responsible for coordinating and liaising with First Nations and the local emergency management organizations that provide the emergency management service (i.e. evacuation, fire suppression, etc.).

3.2.7 EIMD Planning

EIMD Planning staff are responsible for ensuring that emergency management plans are developed, maintained and promoted. They are also responsible for the establishment of policies and procedures relating to emergency management at AANDC. Furthermore, planning staff look at current and future emergency management requirements, including other national level initiatives that may impact the Department's emergency management program. This includes risk assessments to determine the impact of an emergency and the risk level.

3.2.8 Logistics

Logistics staff co-ordinate the human and physical resources (i.e. facilities, equipment, fuel, water, food, etc.) needed to provide surge capacity during an emergency situation. Logistics staff have a vital role in supporting operations and are included in debriefings to fully capture lessons learned.

3.2.9 Finance and Administration

Finance and administration staff provide funding allocations, monitor and document all related financial costs and expenditures, forecast projected costs of the emergency, deal with contracts and physical and human resources, hire subject matter experts where/when needed and finally, provide cost analysis and alternatives to senior departmental officials either during or after the emergency. They have a vital role in supporting the operation and must be included in debriefings to capture lessons learned.

3.2.10 Communications

Communications staff are part of emergency operations during an emergency and play a key role in managing external communications by ensuring that media outlets are kept informed and up to date. They are required to work closely with Operations. Furthermore, communications staff has an important role in supporting Operations and are included in debriefings to fully capture lessons learned.

3.2.11 Liaison Officer

Liaison officers are the link between the different operations centres. For example, they are the link between the Government Operations Centre (GOC) and AANDC. They are also the link between AANDC and the various stakeholders, partners and members of the community that are affected. Liaison officers provide knowledge of AANDC, including roles, responsibilities, mandates and plans, and are also responsible for briefings between Regional Emergency Management Operations Centres and the HQ Emergency Management Operations Centre on developments related to an emergency.

3.3 Tasks

Departmental emergency management activities are organized and conducted according to the following four pillars of effective emergency management:

- mitigation;
- preparedness;
- response; and
- Recovery.

3.3.1 Mitigation

Each AANDC region is responsible for working with First Nations communities and Emergency Management Organizations to evaluate the threat and risks associated with emergencies and take steps to mitigate potential emergencies (i.e. flood dykes, risk based construction of capital projects built out of harms way, flood berms).

3.3.2 Preparedness

Regions and Headquarters are responsible for activities arising from the preparedness phase of emergency planning, including on-going training, exercising and, in the Regions, supporting the development and maintenance of First Nations Emergency Management Plans.

Capturing and reporting information regarding emergencies is also an important component of preparedness. AANDC will compile statistical data pertaining to which First Nations communities are impacted by emergencies, the causes and severity of the emergency as well as other trends that will assist preparation initiatives in future years.

3.3.3 Response

Response includes those actions during or immediately after an emergency in order to manage its consequences to minimize suffering and losses. Response activities include emergency public communication, emergency medical assistance and evacuation, as well as liaising with the province or territory, law enforcement partners and First Nations, to obtain situational awareness for civil unrest events.

The declaration of an emergency in a First Nation community involves a shared response amongst the First Nation, the province or territory and AANDC as each have a role to play.

The responsibility for identifying and initiating a response to an emergency rests with the local First Nations community and the appropriate provincial Emergency Management Organization (EMO). When necessary, AANDC will provide logistics coordination support in response to a provincial request during an emergency. This function will provide linkages to other departments and various suppliers so the requested resources are provided to the designated emergency hazard area.

3.3.3.1 Evacuation

In support of a shared response, the decision to evacuate a First Nation community must be based on:

- a consensus of opinion between the First Nation Chief and Council, AANDC and the corresponding provincial EMO; or
- a present or imminent event that requires prompt coordination of actions to protect the health, safety and/or welfare of people in order for the costs of evacuation to be considered an eligible expense for reimbursement from AANDC.

3.3.4 Recovery

Recovery focuses on the reparation or restoration of conditions to an acceptable level through measures taken after the emergency. Recovery activities include the return of evacuees, trauma counselling, reconstruction, economic impact studies and financial assistance for eligible costs. There is a strong relationship between long-term recovery and prevention and mitigation of future emergencies.

Returning a community to a state of normalcy, which existed prior to the emergency, is a priority. Funding sources may include: individual, First Nation or business insurance; eligible Disaster Financial Assistance Arrangements costs at provincial or territorial rates under: a) provincial or territorial disaster recovery programs for wide-spread disasters; or b) eligible costs under AANDC emergency management assistance for localized emergencies.

Funding for assistance related to emergencies will be in accordance with departmental policies and agreements. It is important that all First Nations be treated equally and consistently on a national basis as jurisdictions permit regarding the reimbursement of eligible costs associated with emergencies. Costs will be tracked and identified on an annual basis by AANDC Regions and Headquarters.

3.4 Plan Implementation

The AANDC National Emergency Management Plan is in a constant state of activation for routine day-to-day departmental activities related to emergency management. The escalation of response levels to respond to an emergency will normally be initiated at the local or regional level and then move up to the national level if necessary. Every effort should be made to ensure that the AANDC HQ EM Operations Centre is kept informed through normal reporting procedures during regular working hours or through assigned duty officers outside of regular working hours.

In order to assist senior departmental officials with their roles and responsibilities before, during and after an emergency, a Senior Officials Desk Book has been developed. It includes operating procedures for senior departmental officials to follow as part of the AANDC Incident Command System.

3.4.1 Response Levels

Depending on the nature of the emergency, and the level of federal, provincial and/or territorial coordination required during an emergency, the Director of the Emergency and Issue Management Directorate from AANDC HQ, in consultation with various stakeholders, may escalate or de-escalate the following response levels as appropriate:

Level 1

Level 1 is the routine (day-to-day) activities of the Emergency and Issue Management Directorate within the Regional Operations Sector at AANDC HQ as well as the regional emergency management programs. This level consists of coordinating responses to minor emergencies. It does not require the augmentation of the AANDC HQ EM Operations Centre or any of the Regional EM Operations Centres.

Level 2

Level 2 is the partial augmentation of the AANDC HQ EM Operations Centre and relevant Regional EM Operations Centre(s). The Government Operations Centre (GOC) may also partially augment its personnel under this level. This level consists of augmentation by key staff within HQ and the Regions as appropriate, and liaison with the different levels of government involved in the emergency.

Level 3

Level 3 is the extensive augmentation of AANDC HQ EM Operations Centre (including the GOC) and relevant Regional EM Operations Centre(s). At this level, key staff are seconded to AANDC's EM Operations Centres and fully engaged in their response.

3.4.2 Reporting Mechanisms

Headquarters emergency management staff will monitor events and activities with regional emergency management coordinators in order to gather sufficient information to keep records of activities and events, and to be able to provide periodic statistics for senior management and regions. The information collected will be used to develop not only the history of the emergency management program, but also future plans. Regions are also required to compile and maintain a list of events and activities, including expenditures, to be reported to HQ on a quarterly basis.

During normal business hours, situation reports are provided through regular reporting mechanisms. When an emergency occurs, key departmental representatives for emergency management as well as other implicated departmental staff will be required to prepare a series of reports for the normal administration of the emergency.

The types of reports that must be generated are:

- situation reports;
- notifications;

- weekly and weekend situational awareness reports; and others as required.

It is important to note that formats for these reports must be identical between HQ and Regions. The creation of any new operational report must be discussed between the appropriate AANDC Regions and HQ to ensure consistency in the reporting lines and mechanisms that are used to brief senior departmental officials.

An emergency management staff contact list has been developed and is updated regularly in order to ensure that all contact information is up-to-date.

3.4.3 Lessons Learned and After Action Report

The Department and stakeholders must capitalize on their own and others' experiences, successes, as well as failures, to continually strive to improve on policies, plan procedures, processes and operations. Once a situation or event is terminated, it is a good business practice to regroup key staff and stakeholders as soon as possible to conduct a formal debrief to identify areas for improvement and to identify key lessons learned. The lessons learned and after action report is an important part of any emergency management plan as it contributes to improved risk management processes and allows staff to understand what worked and what did not.

The Lessons Learned and After Action Report is not an audit and is to be considered a learning tool. It is to be shared nationally and on a constructive basis to enhance the Department's emergency management capabilities. The report should include a summary of the event, key observations, confirmation of policies and procedures that were effective as well as concrete recommendations for change.

A draft of the lessons learned and after action report should be completed no later than 30 calendar days after the conclusion of the emergency or operation. If the Region cannot meet this deadline, then the RDG must inform the Director of Emergency and Issue Management in writing of the delay and when the Region expects to be able to provide the report.

3.4.4 Program Awareness

Program awareness pertaining to the emergency management plan must be promoted and shared within the Department, especially to those who are directly or indirectly involved with any aspect of emergency management services and activities.

3.4.5 Training and Exercises

Training and exercises are an integral part of any emergency management plan. They are also a requirement under the *EMA*. All staff members involved with emergency management should have basic Emergency Management training from a recognized educational institution in Canada. As such, emergency management units in the regions and the Emergency and Issue Management Directorate at HQ must examine the training requirements of AANDC personnel who administer and manage the emergency management program. They must look at the current state of training and review future requirements such as the need to conduct national or regional exercises, including table top exercises. This involves liaising with the appropriate departmental and interdepartmental emergency management representatives to examine the need for governmental emergency management exercises.

The development of training and exercise scenarios must be a common practice for the effective administration of emergency management functions within the Department. It is recognized that training and exercises are fundamental to this plan and must be captured in a national training and exercise calendar.

SECTION 4

4 FINANCIAL MANAGEMENT

4.1 Authority Level

Funding of emergency management is divided into four phases: mitigation; preparedness; response; and recovery. Responsibility to fund emergency management rests with AANDC regions through the fiscal budgetary allocation process and will be in accordance with departmental policies and agreements. Managers are authorized to approve spending in accordance with AANDC financial authority levels.

4.1.1 Mitigation

Each region is responsible for taking steps from within their annual budgets to mitigate potential emergencies.

4.1.2 Preparedness

Regions shall identify from annual regional budgets, the funds necessary to meet expenditures incurred by activities arising from the preparedness phase of emergency planning.

4.1.3 Response

Each region shall track and fund response activities in accordance with the regional/provincial emergency management agreements.

4.1.4 Recovery

Recovery is a priority which will be funded from regional sources.

4.2 Eligible and Non-Eligible Expenses

It is important that all First Nations be treated equally and consistently on a national basis as jurisdictions permit regarding the reimbursement of costs associated with emergency management. AANDC Regions manage response and recovery financial support in conjunction with Headquarters. Costs will be tracked and identified on an annual basis by both the AANDC Regions and Headquarters. Guidelines for eligible and non-eligible expenses will be developed to ensure comparability with their respective provincial or territorial disaster assistance program.

SECTION 5

5 PLAN MAINTENANCE

The Emergency and Issue Management Directorate (EIMD) of the Regional Operations Sector is responsible for the management and maintenance of AANDC's National Emergency Management Plan. EIMD will work collaboratively with regional counterparts, Communications Branch, and other stakeholders to update this plan and the annexes, as required by changes in policy, legislation or to incorporate lessons learned from exercises and actual emergencies. All stakeholders will be provided with the details of an update to this plan.

The Plan will undergo a full review by AANDC in consultation with the Regional Directors General and their respective Regional Emergency Management Coordinators and other key stakeholders, a minimum of every three years. Once a full review is complete, the plan will be reissued and re-distributed to all participating stakeholders.

Notwithstanding this departmental review process, the fact remains that emergency management policies, plans and procedures are all operational documents that should be consulted on a routine basis. Lessons learned and debriefings may prompt some changes to the plan, in part, as a result of a national, regional or local emergency.

Original signed by:

Signature of Deputy Minister

Michael Wernick
Deputy Minister
Aboriginal Affairs and Northern Development Canada

CIDM Ref#	(n)otificati	WHO	Band #	(B)and, (O)r	RGN	WHAT	WHAT (SPE	WHY (MAIN REASON)	WHY (SECONDARY REASON(S)) as well as adverse effects to business continuity	WHEN	Column1	Population	day of the week	Quarter
2276052	W	Aboriginal Culture Centre		O	AB	Protest		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	fri	1
2276052	W	Aboriginal Healing Foundation		O	AB	Protest		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	fri	1
2694424	WNN	Ahousaht First Nation	659	B	BC	PROTEST		DEMONSTI	G - LAND CLAIMS	site of a former residential school	40158	DEC	651 fri	3
2712364	N	ALGONQUINS OF BARRIERE LAKE	74	B	QC	O - PLANNED PROTEST THAT DID NOT OCCUR		BLOCKADE	GOVERNANCE ISSUES		40162	DEC	202 tue	3
2459787	N	ALGONQUINS OF BARRIERE LAKE	74	B	QC	PROTEST		BLOCKADE	G - LAND CLAIMS		40057	SEP	202 tue	2
2622887	N	ALGONQUINS OF BARRIERE LAKE	74	B	QC	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	ELECTIONS DISPUTE	40128	NOV	202 wed	3
2139748	N	ASHCROFT First Nation	685	B	BC	PROTEST		OCCUPATI	BAND GOVERNANCE ISSUES	elections dispute	39913	APR	73 fri	1
2276052	W	ASSEMBLY OF FIRST NATIONS		O	ON	PROTEST		MARCH/R/	NATIONAL DAY OF RECONCILIATION		39976	JUN	fri	1
2276052	W	Assembly of Manitoba Chiefs (AMC)		O	MB	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	fri	1
2276052	W	Association of Iroquois and Allied Indians		O	ON	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	fri	1
2372727	N	Attawapiskat	143	B	ON	PROTEST		WILL ALER	ENVIRONMENTAL CONCERNS	SEWAGE SPILL AT LIFT STATION	40005	JUL	1625 sat	2
2662592	N	Bande des Innus de Pessamit (085)	85	B	QC	PROTEST		DEMONSTI	G - LAND CLAIMS	ASSERTION OF TERRITORIAL RIGHTS	40143	NOV	2850 thu	3
2276052	W	Batchewana First Nation	198	B	ON	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	652 fri	1
2736253	N	Batchewana First Nation	198	B	ON	PROTEST		BLOCKADE	G - HARMONIZED SALES TAX		40168	DEC	661 mon	3
2165518	N	BEAUSOLEIL FIRST NATION	141	B	ON	PROTEST		BLOCKADE	ENVIRONMENTAL CONCERNS	LANDFILL SITE LOCATION	39943	MAY	585 sun	1
2305747	N	CANADIAN ADVOCATES FOR CHARTER EQUALITY (CANACE) RELATING TO SIX NATIONS		NA	ON	Protest		MARCH/R/	G - ISSUES WITH LAW ENFORCEMENT	SUPPORT OF DOUG FLEMMING	39984	JUN	sat	1
2128358	WNN	CANADIAN ADVOCATES FOR CHARTER EQUALITY (CANACE) RELATING TO SIX NATIONS		NA	ON	O - PLANNED PROTEST THAT DID NOT OCCUR		MARCH/R/	ISSUES WITH LAW ENFORCEMENT	perceived inequality of police services in the Caledonia conflict	39927	APR	fri	1
2276052	W	Carcross/Tagish First Nations	491	B	YT	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	122 fri	1
2679536	N	CHIEFS OF ONTARIO		O	ON	PROTEST		DEMONSTI	G - HARMONIZED SALES TAX		40150	DEC	thu	3
2574293	N	CLEARWATER RIVER DENE NATION	401	B	SK	PROTEST		OCCUPATI	BAND GOVERNANCE ISSUES	HOUSING, HIGH UNEMPLOYMENT, GOVERNANCE	40105	OCT	673 sat	3
2307467	N	CUPE LOCAL 3903 FIRST NATIONS SOLIDARITY WORKING GROUP		NA	ON	Protest		DEMONSTI	G - ISSUES WITH LAW ENFORCEMENT	PROPOSED ESTABLISHMENT OF AN ANTI-NATIVE MILITIA BY DOUG FLEMING	39987	JUN	tue	1
2278731	N	EAGLE VILLAGE KIPAWA FIRST NATION	65	B	QC	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	ELECTIONS DISPUTE	39973	JUN	259 tue	1
2528580	N	FIRST NATION STUDENTS		O	SK	PROTEST		MARCH/R/	G - GOVERNMENT FUNDING - EDUCATION		40087	OCT	thu	3
2694706	N	FIRST NATIONS EDUCATION COUNCIL		O	QC	PROTEST		DEMONSTI	G - GOVERNMENT FUNDING - EDUCATION	EDUCATION FUNDING AND CONTROL	40156	DEC	wed	3
2276052	W	Fort William First Nation	187	B	ON	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	892 fri	1
2498327	WNN	Garden Hill First Nation	297	B	MB	Protest		DEMONSTI	G - H1N1 bodybags		40074	SEP	3463 fri	2
2276052	W	Garden River First Nation	199	B	ON	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	1128 fri	1
2684270	N	Garden River First Nation	199	B	ON	PROTEST		BLOCKADE	G - HARMONIZED SALES TAX		40150	DEC	1128 thu	3
2736253	N	Garden River First Nation	199	B	ON	PROTEST(secondary band)		BLOCKADE	HARMONIZED SALES TAX		40168	DEC	1172 mon	3
2498327	WNN	God's Lake First Nation	296	B	MB	Protest		DEMONSTI	G - H1N1 bodybags		40074	SEP	1380 fri	2
2526960	WNN	Grassy Narrows First Nation	149	B	ON	PROTEST		March/Rall	G - COURT DECISIONS / LAWS		40088	OCT	873 fri	3
2662592	N	Innu Takuaikan Uashat Mak Mani-Utenam	80	B	QC	PROTEST(secondary band)		DEMONSTI	LAND CLAIMS	ASSERTION OF TERRITORIAL RIGHTS	40143	NOV	3080 thu	3
2260720	WNN	Innue Essipit Montagnais de Unamen-Shipu (La Romaine) (084)	86	B	QC	PROTEST		Occupatio	BAND GOVERNANCE ISSUES	chief witholding money	39969	JUN	1020 fri	1
2662592	N	Innue Essipit Montagnais de Unamen-Shipu (La Romaine) (084)	86	B	QC	PROTEST(secondary band)		DEMONSTI	LAND CLAIMS	ASSERTION OF TERRITORIAL RIGHTS	40143	NOV	1022 thu	3
2180980	N	INTERLAKE REGIONAL TRIBAL COUNCIL		O	MB	PROTEST		MARCH/R/	BAND GOVERNANCE ISSUES		39952	MAY	tue	1
2316731	N	ISKATEWIZAAGEGAN INDEPENDENT FIRST NATION	154	B	ON	PROTEST		DEMONSTI	ENVIRONMENTAL CONCERNS	raise awareness of the following issues: water treatment plan, lack of consultation re: work being done on Hwy #673	39988	JUN	292 wed	1
2184295	WNN	Kinounchepirini First Nation Algonquins		O	ON	PROTEST		BLOCKADE	G - LAND CLAIMS	Eastway Developments' extraction operation	39955	MAY	fri	1
2471174	WNN	Kitchenuhmaykoosib Inninuwug	709	B	ON	Protest		BLOCKADE	G - LAND CLAIMS	Platinex mining company on traditional lands	40067	SEP	942 fri	2
2425410	N	KITIGAN ZIBI ANISHINABEG	73	B	QC	PROTEST		TRAFFIC SL	G - GOVERNMENT FUNDING - EDUCATION		40042	AUG	1536 mon	2
2662592	N	La Nation Innu Matimekush-Lac John	87	B	QC	PROTEST(secondary band)		DEMONSTI	LAND CLAIMS	ASSERTION OF TERRITORIAL RIGHTS	40143	NOV	727 thu	3
2662592	N	Les Innus de Ekuanitshit	82	B	QC	PROTEST(secondary band)		DEMONSTI	LAND CLAIMS	ASSERTION OF TERRITORIAL RIGHTS	40143	NOV	532 thu	3
2409528	WNN	Listuguj Mi'gmaq Government	51	B	QC	Protest		DEMONSTI	G - LAND CLAIMS	adding of lands to reserve	40039	AUG	2000 fri	2
2556271	N	Listuguj Mi'gmaq Government	51	B	QC	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	ELECTIONS DISPUTE	40100	OCT	1944 wed	3
2631609	WNN	Little Salmon / Carmacks First Nation	492	B	YT	PROTEST		DEMONSTI	G - LAND CLAIMS	traditional lands	40137	NOV	2 fri	3
2185434	N	Little Saskatchewan First Nation	274	B	MB	PROTEST(secondary band)		DEMONSTI	GOVERNANCE ISSUES	ELECTIONS DISPUTE	39953	MAY	651 wed	1
2955530	W	Llisaqsivik Society		N	NU	Protest - not reported until 2010-2011		Demonstra	G - funding (AFH)		40617	MAR		4
2508250	WNN	Loon River First Nation	476	B	AB	Protest		DEMONSTI	Economic Develoment Opportunities	New Canadian Forest Oil contracts	40081	SEP	365 fri	2
2296927	WNN	Lower Kootenay	606	B	BC	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	Management of the Three Voices of Healing Treatment Center	39983	JUN	92 fri	1
2238687	N	LOWER SIMILKAMEEN BAND	598	B	BC	PROTEST		DEMONSTI	G - ISSUES WITH LAW ENFORCEMENT	NEW PASSPORT REGULATIONS	39965	JUN	232 mon	1
2526960	WNN	Membertou First Nation	26	B	AT	Protest		DEMONSTI	BAND GOVERNANCE ISSUES		40088	OCT	764 fri	3
2477295	N	METIS NATION		O	SK	PROTEST		MARCH/R/	BAND GOVERNANCE ISSUES	according to OFI it may have been related to their core funding proposals being denied, due to not meeting the T&C	40068	SEP	sat	2
2259932	N	MOHAWKS OF AKWESASNE	159	B	ON	PROTEST		DEMONSTI	G - ISSUES WITH LAW ENFORCEMENT	ARMING OF CBSA OFFICIALS	39963	MAY	8894 sat	1
2149309	N	MOHAWKS OF AKWESASNE	159	B	ON	PROTEST		DEMONSTI	G - ISSUES WITH LAW ENFORCEMENT	COMMEMORATING SAIOWISAKERON DAY, PROTESTING ARMING OF CBSA OFFICERS STATIONED IN AKWASASNE	39934	MAY	8894 fri	1
2157231	N	MOHAWKS OF AKWESASNE	159	B	ON	PROTEST		MARCH/R/	G - ISSUES WITH LAW ENFORCEMENT	ARMING OF CBSA OFFICIALS	39939	MAY	8894 wed	1
2149724	N	MOHAWKS OF KAHNAWA:KE	70	B	QC	PROTEST		DEMONSTI	G - RESIDENTIAL SCHOOLS		39932	APR	7556 wed	1
2866671	N	MOHAWKS OF KAHNAWA:KE	70	B	QC	PROTEST		DEMONSTI	G - GOVERNMENT FUNDING - EDUCATION	RESIDENTIAL SCHOOLS	39962	MAY	7556 fri	1
2276052	W	MOHAWKS OF KAHNAWA:KE	70	B	QC	PROTEST		MARCH/R/	NATIONAL DAY OF RECONCILIATION		39976	JUN	7556 fri	1
2696375	N	MOHAWKS OF KAHNAWA:KE	70	B	QC	PROTEST		DEMONSTI	OLYMPIC TORCH RUN	OBJECTION TO RCMP PRESENCE ON-RESERVE	40155	DEC	7556 tue	3
2443316	WNN	Mohawks of Kanesatake	69	B	QC	Protest		March/Rall	G - GOVERNMENT FUNDING - EDUCATION		40053	AUG	1350 fri	2
2275047	N	Mohawks of the Bay of Quinte	164	B	ON	PROTEST		BLOCKADE	G - ISSUES WITH LAW ENFORCEMENT	ARMING OF CBSA OFFICIALS	39971	JUN	1130 sun	1
2538378	N	Mohawks of the Bay of Quinte	164	B	ON	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	CONSTRUCTION OF NEW POLICE BUILDING RATHER THAN IMPROVING SCHOOL WATER QUALITY	40091	OCT	2111 mon	3
2331715	WNN	Montagnais de Pakua Shipi	88	B	QC	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	elections dispute	40004	JUL	20 fri	2
2496970	N	Montagnais de Unamen Shipu	84	B	QC	O - PLANNED PROTEST THAT DID NOT OCCUR		RISK OF CI	GOVERNANCE ISSUES	ELECTIONS DISPUTE	40074	SEP	1022 fri	2
2477253	N	MOSAKAHIKEN CREE NATION	312	B	MB	PROTEST		OCCUPATI	G - GOVERNMENT FUNDING - EDUCATION		40066	SEP	698 thu	2
2225927	N	MUSHUAU INNU BAND	32	B	AT	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	ELECTIONS DISPUTE	39960	MAY	687 wed	1
2312458	WNN	Nak'azdli First Nation	614	B	BC	PROTEST		TRAFFIC SL	G - LAND CLAIMS	mining claim on their traditional territory that the Terrane Metals Corporation holds.	39990	JUN	736 fri	1
2593029	N	NISGA'A FIRST NATION		O	BC	PROTEST		DEMONSTI	G - RESIDENTIAL SCHOOLS	INCLUSION IN THE COMMON EXPERIENCE PAYMENT, RESIDENTIAL SCHOOLS APOLOGY	40116	OCT	fri	3
2420482	N	Nisichawayasihk Cree Nation	313	B	MB	PROTEST		TRAFFIC SL	Economic Develoment Opportunities	SHARED ECONOMIC DEVELOPMENT FROM LARGE PROJECT	40039	AUG	2262 fri	2
2719526	N	OJIBWAYS OF THE PIC RIVER FIRST NATION	192	B	ON	PROTEST		BLOCKADE	ENVIRONMENTAL CONCERNS	CONTAMINATION - CHEMICAL LEAKS FROM PIPELINE	40163	DEC	383 wed	3
2596514	N	Okanagan Indian Band	616	B	BC	PROTEST		BLOCKADE	G - LAND CLAIMS		40114	OCT	882 wed	3
2736760	N	ONEIDA OF THE THAMES	169	B	ON	O - PLANNED PROTEST THAT DID NOT OCCUR		BLOCKADE	OLYMPIC TORCH RUN		40169	DEC	1969 tue	3
2185434	N	PINAYMOOTANG	272	B	MB	PROTEST		DEMONSTI	BAND GOVERNANCE ISSUES	ELECTIONS DISPUTE	39953	MAY	1258 wed	1
2955530	W	Pujualussait Centre		N	NU	Protest - not reported until 2010-2011		Demonstra	G - funding (AFH)		40617	MAR		4
2498327	WNN	Red Sucker Lake First Nation	300	B	MB	Protest		DEMONSTI	G - H1N1 bodybags		40074	SEP	839 fri	2
2347359	WNN	Saugeen First Nation	123	B	ON	Protest		DEMONSTI	G - GOVERNMENT FUNDING - INFRASTRUCTURE		40011	JUL	797 fri	2
2276052	W	Serpent River First Nation	201	B	ON	PROTEST		DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN	342 fri	1

2526960	WNN	Serpent River First Nation	201	B	ON	PROTEST	OCCUPATI	G - treaty rights		40088	OCT	335	fri		3
2296927	WNN	Sheshatshiu Innu First Nation	33	B	AT	PROTEST	DEMONSTI	BAND GOVERNANCE ISSUES	band council witholding money	39983	JUN	1170	fri		1
2312458	WNN	Sheshatshiu Innu First Nation	33	B	AT	PROTEST	DEMONSTI	BAND GOVERNANCE ISSUES	chief witholding money	39990	JUN	1170	fri		1
2276052	W	Shubenacadie First Nation	25	B	AT	PROTEST	MARCH/R/	NATIONAL DAY OF RECONCILIATION		39976	JUN	1173	fri		1
2276052	W	Six Nations	121	B	ON	PROTEST	MARCH/R/	NATIONAL DAY OF RECONCILIATION		39976	JUN	11008	fri		1
2106099	WNN	Six Nations	121	B	ON	PROTEST	DEMONSTI	G - ISSUES WITH LAW ENFORCEMENT	First Nations police brutality	39920	APR	11050	fri		1
2268609	N	SIX NATIONS	121	B	ON	PROTEST	OCCUPATI	G - LAND CLAIMS		39968	JUN	11139	thu		1
2509034	N	SIX NATIONS	121	B	ON	PROTEST	OCCUPATI	G - LAND CLAIMS		40077	SEP	11139	mon		2
2611120	N	SIX NATIONS	121	B	ON	PROTEST	MARCH/R/	G - LAND CLAIMS		40124	NOV	11139	sat		3
2733828	N	SIX NATIONS	121	B	ON	PROTEST	BLOCKADE	OLYMPIC TORCH RUN	CANADA'S ATTEMPT TO HIDE NEGATIVE TREATMENT OF FN'S	40168	DEC	11139	mon		3
2325926	N	TOBIQUE FIRST NATION	16	B	AT	PROTEST	OCCUPATI	G - LAND CLAIMS	LAND DISPUTE - NEW BRUNSWICK HYDRO ELECTRICITY AGREEMENT	39990	JUN	1405	fri		1
2955530	W	Tukisigiarvik		N	NU	Protest - not reported until 2010-2011	Demonstra	G - funding (AFH)		40617	MAR				4
2276052	W	UNIDENTIFIED			SK	O - PLANNED PROTEST THAT DID NOT OCCUR	DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN		fri		1
2140292	N	UNIDENTIFIED			BC	O - PLANNED PROTEST THAT DID NOT OCCUR	BLOCKADE	LAND CLAIMS		39904	APR		wed		1
2626655	N	UNIDENTIFIED			SK	PROTEST	MARCH/R/	G - COURT DECISIONS / LAWS	SUPPORT OF MCIVOR CASE	40129	NOV		thu		3
2276052	W	Various Aboriginal Communities/Organizations		NA	AT	PROTEST	DEMONSTI	NATIONAL DAY OF RECONCILIATION		39976	JUN		fri		1
2128358	WNN	Various Aboriginal Communities/Organizations		NA	MB	PROTEST	Demonstra	G - COURT DECISIONS / LAWS	fishing moratorium	39927	APR		fri		1
2604335	WNN	Various Aboriginal Communities/Organizations		NA	ON	PROTEST	DESTRUCTI	O - British Oppression		40123	NOV		fri		3
2705964	WNN	Various Aboriginal Communities/Organizations		NA	ON	PROTEST	DEMONSTI	OLYMPIC TORCH RUN		40165	DEC		fri		3
2297024	N	Various Aboriginal Communities/Organizations			AT	O - PLANNED PROTEST THAT DID NOT OCCUR	OCCUPATI	UNKNOWN		39976	JUN		fri		1
2296927	WNN	Wagamatcook	28	B	AT	PROTEST	DEMONSTI	O - March against drugs	establishment of a chapter of "Parents Against Drugs"	39983	JUN	526	fri		1
2498327	WNN	Wasagamack First Nation	299	B	MB	Protest	DEMONSTI	G - H1N1 bodybags		40074	SEP	1621	fri		2
2276052	W	Whitefish Lake First Nation	714	B	ON	PROTEST	TRAFFIC SL	NATIONAL DAY OF RECONCILIATION		39976	JUN	351	fri		1
2276052	W	Yellowknives Dene First Nation (763)	763	B	NT	PROTEST	MARCH/R/	NATIONAL DAY OF RECONCILIATION		39976	JUN	668	fri		1

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ABORIGINAL AFFAIRS AND NORTHERN DEVELOPMENT CANADA

MEDIA LINES

(not for external distribution - for use by spokespersons)

ISSUE: AANDC's role during Aboriginal protests, which include demonstrations, blockades, traffic slowdowns, occupations, hunger strikes and other related acts of civil unrest, consolidated general lines **(2012/03/15)**

POSITIONING STATEMENT:

- The Government of Canada is committed to ensuring the safety and well-being of Aboriginal communities.

KEY MESSAGES:

Re: Protests, demonstrations, blockades and other related acts of civil unrest
(Updated from previously approved)

- We recognize the public's right to engage in peaceful protests and lawful assembly.

- The overwhelming majority of protests by Aboriginal Canadians are peaceful and law abiding.

- We encourage resolution of issues through dialogue in all cases.

- All Canadians are subject to the laws of Canada and it is our expectation that respect for the law will prevail.

- Where protests do impact essential services or public safety, the matter becomes a public safety issue and falls under the jurisdiction of local law enforcement.

- AANDC may play a supporting role when First Nations are affected by protests and related events. Key activities may include playing a liaison role between First Nations and other stakeholders.

  If pressed:

- Should the delivery of essential AANDC programs and services to First Nations communities be compromised as the result of a situation, the department may provide support to the affected residents.

Re: Land claim negotiations:
(Previously approved)

- Canada firmly believes that negotiations are the best way to resolve the issues raised by the claim. It is unfortunate that these individuals have not been able to see themselves as part of that process.

Re: Issues that fall under Provincial jurisdiction:
(Previously approved)

- The issue being raised by protestors is one of provincial jurisdiction. Specific questions are best addressed by them.

- We encourage resolution of issues through dialogue in all cases.

- The Province is the level of government which regulates developers' licences and permits OR mining/resource development. Questions about its related processes are best addressed by the Province.

Re: AANDC's role in public safety and law enforcement
(New)

- Protests that impact essential services or public safety—on or off First Nation reserves—are a public safety issue, and as such fall under the police force of jurisdiction.

- On First Nation reserves, the police force of jurisdiction will be the First Nation, the provincial police, or the RCMP, depending on the local situation.

- Federal responsibility for policing on First Nation reserves falls under Public Safety Canada.

- All Canadians are subject to the laws of Canada and it is our expectation that respect for the law will prevail.

Re: AANDC's role in assisting First Nations impacted by protests and related events:
(Updated from previously approved material)

- AANDC may play a supporting role when First Nations are affected by protests and related events. Key activities may include playing a liaison role between First Nations and other stakeholders.

If pressed:

- Should the delivery of essential AANDC programs and services to First Nations communities be compromised as the result of a situation, the department may provide support to the affected residents.

Re: AANDC "monitoring" or "surveillance" of protests and/or related organizations, or individuals
(Updated from previously approved material)

- AANDC does not perform any type of "surveillance" of any individuals, groups or communities.

- As part of AANDC's mandate, we routinely monitor the Canadian public environment for events and trends that could impact our programs and services, or impact the health, safety and security of First Nations communities.

- To this end we monitor emergencies on an ongoing basis, including fires, floods and protests. This helps us to provide information throughout the Government of Canada on emergencies quickly and efficiently, as required.

- Like all federal departments, we also routinely assess the public environment in which we operate, using a variety of tools including media and website monitoring.

Re: AANDC Emergency and Issues Management Weekly Situational Awareness Reports/Notifications/ Situation Reports
(Updated from previously approved)

- These reports are prepared on a regular basis by AANDC's Emergency and Issues Management Directorate and are designed to provide situational awareness and basic, factual information for senior departmental officials.

- These are public documents, regularly shared with a variety of internal and external partners including the Assembly of First Nations.

Re: AANDC's role in emergency management:
(Updated from previously approved)

- The main responsibility for emergency management rests with provincial and territorial governments. However, under the *Emergency Management Act* (EMA), each federal minister is responsible for identifying risks that are within or related

to their area of responsibility and developing appropriate emergency management plans in respect of those risks.

- AANDC's National Emergency Management Plan applies to all emergencies that have the potential to impact the health, safety and security of First Nations on reserve.

- The most common emergencies affecting First Nations are floods, fires or failure of community infrastructure (i.e. critical roads, bridges, power, etc.) due to a natural disaster, severe weather or accident.

- For more information on AANDC's role and responsibilities in emergency management please see the AANDC web site.

BACKGROUND

These lines are consolidated to provide AANDC spokespersons with general media lines on a variety of issues related to First Nations protests.

DESIGNATED SPOKESPERSONS:

Media Relations	AANDC
PRIMARY HQ CONTACT Media Inquiries Line Media Relations (819) 953-1160	**PRIMARY SPOKESPERSON** TBC

DATE: March 8, 2012, Alice d'Anjou, with input from EIM. Updated March 14, 2012

Approvals:

EIM – March 13, 2012
D Communications – March 14
SADM – March 14
A/DG Communications 14 March
DMO – 15 March
MINO (pending)

Aboriginal Affairs and Northern Development Canada

Affaires autochtones et Développement du Nord Canada

Aboriginal Affairs and Northern Development Canada

National Civil Unrest Plan

DRAFT

September 2012

NCR#4433236

NCR#5007652 - v2

Canada

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1 INTRODUCTION

The AANDC's National Emergency Management Plan identifies civil unrest as a key risk for the Department. Although most civil unrest incidents involving First Nations are not considered an emergency, they could become one. As such, the Minister of Aboriginal Affairs and Northern Development Canada has a requirement to identify and mitigate such risks. The Aboriginal Affairs and Northern Development Canada's (AANDC) Federal Civil Unrest Plan describes the roles and responsibilities of the Department and its partners with regard to incidents of civil unrest.

This Plan also provides a concept of operations for responding to and managing civil unrest in First Nations communities. While there are only two First Nations communities in the North, AANDC has different responsibilities in the Territories, such as water environment regulations and resource management operations. Therefore, while this civil unrest plan is primarily focused on on-reserve operations, it will also provide guidance for developing and implementing AANDC general all hazards emergency procedures and practices in the territories as well.

1.1 Authority

The provinces and territories are responsible for activities related to emergency management within their respective jurisdictions. However, Section 91(24) of the *Constitution Act 1867* prescribes the legislative authority of the Government of Canada for "Indians, and Lands reserved for the Indians". This authority is delegated to the Minister of Aboriginal Affairs and Northern Development Canada as per the *Indian Act* and the *Department of Indian Affairs and Northern Development Act (R.S.C. 1985 c. I-6, sec. 4).*

The *Emergency Management Act 2007* (*EMA*) states that each federal minister is responsible for the identification of risks that are within or related to his or her area of responsibility. Under the *EMA,* ministers are required to: prepare emergency management plans with respect to those risks; maintain, test and implement the plans; and conduct exercises and training in relation to the plans. I

In recent years, the prevalence of civil unrest in Canada has been rising. Caledonia (2006), the G8/G20 Summits (2010), 2010 Olympics and Quebec Student Protests (2011), the Occupy movement (2011), as well as the Idle No More movement 2012/2013, all illustrate civil unrest events of national interest. On-reserve civil unrest

events are mostly undertaken to draw outside attention to various issues including band-governance disputes, grievances with provincial or federal governments and environmental and economic concerns.

AANDC's Treasury Board Program Authority #330 sets out the management terms and conditions for "Contributions for Emergency Management Assistance for Activities on Reserve". The Program structure recognizes that the provinces and territories have constitutional jurisdiction for emergency management, while the federal government has jurisdiction for First Nations and lands reserved for First Nations. Most civil unrest incidents occur off reserve and authority #330 does not allow spending off reserve.

This Plan is consistent with the Federal Emergency Response Plan (FERP), as well as AANDC's Emergency Management Plan. Along with the National Plan this is an evergreen document and will be updated on a regular basis.

1.2 Purpose

The purpose of the AANDC Civil Unrest Plan is to provide a national framework for the roles and responsibilities of AANDC Sectors and regions that may be impacted by civil unrest that occurs in First Nations communities across Canada. Although most instances of civil unrest are not emergencies, this Plan does not replace any operational or regional plans. In the case of civil unrest, community members should be prepared to maintain their needs for 72 hours, when access to external resources may be blocked due to civil unrest incidents. Without the assurance of a degree of public safety, it is unrealistic to expect communities to maintain strong local governance, provide essential services, such as health and education, and sustain economic development initiatives.

1.3 Background

According to the 2010-2011 AANDC Incident Report, the most common reasons for civil unrest involving First Nations communities' were disagreements with Government (relating to court decisions, legislation, government funding or land claims), and band governance issues.

The AANDC Civil Unrest Plan applies to instances of civil unrest that escalate to emergencies, where the health and safety of on-reserve First Nations, is affected and the community's capacity to appropriately and effectively respond to the situation has been exhausted. This includes disruptions to essential services on reserve.

When incidents of civil unrest threaten or disrupt the health and safety of on-reserve First Nations communities, local First Nations Police or law enforcement of jurisdiction respond and communicate with AANDC Regional Emergency Management Coordinators. Incidents necessitating this response may include, but is not limited to demonstrations, rallies, marches, blockades, occupations, and traffic slowdowns. Incidents of civil unrest that occur off-reserve, that affect communities, whether first nations or not, would be covered by Provincial and Regional emergency plans and response by jurisdictional law enforcement agencies.

AANDC does not manage protests or perform any type of “surveillance” of any individuals, groups or communities. Such events are monitored in order:

- to be prepared in case an event escalates into an emergency on-reserve;
- provide situational awareness to AANDC senior management and the Government of Canada; and
- remain informed of any trends in Aboriginal concerns/issues which would be of interest to AANDC from a policy perspective.

1.4 Objectives

The AANDC’s Civil Unrest Plan is designed to:

- Assist in the protection of the health and safety of First Nations communities and individuals;
- Meet AANDC’s obligations under the *EMA*;
- Support the rights associated with lawful assembly and freedom of speech as enshrined in the Charter of Rights and Freedoms.
- Protect property and infrastructure, First Nations lands, assets, and the environment;
- Mitigate the risk of emergencies caused by civil unrest in First Nations communities through proactive measures;
- Reduce economic and social losses for First Nations communities;
- Ensure a coordinated national approach to civil unrest management in First Nations communities and on traditional lands; and
- Clarify and integrate the roles and responsibilities between different organizations which have overlapping mandates in the management of protests as they affect First Nations.

1.5 Limitations

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This Plan recognizes the limits of the role(s) that AANDC may have in relation to civil unrest. When Federal department's mandates are not clear, and where a civil unrest event occurs off reserve, Public Safety Canada determines these roles by designating:

- A primary department or agency that is assigned by legislation, regulation, policy or;
- A supporting department or agency – that is, AANDC provides general or specialized assistance to a primary department/agency in responding to a civil unrest, in particular when civil unrest occurs on reserve.

The majority of civil unrest events fall under the jurisdiction of local law enforcement.

1.6 Role and Responsibilities of Emergency Management Partners

Traditionally, the responsibility to deal with emergencies is placed first on the individual. As the capacity of the individual to cope with the emergency gets overwhelmed, the responsibility then shifts to successive levels of government, as the resources and expertise of each are needed. In recognition of this, when civil unrest incidents occur, First Nations communities will see to their own safety to the greatest extent possible. Individuals then seek outside assistance from local, provincial or territorial authorities as necessary. Provincial and territorial governments will in turn request federal support should incidents move beyond their capacity.

Nothing in this section is intended to diminish, alter or impede the authority, roles and responsibilities, or accountability of any one program manager or policy centre. The intent is to ensure that prior to civil unrest occurring, the groups identified below are prepared to cope with the emergency in the best way possible

Key stakeholders and their established roles and responsibilities critical to this plan are listed below:

1.6.1 Individual Community Members

National guidelines for emergency preparedness advise individuals to be prepared to support their needs for a minimum of 72 hours during an emergency, if they are able to remain in their home. In the case of civil unrest, community members should be prepared to maintain their needs when access to resources such as food supplies, emergency services, etc. may be blocked due to civil unrest incidents.

1.6.2 First Nations

First Nations communities are encouraged to consider including civil unrest as a component of all hazard planning. Under the *Emergency Management Act 2007,* an emergency is characterized as an event or situation which constitutes an urgent and critical threat of a temporary nature that seriously endangers the lives, health and safety and security of First Nations including the breakdown in the flow of community goods, services or resources.

1.6.3 Provinces and Territories

The Provinces and Territories have the capacity and infrastructure to respond to emergencies. As such, through negotiated agreements with Public Safety Canada, provinces and territories, mostly through law enforcement, respond to civil unrest emergencies in support of stated objectives. Should a civil unrest emergency occur on-reserve or on traditional lands, then eligible expenses incurred are reimbursed by AANDC.

Public Safety Canada has agreements in place for the provision and delivery of policing services in the Provinces, which includes the Royal Canadian Mounted Police (RCMP), with the exception of the Province of Ontario and Quebec. Local law enforcement of jurisdiction, including First Nations Police are responsible for responding to civil unrest incidents on-reserve. Should the First Nations Policing Services require support in the event of major civil unrest emergency, they would request assistance from Provincial and/or Federal police services (RCMP). In large scale civil unrest emergencies, the Province may request assistance from the Federal Government.

1.6.4 Aboriginal Affairs and Northern Development Canada

AANDC Headquarters and Regions must work closely together to ensure the timely flow of information on civil unrest incidents. Regions are responsible for reporting any civil unrest incidents to AANDC's Emergency and Issues Management Directorate (EIMD). EIMD is responsible for ensuring Senior Management and the Government Operations Centre is kept informed of any civil unrest potentially affecting the health and safety of First Nations communities through situational awareness products such as notification reports, situation reports, briefings or other reporting mechanisms. These are shared with other departments, including Public safety Canada.

Should a civil unrest incident become an emergency on reserve, in consultation with Public Safety Canada, AANDC would help to facilitate the support, should local law enforcement request this, as part of their response. The Minister of AANDC has the

authority to appoint a special advisor to mediate and respond to a drawn out protests. Where the responsibility lies with a different department, AANDC could likely play a supporting role.

Through the Federal Emergency Response Plan (FERP), the Government of Canada guides a comprehensive and harmonized federal response to emergencies, including civil unrest, that require an integrated Government of Canada approach in conjunction with the response efforts of Provinces and Territories, non-governmental organizations and the private sector. Public Safety Canada is the federal government department responsible for promoting and coordinating the preparation of departmental emergency management plans as well as coordinating the government's response to a national emergency through the Government Operations Centre (GOC).

The GOC is a 24/7 centre provides coordination and support in the event of national emergencies. Public Safety Canada is the lead federal agency responsible for coordinating the Government of Canada's response to issues arising from major events. It coordinates and supports the efforts of federal organizations which have the responsibility for national security and ensuring the safety of Canadians.

1.6.5 Support Organizations

Other Federal departments or agencies, Non-Government Organizations (NGOs) such as the Red Cross, St. John's Ambulance and Aboriginal organizations may also support the management of a civil unrest incident.

Other government bodies, such as neighboring municipalities, could offer support services like security, the provision of basic services and shelter to evacuated First Nations, or equipment to prepare for or respond to a civil unrest emergency.

Aboriginal organizations such as Tribal Councils, could contribute to the development of First Nation emergency management plans as well.

AANDC Regions should identify and communicate with NGOs located within their area of responsibility to determine what support they can offer First Nations in the event of civil unrest emergencies. Once identified, these services should be grouped and documented within the regional plans for practical and reference purposes, along with contact information for the support organization. Mutual Aid Agreements, bilateral discussions and maintaining contact on a pre-determined basis are good business practices in establishing and maintaining partnerships with these groups.

2 MISSION

AANDC's primary role within the framework of this plan is to assist in the protection of First Nation communities and maintain situational awareness for AANDC senior management. This includes communicating with the appropriate stakeholders, within the field of emergency management as it pertains to civil unrest.

3 CONCEPT OF OPERATIONS

3.1 General Intent

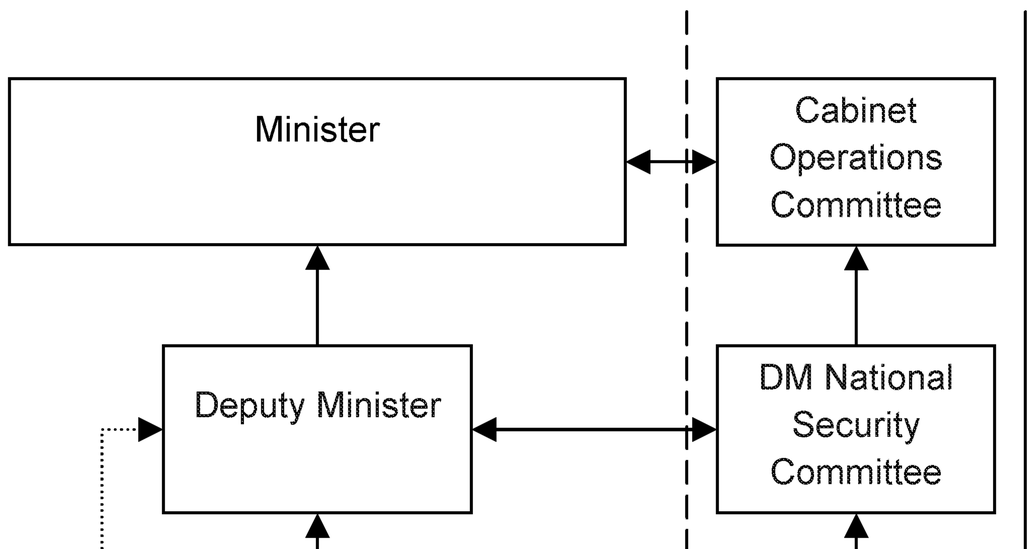
The Department provides situational awareness on civil unrest incidents on a regular basis to various stakeholders. This ensures collaboration between all stakeholders and ensures that information is available in a timely manner, in order to ensure preparedness for civil unrest incidents that have the potential to turn into emergencies.

Prior to the 1970's the Royal Canadian Mounted Police (RCMP) had exclusive responsibility for policing on reserves (including Ontario and Quebec) to manage civil unrest.

The First Nation Policing Program (FNPP) was created in 1991 to address inequities in access to policing, increased civil unrest and criminal activities during the 1980's and 1990's in First Nations communities. The FNPP has two main policing models: First Nation-administered police services, whereby a First Nation or Inuit community manages their own police service, and Community Tripartite Agreements (CTAs), where a dedicated contingent of officers is provided from an existing police service or typically the RCMP. FNPP officers are intended to supplement Provincial and Territorial police services and help to respond to civil unrest events on reserve. If civil unrest incidents turn into emergencies (determined by the FNPP or First Nation community themselves), then a request would be made to the provincial jurisdiction police service for assistance.

3.2 Governance

The Governance structure that supports AANDC's involvement when it comes to civil unrest incidents in First Nations communities is consistent with the emergency management governance structure outlined in AANDC's Strategic Emergency Management Plan.



AANDC's Emergency Management Governance Structure

3.2.1 Coordination Structure

The AANDC Emergency Management Coordination Structure clearly defines the operational lines of reporting between AANDC Headquarters (HQ), AANDC Regions, provincial and territorial emergency management organizations and the Government Operations Centre (administered and operated by Public Safety Canada). AANDC HQ and Regions must work closely together to ensure the timely flow of information on civil unrest emergencies and issues. As operational requirements dictate, AANDC HQ and Regions may expand to a more robust coordination structure based on an Incident Command System model.

AANDC's Emergency Management Coordination Structure

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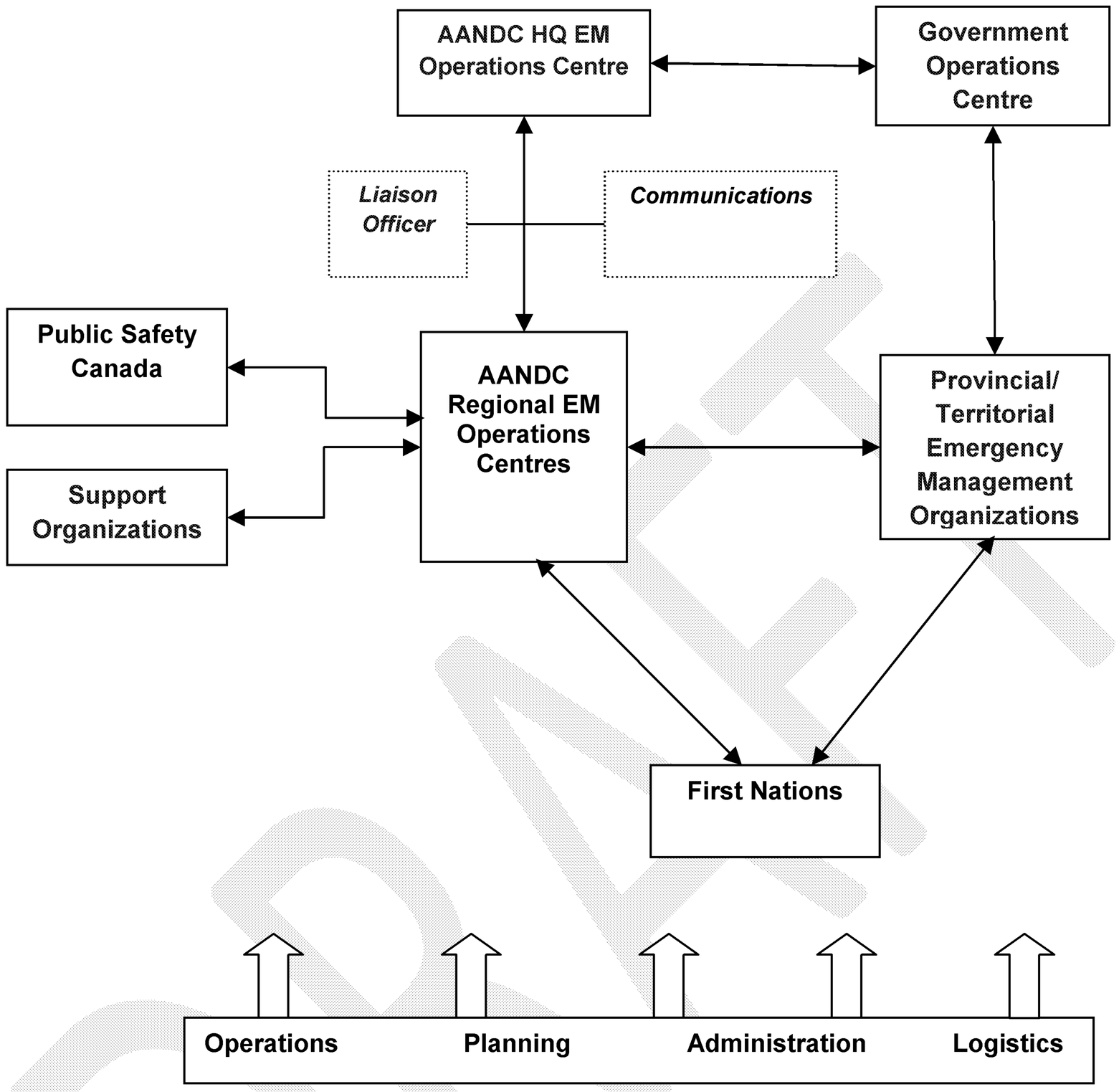

3.3 Tasks

In order to coordinate an effective emergency management strategy in its planning and operations, AANDC takes into consideration the four pillars of emergency management:

- Mitigation;
- Preparedness;
- Response and
- Recovery.

3.3.1 Mitigation

This Plan is intended to assist with preparedness for a potential situation where a civil unrest incident escalates to the point where a First Nations community has been overwhelmed. Threats to public safety in First Nation and Inuit communities can jeopardize the delivery of essential services, putting other federal investments at risk. Promoting safer First Nation and Inuit communities can help maximize the benefits of other federal investments in areas such as health, education and economic development. It can also provide the foundation for a sound approach to emergency management in these communities. Each AANDC Region is responsible for working with First Nations communities to mitigate the impacts and risks of emergencies, including civil unrest incidents. This includes Regional Emergency Management Coordinators working with local law enforcement agencies, including First Nation policing and community stakeholders to support policing on First Nation reserves.

3.3.2 Preparedness

Preparedness builds capacity to effectively and rapidly respond when people, property, the environment and the economy will be or are affected by civil rest. Preparedness includes the, subject to existing resources by using methods such as having an effective 'all hazards' emergency plan in place for the First Nation community.

This includes effective business continuity planning, exercising and education necessary to achieve a state of readiness for incidents, emergencies and disasters.

Regions are responsible for identifying from annual regional budgets the funds necessary to meet preparedness expenditures including emergency management service agreements with provincial or territorial partners, training, running exercising reviewing and updating First Nations Emergency Management Plans on an ongoing basis. This includes the provision of funds to eligible recipients under the *Transfer Payment Program (Authority 330)* to cover costs associated with training of First Nations, preparation of community evacuation plans, including evacuation costs in the event of a disaster. The immediate outcome from these activities is expected to be an improvement in the emergency preparedness and increased capacity of First nations to develop emergency plans.

Capturing and reporting information regarding civil unrest incidents or emergencies is also an important component of preparedness. AANDC compiles statistical data pertaining to First Nations communities impacted by civil unrest incidents or

emergencies, the causes and severity of these incidents, as well as other trends that may assist preparation initiatives in future years.

3.3.3 Response

Response includes those actions taken during or immediately after an incident or emergency in order to manage its consequences and to minimize danger, suffering and losses to those impacted by the incident or emergency. This includes primary responders such as policing services and emergency partners to conduct activities such as emergency communication with the public, emergency medical assistance, evacuations if required, as well as liaising with the province or territory, law enforcement partners and First Nations.

The responsibility for identifying and initiating a response to a civil unrest emergency lies with the affected First Nation community and the provincial or territorial Emergency Management Organization (EMO). When necessary, AANDC will also provide logistics coordination support by AANDC Regional Emergency Management Coordinators, with local law enforcement, in response to a provincial or territorial request during a civil unrest emergency.

Each AANDC region is responsible for tracking and funding response activities in accordance with provincial or territorial emergency management service agreements.

3.3.4 Recovery

Recovery activities focus on the reparation or restoration of conditions to an acceptable level through measures taken after the emergency. Recovery activities may include emergency social services following- up with affected First Nations communities for potential trauma counselling, extra security and policing services to be on site, reconstruction and financial assistance for eligible costs.

The Department of Aboriginal Affairs and Northern Development Canada (DIAND) has authority for emergency management assistance for activities on reserve.

Funding sources for recovery activities may include: AANDC Emergency Management Assistance Program (EMAP) as well as from the Capital Facilities Management

Program (CFMP), individuals, First Nations' or business insurance, or Public safety Canada Disaster Financial Assistance Arrangement Funds and Provincial or territorial disaster recovery programs for wide-spread disasters;

Funding by AANDC for assistance related to emergencies will be provided in accordance with departmental policies and agreements. It is important that all First Nations be treated equally and consistently on a national basis as jurisdictions permit regarding the reimbursement of eligible costs associated with emergencies. Costs are tracked on an annual basis by AANDC Regions and EIMD Headquarters.

3.4 Public Communications

The Prime Minister's Office, Privy Council Office and Treasury Board coordinate national policy direction and information-sharing with Ministers' offices, Members of Parliament, and Premiers. The default spokesperson in the first hours of an emergency is typically the Minister of Public Safety.

However, due to AANDC's responsibility for First Nations on reserve, during an on-reserve civil unrest event, the AANDC Minister may be designated as the federal spokesperson and be given responsibility for maintaining communications with the affected region.

The Director General of the Communications Branch within AANDC is responsible for coordinating: public communications, communications between federal, provincial and territorial government and First Nation partners, Industry, Non-Government Organizations as appropriate. The Communications Branch provides support and strategic public communications advice to the public and media for emergencies on reserve.

It is important to note that during an emergency, the HQ Communications Branch will work collaboratively with the HQ Emergency and Issue Management Directorate to ensure a consistent approach to communications.

4 PLAN MAINTENANCE

The Emergency and Issues Management Directorate (EIMD) of the Community Infrastructure Branch is responsible for the management and maintenance of AANDC's

National Civil Unrest Plan. EIMD will work collaboratively with regional counterparts, Communications Branch, and other stakeholders to update this plan and the associated Annexes on an annual basis or as required by changes in policy, legislation or to incorporate lessons learned from exercises and actual civil unrest events. All stakeholders will be provided with updates to this plan.

4.1 Continuous Improvement

- In 2011, AANDC's Emergency Operations Centre (EOC) opened within Headquarters.
- The Directorate provides situational awareness to both AANDC Senior Management and emergency management partners across government.
- The EOC enhances AANDC's ability to liaise with emergency management partners.

Original signed by:

_____

Ron Hallman
Senior Assistant Deputy Minister
Regional Operations Sector
Aboriginal Affairs and Northern Development Canada

DRAFT

GLOSSARY

Some of the following definitions are to be utilized in determining AANDC's roles and responsibilities for emergency management. The definitions are noted in the *Emergency Management Act* (*EMA*) 2007, Public Safety Canada's Emergency Management Framework and Federal Emergency Response Plan (FERP) and/or the Canadian Centre for Management Development (CCMD), Crisis and Emergency Management.

All Hazards: The term "*all hazards*" is the standard by which emergencies are defined under the *EMA*. This could include a wide range of situations including, but not limited to: tornados; earthquakes; landslides; avalanches; floods; forest fires; industrial accidents; hurricanes; air crashes; storm surges; severe storms; ice storms; pandemics; cyber; chemical, biological, radiological and nuclear issues; shipping accidents (oil tanker spills); train derailments; blackouts; pine beetle infestation; tsunamis; and civil unrest.

Assets: Any real or personal property, tangible or intangible, that a company or individual owns that can be given or assigned a monetary value. Intangible property includes things such as goodwill, proprietary information, and related property. For the purpose of this plan, people are included as assets.

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information or knowledge to allow organizations and individuals to anticipate requirements and to respond effectively.

Civil Unrest: A broad term that is typically used by law enforcement to describe one or more forms of unrest caused by a group of people. Civil disturbance is typically a symptom of, and a form of protest against, major socio-political problems; the severity of the action coincides with public expression(s) of displeasure. When the health and safety of citizens are affected it becomes a cause disturbance under the C.C.C.

Coordinate: Bring (parts, movements, etc) into proper relation, cause to function together or in proper order.

Demonstrations: Events where people forming a group gather to express themselves in protest for their particular cause or grievance. The most common forms of

demonstration include marches, blockades or occupations. Note that demonstrations may be the only indicator of larger issues which require resolution.

Demonstrators: Individuals who are actively participating in a demonstration.

Emergency: An emergency is a present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Operations Centre: A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency response.

Events: Something that happens; a noteworthy happening. In the security context, this usually represents an occurrence such as a security incident, alarm, medical emergency, disaster, or related episode or experience.

First Nation Community: *Indian Act* Band situated on a reserve as defined in the *Indian Act*, R.S.C. 1985, c. I-5.

Incident Command System: A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident: An occurrence, event or situation involving First Nation, Inuit or northern communities.

Other Incidents: all incidents other than emergencies and protests that are monitored in case the situation escalates into an emergency or protest (e.g. search and rescue or search and recovery incidents; missing planes; severe weather warnings; etc.).

Incident Report: A key analytical tool which improves AANDC's ability to anticipate and plan necessary emergency mitigation and preparedness activities in First Nations, Inuit and Northern communities.

Issue: An issue is a situation that somehow challenges the public's sense of appropriateness, tradition, values, safety, security or the integrity of the government. Note: While the distinction between an emergency and an issue appears clear, they are closely linked as the escalation of an issue (e.g. civil unrest) could become an emergency by definition.

Mitigation: Actions taken to prevent or reduce the consequences of an issue or emergency. Mitigation activities aim at identifying and anticipating possible issues and emergencies. It consists of identifying the vulnerabilities and in taking proactive measures to mitigate the situation.

Non-Government Organization (NGO): A non-profit organization that is based on the interests of its members, individuals, or institutions that is not created by government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the Canadian Red Cross.

Occupations: Events where people forming a group gather to express themselves and physically remain in an area in protest for their particular cause or grievance. Note that occupations may be a part of larger issues that need to be resolved between the concerned parties.

Preparedness: Actions taken to prepare for effective issue or emergency response. Preparedness activities consist of all hazards planning for response and recovery during emergencies as well as training and exercising of the plans.

Primary Department: A federal department with the legislated mandate related to a key element of an emergency. Depending on the nature of the emergency, there may be multiple primary departments.

Protests: organized, public activities such as demonstrations, marches/rallies, occupations, traffic slowdowns and blockades. AANDC does not manage protests or perform any type of "surveillance" of any individuals, groups or communities. Such events are monitored in order:

- to be prepared in case an event escalates into an emergency on-reserve;
- provide situational awareness to AANDC senior management and the Government of Canada; and
- remain informed of any trends in Aboriginal concerns/issues which would be of interest to AANDC from a policy perspective.

Response: Response consists of activities designed to address the short-term effects of an emergency. Response activities are undertaken to control and contain negative impacts. Response may require a complex level of coordination of operations and communications depending on the nature of the emergency. Response includes agency

response, resource coordination and allocation, organizational structure, protection and warning systems and communications.

Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of an adverse impact.

Situational Awareness: Provision of updates to AANDC Senior Management and Government of Canada and remain informed of any trends in Aboriginal concerns/issues which would be of interest to AANDC from policy perspective.

Threat: Any potential event or act, deliberate, accidental or natural hazard that could cause injury to persons, property, employees or assets, and thereby affect service delivery adversely.

DRAFT

Lessons Learned – First Nations Protests December 2012 to February 2013

Guiding questions:

1. **In general, what worked well during this incident?**

   The diversity of departments reporting on the protest incidents was useful for compiling a fuller picture of the protests and consequences. Having the Government Operations Centre (GOC) as the central hub of interdepartmental communications on protest and blockade events was an effective approach.

2. **What did not work as well, what areas need to be improved?**

   In the early days of the protest period there was a lack of clarity and understanding between departments about which area was the lead on protest events, particularly when those protests affected business continuity (blockades on roadways and rail lines). In the future, clear designation of lead departments and supporting departments should be established very early on, along with clear schedules and reporting guidelines for interdepartmental information sharing. When there is some confusion about lead department status, the GOC should assume the lead role in the interim.

3. **Were the roles and responsibilities of the various structures involved clearly defined?**

   As mentioned above, there were initially some problems with definition of various Departmental roles and responsibilities. When Canadian Pacific rail lines were blocked down near Sarnia, Ontario, there was some confusion about the role of Aboriginal Affairs and Northern Development Canada among our partner Departments. AANDC, for its part wishes to clarify with our partners moving forward that it collects data on First Nations protest activities:
   a) for statistical analysis and long-term reporting purposes; and
   b) in order to be aware of situations where the health and safety of Aboriginals or the business continuity of First Nations reserves could be adversely affected.
   AANDC recognizes that it must take steps to ensure that the limitations of its role as it relates to protests or blockades involving First Nations people are clear to partner departments in the future when such situations arise.

4. **Was the rhythm of the GOC's reporting and coordination effective? What about the cycles/meetings of OGDs?**

   The daily reporting cycle adopted by the GOC was effective. Ad hoc meetings were also effective.

5. **Was there sufficient/adequate information sharing between federal organizations to ensure a timely and coordinated response to events?**

   AANDC was not involved in the response to protest events, however information sharing from the Department of Transportation did assist AANDC in its tracking and situational awareness role. When possible, AANDC would like to be cc'ed on any communications regarding First Nations related incidents of all kinds (emergency or civil unrest) through the OPSCentreNOB@aandc-aadnc.gc.ca email address.

6. **Did briefings and situational reports provide sufficient and timely information in order to adequately support the decision making process?**

   a. **From a departmental perspective?**

   As AANDC was not involved in direct response to protest events, it did not require information to support specific decision making processes. However, for the purposes of keeping AANDC senior management apprised of developments, briefings and situational reports did provide useful and timely information.

   b. **From a whole-of-government perspective?**

   N/A

7. **Did any issues arise in terms of the expectations or demands placed on your group or division?**

   In some early discussions with Transport Canada, AANDC had to clarify that it has no additional information regarding protests involving First Nations and that AANDC's knowledge on the scope and nature of the protests came mostly from open-source media or from OGDs.

8. **How effective was the GOC's use of liaison officers/ subject matter experts?**

   AANDC sent a subject matter expert for a strategic session at the GOC to inform senior officials. AANDC would have preferred if this approach had been adopted much earlier.

9. **Any other general observations or recommendations?**

   N/A

INAC Capacity & Preparedness for Civil Unrest-
Engaging Law Enforcement and Intelligence Partners
(Information for Deputy Minister)

DATE

March 10, 2011

PURPOSE

To inform you of INAC's capacity and preparedness to deal with civil unrest.

SUMMARY

- INAC's National Emergency Management Plan provides an emergency management governance structure for managing civil unrest affecting First Nations.

- Public Safety Canada (PS) is responsible for policing on reserve. Civil unrest related to First Nations off reserve is the responsibility of the local law enforcement of jurisdiction.

- INAC plays a supporting role when it comes to civil unrest affecting First Nations. Key activities include playing a liaison role between First Nations and other stakeholders as well as providing situational awareness reports to senior management and INAC's other partners.

- In 2009/10, Emergency and Issue Management Directorate reported that 50% of all reported incidents were related to civil unrest.

- The Emergency and Issue Management Directorate's (EIMD) Police Interchange Program provides INAC with a better collaborative working relationship with law enforcement organizations throughout Canada.

BACKGROUND

- Civil unrest (protests) is the most common incident reported by EIMD, and these generally take the form of demonstrations, marches, rallies, blockades, occupations and traffic slowdowns. The vast majority are peaceful but occasionally, civil unrest can become large scale emergencies such as experienced in Kanesatake (Oka) in 1990, Gufstanson Lake in 1995 and Caledonia in 2006.

- Only 30% of reported First Nation protests were related to areas within INAC's jurisdiction. These include land claims, economic development opportunities and government funding.

:NCR-#3499153

- INAC's capacity to manage civil unrests is the responsibility of the Emergency and Issue Management Directorate (EIMD) which consists of a Director and 9 full-time employees (3 operations, 5 policy and planning, 1 police interchange officer) and support staff. There are also Regional Emergency Management Coordinators in each INAC Region.

- Regionally, EIMD reported that Ontario had the most protests at 42 while, Quebec and BC experienced 19, and18 respectively.

- According to EIMD's 2009-2010 Incident Report, out of a total of 217 incidents which were reported nationally, 109 of these were civil unrest activities. This represents 50% of all incidents.

- The EIMD Police Interchange Program was developed in 2008 to provide enhanced networking capabilities with law enforcement agencies and other federal/provincial/territorial government departments across Canada. As a result of the program, in 2008, EIMD hired its first Ottawa Police officer to work directly within the EIMD.

- The EIMD Police Interchange officer played a key role the 2010 Winter Olympics. In preparation for the Olympics, the province established an Integrated Security Unit (ISU) comprised of all security agencies, RCMP, municipal police, CSIS, Public Safety Canada, DND, American security agencies and American military. Effectively, the police constable ensured that INAC was fully integrated within the overall security operations. Similar operations took place for the G8/G20 Summit as well.

CURRENT STATUS

- INAC is currently on its' third rotation of the Police Interchange program. As a result of its success, the one year rotation has been expanded to 2 years.

- There are no planned events such as G8/20 Summit, 2010 Olympics, or National Day of Action for this upcoming fiscal year. Nevertheless, INAC is experiencing an increase in smaller protests and will continue to monitor protests as they arise.

ISSUES

- INAC has little influence over the provision of police services on reserve. Recent cuts by Public Safety Canada will likely negatively affect the ability of First Nations to manage on reserve civil unrest.

CONSIDERATIONS

- INAC has very few legal responsibilities as it relates to civil unrest. Policing on reserve is an internal matter for local law enforcement, whether provincial/RCMP or First Nation. Policing on reserve is the responsibility of Public Safety Canada.

Civil unrest off reserve related to First Nation members is the responsibility of the law enforcement of jurisdiction.

- INAC's position is that it supports the rights of those who wish to demonstrate in a peaceful way.

ORIGINATOR: Date created: **February 25, 2011**

Cst. Stephanie Guilbeault, Senior Advisor,
Emergency and Issues Management Directorate,
INAC

Consultations: By-laws Advisory Services Unit
Regional INAC Emergency Management Coordinators

'ANNEX A': 2009-2010 Incident Report

GUIDELINES FOR UNCLASSIFIED INFORMATION SHARING AND REPORTING AMONG FEDERAL OPERATIONS CENTRES

Date of Issue: 23 July 2014

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AMENDMENTS RECORD

A list of amendments to the Guidelines for Unclassified Information Sharing and Reporting Procedures document follow below:

#	DATE	AMENDED BY	COMMENTS
1	02 Apr 2012	Mario Boily, GOC	Document approved by the Fed OpsCen WG on 30 Mar 2012.
2	03 Apr 2012	Mario Boily, COG	New amendments highlighted in yellow throughout the documents.
3	17 Apr 2012	Martin Lalonde, GOC	New amendments highlighted in yellow throughout the documents
4	04 July 2012	Bernard Brunet, GOC	New amendments highlighted in yellow throughout the documents
5	12 Dec 2012	Bernard Brunet, GOC	New amendments highlighted in yellow at Annex F
6	22 Fed 2013	Bernard Brunet, GOC	New amendments highlighted in yellow at Annex F
7	01 March 2013	Martin Lalonde, GOC	New amendments highlighted in yellow at Annex F
8	03 May 2013	Martin Lalonde, GOC	New amendments highlighted in yellow at Annex F
9	04 July 2013	Martin Lalonde, GOC	New amendments highlighted in yellow at Annex F
10	21 August 2013	Mario Boily, GOC	List of acronyms Annex D and Info Sharing Criteria Table Annex G.
11	19 December 2013	Lise Legendre, GOC	New amendments highlighted in yellow at Annex F (English Version)
12	10 January 2014	Bernard Brunet, GOC	New amendments highlighted in yellow Annex F

#	DATE	AMENDED BY	COMMENTS
13	08 May 2014	Martin Lalonde	New amendments highlighted in yellow Annex F
14	26 May 2014	Martin Lalonde	New amendments highlighted in yellow Annex F
15	23 July 2014	Martin Lalonde	New Annex A
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SECTION 1 - GENERAL

1.1 REFERENCES

A. Emergency Management Act (EMA), 22 June 2007;
B. Canada's National Security Policy, April 2004;
C. Federal Emergency Response Plan (FERP), January 2011;
D. The Policy on Government Security, July 2009; and
E. Federal Policy for Emergency Management, December 2009.

1.2 INTRODUCTION

The guidelines for unclassified information sharing and reporting have been developed jointly by federal department representatives. The use of the document is highly recommended so that incident related products and notifications are standardized across the federal family.

1.3 BACKGROUND

Comprehensive and integrated emergency management is a shared responsibility between all levels of governments, the private sector, non-governmental organizations and individual citizens. A key function for the Government of Canada is to promote the safety and security of Canada and Canadians. Threats and risks have become more complex, which has led many governments to increase their focus on emergency management issues. This complexity stems not only from the diversity of natural-hazards impacting modern societies but also includes transnational threats such as consequences of terrorism, globalized disease outbreaks, climate change, interdependent critical infrastructure, and attacks on information systems or networks. When these events happen, they can result in significant human and economic losses.

As Canada faces change, the federal government must be positioned to address new threats and risks. It must adopt new ways in how to plan, prepare, and respond to the immediate effects of disasters. The federal government must have the ability to continue operating during emergencies and enhance its resiliency to quickly recover from disasters. Addressing its responsibility in the current risk environment requires on-going federal leadership, timely decision-making, effective communication and coordination of activities and resources at a strategic and operational level. It also requires a sound legislative and policy foundation and efficient collaboration between all levels of government, the private and not-for-profit sectors, and individuals.

Created as a result of the April 2004 National Security Policy, the Government Operations Centre (GOC) is housed in Public Safety (PS) Canada. The GOC is Canada's strategic-level operations centre. The GOC's mission is to provide strategic level coordination and direction on

behalf of the Government of Canada in response to an emerging or occurring incident affecting the national interest. It is the hub of a network of operations centres run by a variety of federal departments and agencies.

For the GOC to fulfill its mandate, it must be kept informed of all strategically relevant information in a timely fashion. This task cannot be accomplished without the proactive support of Other Government Departments (OGDs) and agencies.

Collectively, all federal partners have a responsibility to inform OGDs, as appropriate, about incidents with the potential to affect multiple mandates within the federal community. This whole-of-government approach aims at increasing situational awareness, and facilitating and ultimately providing a coordinated response to an incident. Furthermore, the GOC seeks to increase federal situational awareness by sharing its products laterally amongst the federal family.

These guidelines represent an understanding among various federal departments and agencies on dissemination protocols of information relevant to incidents or special events.

1.4 PURPOSE

The purpose of these guidelines is to describe the identification, evaluation, and reporting of incidents among Federal Departments and Agencies. Specifically it addresses:

a. information sharing philosophy;

b. role and responsibilities;

c. reporting procedures;

d. reporting standards; and

e. methods and means.

1.5 SCOPE

These guidelines address the criteria and reporting responsibilities for the sharing of unclassified information between federal Operations Centres (OPSCENs) to enhance accurate and timely situational awareness. Specifically, the scope of this guidance attempts to address potential or actual domestic incidents/special events and international events with domestic implications.

1.6 INFORMATION SHARING PHILOSOPHY

Collaboration between federal partners is the key to a successful whole-of-government incident response and cannot be accomplished unless information sharing becomes a top priority. The adoption of a philosophy that promotes sharing information not only fosters unity of effort, but common understanding and awareness on why activities are being undertaken by others and the potential impact on your own operations.

The philosophy is based on the following tenets:

a. all information is perishable; it becomes less valuable over time - the quicker information is shared, the more value is retained;
b. information only gains value when related to other information;
c. the more relationships that can be made with other sources the more valuable and useful the information becomes; and
d. what may be relatively benign information in support of your operations may be of critical importance to others in the execution of their mandate.

Notwithstanding the promotion of a community of practice whereby federal partners strive to overcome barriers and facilitate the free flow of information, it is recognized that there are in some cases legislative restrictions and policies that will preclude unfettered access and dissemination within the federal family. While information can be exchanged, it remains important to follow Dissemination Levels (Section 3) that are emplaced by the originator. However, the philosophy that should be embraced by all partners is "information that can be shared will be shared" to ensure the widest possible understanding of what efforts and actions are underway to address a specific event or scenario.

Note: The procedures contained in this document are designed to enhance and support the necessary and timely exchange of operational information between departments and agencies. These procedures should not be construed as overriding or replacing, in any way, enabling legislation such as the National Archives Act, the Access to Information Act, Privacy Act, etc. or the Treasury Board of Canada Secretariat Policy on Government Security and subsequent departmental or agency policies on the handling of information.

SECTION 2 - ROLE AND RESPONSIBILITIES

2.1 GENERAL

The release of official products to various stakeholders must be done in an orderly fashion so that the respective role and responsibilities of each organisation are respected through the entire information exchange process. The informal sharing of information at the initial stage permits early warning of significant issues, which can greatly assist in the response. Dissemination Levels (Section 3) are used to control and limit the distribution of products and reduce the probability that knowledge of a developing situation gets out prematurely.

2.2 ROLE OF THE PRIMARY DEPARTMENT(S)

Primary Department(s) are solely responsible to provide situational awareness with regard to issues affecting their mandate. In some instances, an incident may affect other federal partners and accordingly, there is a requirement (real or perceived) to share information with third parties not directly related to the ongoing situation. In this case, it is expected that all information related to incidents or potential incidents will first be routed through the Primary Department so that it is given the opportunity to assess the sensitivity of the information and can authorise its release to third parties.

Emergencies can rapidly deteriorate beyond a single mandate or cause secondary effects to various stakeholders beyond what was originally anticipated. Accordingly, the GOC should be kept informed at all times of any significant issues related to an incident or special event while respecting the dissemination level of the Primary Department(s).

It is understood that sensitivity that surrounds national security issues is such that during the early stages of an incident the full distribution of situational awareness products is not always advisable. Nonetheless, it is expected that the Primary Department immediately inform its security partners as soon as possible after being notified of a potential or actual threat. The list of security partners may change based on the nature of the incident and which department is affected but should always include the GOC.

The Primary Department uses Notifications and Situation Reports as primary methods to keep the GOC and Supporting Departments aware of developments. It is expected that Primary Departmental distribution lists will normally include their respective supporting departments.

2.3 ROLE OF THE SUPPORTING DEPARTMENT(S)

A Supporting Department is responsible to inform the Primary Department as soon as it has been made aware of an actual or emerging incident. Supporting Departments are responsible for issuing Situation Reports. It is to be noted that issuing a formal Notification product is not a Supporting Department responsibility.

2.4 ROLE OF THE GOC

The GOC is responsible to provide situational awareness (SA) to the wider federal community as well as to the Federal Coordination Officer within PS[1]. The GOC also provides information directly to the Assistant Deputy Ministers' Emergency Management and National Security Operations Committees and the Privy Council Office (PCO).

In general, the GOC relies on PS Regional Offices and other federal departments to provide information about actual or emerging situations of national interest. Under normal circumstances, the GOC will consult with the Primary Department before issuing a product to the wider federal community. In some situations, the GOC may request representatives from federal Departments work in the GOC. Details on the roles and responsibilities of this individual are outlined in Annex B.

SECTION 3 - REPORTING PROCEDURE

3.1 USE OF DISSEMINATION LEVELS

The Primary Department/originator should inform the GOC and other supporting Departments of any limitations on the further dissemination of any correspondence. There are five dissemination levels:

a. **DL – 1 - Releasable to Critical Infrastructure Partners and the Public**. This level would apply to information that is suitable for release to CI Partners and the public. Level 1 assumes that distribution may still be limited and will be tailored for private partners and the public.

b. **DL – 2 - Releasable to All Federal Departments and Agencies**. This level would apply to information that is suitable for release to all Federal Departments/Agencies and supporting organizations;

c. **DL – 3 - Releasable to Authorized Organizations and Key Decision-Makers**. This level would apply to information that is required by authorized organizations/GOC and key decision-makers at all levels to determine the appropriate preventative and/or protective measures to mitigate against known threats. Level 3 assumes that distribution is limited;

[1] Annex C outlines the main products that the GOC uses to provide situational awareness.

d. **DL – 4 - Releasable to Authorized Federal Organizations**. This level would apply to information that is suitable for release to specific federal organizations and the GOC (see note below). Level 4 assumes that distribution is authorized for select key partners with the necessary need to know; and

e. **DL -5 - No Further Dissemination Authorized**. This level is designated for information releasable internally within the department/agency. Level 5 is the most restrictive level and would be applied to the most sensitive information. Level 5 assumes that only limited distribution is authorized based on strict need to know.

All departments/agencies must follow the directions in any report containing a dissemination level. If the GOC or another department/agency feels that there are additional government departments that need to be informed, then the department holding the information must seek approval from the originator prior to disseminating any further. Any changes to a dissemination level should be communicated as soon as possible so that the information flows as efficiently as possible.

*Note: With regard to dissemination levels and the GOC reporting structure, it must be assumed that any information submitted to the GOC under a DL – 4 could be briefed up to and including the Chair(s) of ADM Emergency Management Committee (ADM EMC) and/or National Security Operations Committee (NS OPS Committee). Any further dissemination (**lateral and/or vertical**) requires DL-3 or lower.*

3.2 INFORMATION SHARING DURING AN INCIDENT

As a general rule, normal reporting guidelines apply. It is therefore expected that all federal partners will use a similar reporting format and standard as per paragraph 3.5.

At times of crisis, one should favour obtaining timely and as accurate information as possible over outdated information in the right format. OPSCENs should however be responsible for consolidating information from their Regional Offices before further distribution.

3.3 CRITERIA FOR IDENTIFICATION OF A REPORTABLE INCIDENT

Each department is responsible to develop its own set of criteria for reporting incidents to which they have a mandate to respond. The GOC Incident Reporting Criteria Table (Annex A) has been developed to guide OGDs in evaluating what needs to be reported to the GOC. Primary Departments can use a lower reporting threshold as they see fit but should not withhold information related to an incident that meets the criteria provided in this document.

As a basis for issuing an official product, the GOC uses the GOC Incident Reporting Criteria Table. It is not possible to depict every possible situation on the table and therefore, the GOC will always use some discretion when new incidents come to light for which there are no clear

reporting guidelines. The expectations are that all departments/agencies will carefully evaluate unusual situations and advise the GOC and other appropriate OGDs accordingly.

3.4 RECEIPT AND INITIAL SCREENING OF ACTUAL OR POTENTIAL REPORTABLE INCIDENT

Each department is responsible to review various sources of information that identify actual or potential incidents.

Upon being notified of an actual or potential incident, the Primary Department conducts an initial screening to determine if the occurrence meets the departmental reporting threshold. The Primary Department then issues a notification taking care to inform key stakeholders from OGDs.

Once notified, the GOC conducts its own evaluation and issues a strategic-level notification as deemed necessary.

The overall intent in reporting incidents at the strategic level is to provide senior officials with an assessment of the actual or potential impact on Canadian interests or its citizens. The Primary Department(s) takes the lead in assessing the impact and provides its evaluation to the GOC and other supporting departments for further distribution at the strategic level.

3.5 STANDARD ON INCIDENT NOTIFICATIONS AND SITUATION REPORTS

The Primary Department(s) issues a Notification (NT) to the GOC and other key federal partners. The NT should contain the critical information as described in the "Critical Information Requirements" subsection.

The NT should be followed with a more detailed Situation Report (ST) as additional information becomes available.

The following paragraphs describe the recommended writing convention:

3.5.1 Email – Subject field

The email subject will identify the department, the type of product (i.e. NT/ST), the incident number as/if determined by the Department as well as the incident title and location.

Example: TC, NT086-10, Marine incident, Halifax, NS, Canada

The incident name as given by the primary department should be retained whenever possible. If the incident name needs to be changed, the primary department should be consulted.

3.5.2 Attachments and Executive summary

When sending a product as an attachment, an executive summary must be included in the body of the E-Mail.

3.5.3 Use of templates

A Notification/SITREP template similar to the ones included in the FERP should be used when sending a product to the GOC and other stakeholders. On occasion, incident-specific templates are created by the GOC to facilitate standardized reporting by other government departments.

3.5.4 Format

All times are given in local time of the incident/event location, in 24-hour format, and in the header line followed by Ottawa time in brackets. Only local time will be used in the body of the report. Dates are written in the format dd mm yyyy (07 JUN 2011). All measurements are given in metric units: distances are given in metres or kilometres; speeds (including knots and miles per hour) are converted into kilometres/ hour.

3.5.5 Abbreviations and Acronyms

The use of abbreviations and acronyms should be limited. When using abbreviation and acronyms the first occurrence of the name will be listed in full followed by the abbreviation/acronym in brackets. In further instances the abbreviation/acronym will be used throughout the document.

3.5.6 Font

The original document will use unformatted regular text. Updates should be bold.

3.5.7 Dissemination Levels

Paragraph 3.1 describes the dissemination levels that should normally be used. The dissemination level information should be located at the beginning of an email or report.

3.6 CRITICAL INFORMATION REQUIREMENTS

3.6.1 Request for Information (RFI)

The following information should be included whenever an RFI is sent:

a. dissemination level;

b. contact information (originator);

c. incident number (if applicable);

d. subject;

e. background information;

f. requested information;

g. due date/time; and

h. priority level;

3.6.2 Notification

The following information should be included whenever a notification is issued:

a. dissemination level;

b. incident number (as assigned by the Primary Department);

c. type of incident;

d. location (city, province/territory/state, country);

e. date and time of occurrence;

f. source of reporting;

g. description of incident;

h. initial analysis (impacts/risks);

i. current response actions;

j. list of recipients (main stakeholders only); and

k. notification provided by.

3.6.3 Situation Report

In essence, situation reports should include the same type of information as detailed above as well as a more in depth analysis of the situation. The impacts and risks should be better defined in order to fully appreciate the extent of the incident and better guide the potential drafting of a decision brief. The following information is normally included in a SITREP:

a. dissemination level;

b. current information about the emergency;

c. immediate and future response actions;

d. an analysis of the impact of the emergency; and

e. issues identification.

3.6.4 Decision brief

The Decision Brief is used to seek direction from Senior Officials and Ministers. It includes a Situation Report. It may also include options and recommended courses of action. The following information is normally included in a decision brief:

a. dissemination level;

b. description of incident;

c. background information;

d. current status;

e. current actions;

f. analysis/assessment;

g. potential course(s) of action; and

h. recommendation(s).

3.7 GOC DAILY BRIEF

The purpose of the GOC Daily Brief is to keep other government operations centres as well as senior officials within PS and PCO/Prime Minister's Office (PMO) apprised of events and incidents that could affect the safety and security of Canadians. It includes an overview of the GOC's operations, a summary of incidents being monitored by other government departments, and a nationwide weather forecast. Together, these components provide an overview of Canada for the day, identify situations that may be important to watch, and outline what is expected over the next week.

The GOC issues its daily brief at 08:00 hrs EST/EDT. In order to populate the briefing, the GOC relies on input from OGDs. It is therefore essential that all the federal partners communicate to the GOC any ongoing issues in a timely manner.

3.8 GOC/FEDERAL DEPARTMENTS UNCLASSIFIED PRODUCTS

Organisations wishing to be added to specific distribution lists within the federal family can review Annex C and request from the originator to obtain access to various products. Some products have a limited distribution and are intended for very specific stakeholders. Proper justification should accompany any request. Each organisation retains the right to grant or deny access to its products.

3.9 OPERATIONS CENTRES' "HOTWASH PROCEDURE"

The hotwash procedure is important in ensuring that the same mistakes are not made over and over again.

Here are some general guidelines to help the hotwash meetings be more effective:

a. the meeting should be held as soon as possible after the incident/special event;

b. the meeting should be brief – it is not a meeting to solve a problem only to identify what was learned;

c. the focus should be on what went well as well as what could have been improved;

d. the meeting must have a structure and a standard set of questions the group will address; and

e. a facilitator is required to keep the group focused.

In the event of a whole-of-government response, the GOC will coordinate the hot wash meeting and ensure that its Standard Operating Procedures (SOPs) are updated with any relevant information. Each department will be responsible to participate and incorporate the lessons learned in its respective procedures.

GOC REPORTING CRITERIA

HAZARD TYPE	CRITERIA (Domestic)	CRITERIA (International)
Natural		
Animal Health Incident	-A significant animal health incident resulting in actual or potential impact on economy or human health.	*To be reviewed* **-Domestic impact anticipated or actual or potential threat to Canadians living or travelling abroad; or** **-Potential for federal coordination; or** **-Requirement to inform senior officials (ex. significant damage or injuries, request for international assistance, etc.); or** **-Major international event with large scale Canadian participation.**
Earthquake	-Magnitude ≥ 4.0 within proximity (100 km) of a community or critical infrastructure OR magnitude ≥ 5.5	
Extreme Weather	-Resulting in actual or potential significant damage to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations). AND -Resulting in an increase in preparedness level/response posture within the NCR OR by a P/T EMO.	
Flooding	-Resulting in actual or potential significant damage to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations) AND -Resulting in P/T EMO increasing its preparedness level/response posture	
Health Emergency	-A significant food safety incident resulting in actual or potential impact on economy or human health.	
	-A significant disease outbreak resulting in actual or potential impact on human health (rapidly spreading infection, etc.).	
Hurricane	-Named storm projected to cross the Canadian Hurricane Centre Reporting Line within 48 hours.	
Space Weather	-Significant disruption to satellites and/or communication systems and/or navigation systems and/or power grids.	
Tsunami	-Actual or resulting in warning, advisory or watch by PTWC, WCATWC or local authorities.	
Volcanic Eruption	-Resulting in actual or potential significant damage to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations). OR -Environment Canada's Montreal Volcanic Ash Advisory Centre has issued a Volcanic Ash Advisory Statement.	
Wildland Urban Interface Fire	-Resulting in actual or potential significant damage to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations) AND -Resulting in P/T EMO increasing its preparedness level/response posture	
Man-made (Not Intentional)		
Ecological Disaster / Pollution Incident / Industrial Incident	-Resulting in actual or potential significant impact to onshore/offshore critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations) OR the environment.	*To be reviewed* **-Domestic impact anticipated or actual or potential threat to Canadians living or travelling abroad; or** **-Potential for federal coordination; or** **-Requirement to inform senior officials (ex. significant damage or injuries, request for international assistance, etc.); or** **-Major international event with large scale Canadian participation.**
Global Navigation Satellite System	-GNSS (e.g. GPS) outage resulting in actual or potential significant disruption to critical infrastructure OR pose a significant actual or potential threat to public safety.	
HAZMAT	-Resulting in actual or potential significant impact to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations) OR the environment.	
Network outage	-Network outage causing a significant impact to federal department core functions or services it provides to Canadians.	
Nuclear / Radiological	-An event at a North American nuclear power plant that is categorized as an On-Site or Site Area Emergency, or a General Emergency.	
	-An event involving a nuclear powered vessel that is categorized as a Base Emergency or a General Emergency.	
	-Any other non-intentional event involving radiological or nuclear material that presents an actual or potential threat to public health and may require a multi-departmental or multi-jurisdictional response.	
Oil/Gas Supply Disruption	-An incident resulting in actual or potential significant impact to onshore/offshore critical oil/gas infrastructure that requires immediate and significant government agency involvement.	
Power Outage	-Resulting in actual or potential significant impact to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations). AND -Resulting in an increase in preparedness level/response posture within the NCR or by a P/T EMO.	

HAZARD TYPE	CRITERIA (Domestic)	CRITERIA (International)
Space Launch / Debris or Missile Launch / Test	-Debris resulting in actual or potential impact on Canadian territory or launch trajectory over or near Canadian territory.	
Telecommunication Outage / Disruption	-An outage or disruption to telecommunications services affecting a wide area and/or a significant number of clients in the private and/or public sectors, and/or critical federal government operations.	
Transportation Accident/Incident	-Resulting in actual or potential significant impact to critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, significant evacuations)	
	-Passenger train accident resulting in injuries/loss of life	
	-Significant maritime incident requiring considerable resources and/or an extended effort to resolve	
	-Grounding/sinking of a cruise ship/ferry or similar vessel	
	-Commercial airline incident (seating capability of 20 pax or more) with injuries and/or fatalities	
	-Government/commercial aircraft or vessel conducting work on behalf of Government AND involved in a catastrophic accident	
Man-made (Intentional)[1]		
CBRNE	-An actual or potential chemical / biological / radiological / nuclear / explosive or significant release.	*To be reviewed* -**Requirement to inform senior officials (ex. significant damage or injuries, request for international assistance, etc.); or** -**Potential or actual impact to national security posture in Canada or abroad;** -**Potential threat to Canadians or Canadian interests abroad;** -**Potential for federal coordination; or** -**Federal Representative killed while participating in a national security operation or at a significant diplomatic event.**
Civil Disturbance	-Resulting in actual or potential significant disruption to federal government operations, critical infrastructure OR pose a significant actual or potential threat to public safety (e.g. casualties, violent protests)	
Global Navigation Satellite System	-GNSS (e.g. GPS) spoofing/jamming resulting in actual or potential significant disruption to critical infrastructure OR pose a significant actual or potential threat to public safety.	
Information Technology Incident	-Threats, vulnerabilities, and incidents within a GC IT environment that affect or may affect service to Canadians, government operations, security or privacy of information or confidence in government	
	-Specified Cyber incident affecting non-federal Canadian vital systems that underpin Canada's national security, public safety and economic prosperity	
Mass Casualties	-More than five victims; or carried out in a public space as a result of an illegal act.	
Missile Launch / Test	-Unscheduled launch/test or any event where the trajectory of the missile or vehicle could possible land in the vicinity of a populated area	
Threat to Canadian Assets, Interests or Citizens.	-Resulting in actual or potential significant disruption to government operations, critical infrastructure or to public safety. -The assassination, kidnapping/hostage taking, or significant threat to senior government officials or foreign officials/representatives in visit to Canada. -Threat with the potential to cause casualties or targeting Canadian iconic landmarks. -Vessels of Interest (VOI) falling under Category 1 (National Security) and others as identified. -Any other threat (actual or potential), identified by a Federal Senior Official to be reported upon and based on the mandates and threat / risk levels of the departments and agencies involved.	
Death of Federal Representative on Duty	-A federal representative killed while on duty.	

Notes

- All above mentioned triggers need to take into consideration the requirement for the GOC to provide timely and corroborated information to partners and senior officials in order to clarify/explain incidents that may be reported by media or otherwise as potentially requiring a response. Hence **media coverage** is a consideration in all incident types.
- Incidents that have a high potential of resulting in a provincial request for **federal assistance** must always be reported, irrelevant of the incident type or perceived severity.
- **Special events** (International Athletic Events, Heads of State meetings, …) will be addressed separately and may require unique custom criteria.
- Security incidents may be preceded by intelligence reporting and be assigned **classified criteria**.
- At the request of **PCO, DM Committee, ADM Committee** or a Primary Department, the GOC may begin a response to an incident outside the present framework.
- **Activation of P/T EMO** in response to an incident will always be reported.
- Notwithstanding the GOC reporting criteria table, any incident with the potential for **significant economic impact** will always be reported.
- **Significant impact on CI** should meet at least one of the following criteria: (1) CI is federally regulated, or (2) consequence of loss extends beyond affected region.
- **Significant threats to public safety** include: (1) those events with actual or potential casualties/injuries; and/or (2) evacuations requiring, at least, P/T or non-government assistance; and/or (3) mandatory evacuations of remote communities with limited egress possibilities; and /or (4) mandatory evacuations of densely populated areas.

[1] *The standard GOC Notification for "Manmade (Intentional)" incidents will normally include non-sensitive information related to consequence management. Any sensitive issue will be communicated to a limited distribution and/or using other than unclassified communication means.*

Annex B – Primary Departmental Representative(s) at the GOC

Role

The Primary Departmental Representative(s) inform(s) the management team of the support needs of their home department in response to an emergency. Based on the nature of the emergency, the Director General Operations Directorate, in consultation with the Federal Coordinating Officer, will determine which departments will provide a primary departmental representative to support response within the GOC.

Responsibilities

The Primary Departmental Representative(s) is (are) responsible for the following:

a. liaise between the GOC and the home department to communicate and coordinate their activities;
b. provide technical or subject matter expertise; and
c. provide advice on the best utilization of resources or employment of services.

Minimum Experience Requirements

The Primary Departmental Representative(s) should meet the following criteria:

a. have sufficient technical and subject matter expertise related to the currently ongoing event/incident in order to provide sound advice to the GOC;
b. have previously worked in the GOC or have received a standardized briefing on how to operate in the GOC;
c. be fully cognizant of his home department's mandate, jurisdiction, internal procedures and resources; and
d. hold as a minimum a valid level II (secret) clearance.

Arrival Procedure

It is the responsibility of the Primary Department to ensure that the name and arrival time/date of its representative is communicated to the GOC in a timely fashion so that access to the GOC is granted without delay upon arrival.

The Primary Departmental Representative will report to the Senior Operations Officer (SOO) on duty immediately after his/her arrival.

The SOO will ensure that the following is carried out:

a. the representative is formally introduced to key personnel including other representatives;

b. a situation brief is conducted;

c. a workstation along with login information is assigned to the individual; and

d. specific GOC internal procedures are explained.

Daily Routine

The GOC daily routine with regard to a specific event or an incident varies significantly based on various factors. Nonetheless, a watch team remains in the GOC 24/7 and is available to answer questions whenever required.

It is expected that the Primary Department Representative will adapt his/her work schedule to match the schedule used by the core group working on the incident/event. Any scheduling issues should be resolved prior to dispatching a representative to the GOC.

Information Sharing

Under extraordinary circumstances, the GOC may impose restrictions on information sharing. This practice is contrary to the information sharing philosophy and will be used when the sensitivity is such that a workaround is not immediately possible. In any case, Primary Department Representatives must respect any restriction imposed by the GOC or other federal departments. When in doubt, the representative should consult with the SOO on duty before sharing potentially sensitive information.

General Administration

Wireless Devices are prohibited in the GOC and inside the main boardroom. Cell phones, pagers and Blackberries should be stored in the lock boxes provided to that effect prior to entering the premises.

Parking: Meter parking is available along Slater Street and a public parking lot is located across from the 257 Slater St. entrance. The area is also well served by taxi cabs and buses on a regular schedule.

Food is not allowed in the GOC, or in the main boardroom. However, beverages are permitted.

Admin support: This employee's workstation is the first one at the entrance of the GOC. The Admin staff is your first point of contact should you have any issues or questions. Should a representative have any Information Technology (IT) related issues; the Admin Support will ensure that he/she receives assistance from a member of the Technical Support Team.

Access/Swipe Cards: The departmental representative will be issued a card, which provides access to the GOC. If a departmental representative experiences any difficulties with his/her card, please contact the Admin Support (per above).

An attendance list, which will be kept at the Admin workstation, will be circulated, for representatives to complete with the following information:

a. name;

b. home department / agency;

c. GOC telephone number (not regular home department telephone); and

d. GOC email address (i.e.: GOC-INAC@ps-sp.gc.ca) (not home department email address).

Emergencies

Building Evacuation/Emergency instructions: Floor plan indicating nearest emergency exits is at the entrance of the GOC. Also, the three doors through which personnel can exit the GOC are well identified.

For emergencies, in order to be reached by colleagues or family members, please provide key individuals with the telephone number assigned to the representative's workstation; should a representative be away from his/her work station, his/her calls will be automatically forwarded to the main GOC line. A Watch Officer will ensure that messages are relayed to him/her.

IT (Log on; printers, communications equipment, etc.)

Logging on to the system (MS Outlook): Our Tech Support team will provide representatives with respective user names and passwords (i.e. GOC-DND1; GOC-DND2; GOC-XINAC etc):

a. passwords will be provided; and

b. to look for in-house contact information in MS Outlook: in the Outlook address book, type GOC-department/agency acronym;

Note: Information stored on MS Outlook and the Operations Centres Interconnectivity Portal (OCIP) is UNCLASSIFIED.

Saving documents in the system: Please file all documentation pertaining to this event in the Network Drive labelled "special".

Printers / Shredder: Two printers are available in the GOC (the black and white printer is 257_02_GOC-COG_P; the colour printer is 257_02_GOC-COG_P-C); they are located across from work stations # 05, 06 and 07 (purple pillar). A shredder can also be found in that area

Classified Communications: Should a representative require access to classified communications:

a. a secure fax (STE) is located by the ComCen area of the GOC (behind work station # 40); and

b. a secure telephone available.

Annex C – GOC/Federal Departments Unclassified Products

The table below depicts a list of the products potentially available from the GOC and federal departments. The distribution column indicates the type of distribution available.

Product	Description	Distribution	Frequency
GOC Products			
Business Cycle	Used to provide a list of upcoming activities regarding the ongoing incidents.	As required based on the type of emergency	As required.
GOC Daily Brief	Used to provide a snapshot of all ongoing incidents of national interest.	All federal departments	Daily (08:00 EST/EDT)
High Events Calendar	Used to display events of national interest.	Limited distribution	On request
Information Bulletin	Used to inform officials of the death of a government representative (abroad)	All federal departments	Incident based
Notification (NT)	Notifications are used to issue an alert about an emerging or actual incident of national interest.	All federal departments	Incident/Event based
Situation Report (ST)	SITREPs are to provide and update about ongoing incident of national interest.	All federal departments	Incident/Event based
Other Products available from the GOC			
Department of Homeland Security products (United States)	Various	Limited distribution	On request
Integrated Terrorism Assessment Centre (ITAC) reports	Used to identify potential or existing threats against Canadians or Canadian interests.	All federal departments	Variable

Annex D – List of Acronyms

Abbreviation	Description
ADM	Assistant Deputy Minister
AAFC	Agriculture and Agri-Food Canada
AANDC	Aboriginal Affairs and Northern Development Canada
ADM NS OPS	Assistant Deputy Ministers National Security Operations
ASPC	Atlantic Storm Prediction Centre
CBSA	Canada Border Services Agency
CCIRC	Canadian Cyber Incident Response Centre
CCG	Canadian Coast Guard
CFIA	Canadian Food Inspection Agency
CIC	Citizenship and Immigration Canada
CIFFC	Canadian Interagency Forest Fire Centre
CJIRU	Canadian Joint Incident Response Unit
CNSOPB	Canada-Nova Scotia Offshore Petroleum Board
CNSC	Canadian Nuclear Safety Commission
CSC	Correctional Service of Canada
CSEC	Communication Security Establishment Canada
CSIS	Canadian Security Intelligence Service
DFATD	Foreign Affairs, Trade and Development Canada
DFATD (CEC)	Emergency Watch and Response Center
DFATD (CEP)	Policy, Emergency Planning and Training
DFATD (CSRA)	Threat Assessment Unit

DFATD (FCID)	Task Force on International Critical Incidents
DFATD (IDA)	Non-Proliferation & Disarmament
DFATD (IRH)	Humanitarian Affairs and Disaster Response
DFATD (IRP)	Peace Operations and Fragile States Policy
DFATD (VPERM)	The Permanent Mission of Canada to the International Organizations in Vienna (IAEA, CTBTO, UNODC/UNOV)
DFATD (XDC)	Diplomatic Corps Services
DFO	Department of Fisheries and Oceans
DHS	Department of Homeland Security
DL	Dissemination Level
DND	Department of National Defence
DM	Deputy Minister
EADRCC	Euro-Atlantic Disaster Response Coordination Centre
EC	Environment Canada
EC (CMC)	Canadian Meteorological Centre
EC (SPC)	Storm Prediction Centre
EDT	Eastern Daylight Time
EM	Emergency Management
EMA	Emergency Management Act
EMO	Emergency Management Organization
EOC	Emergency Operations Centre
ESDC	Employment and Social Development Canada
EPA	Environmental Protection Agency
ESF	Emergency Support Functions

EST	Eastern Standard Time
FCO	Federal Coordinating Officer
FERP	Federal Emergency Response Plan
GC CIRT	Government of Canada Cyber Incident Response Team
GC IT/CERT	Government of Canada Information Technology/Cyber Emergency Response Team
GOC	Government Operations Centre
HC	Health Canada
HP	Health Portfolio
IAEA	International Atomic Energy Agency
IC	Industry Canada
IT	Information Technology
ITAC	Integrated Terrorism Assessment Centre
KVERT	Kamchatka Volcanic Eruption Response Team
MERP	Maritime Event Response Protocol
M/P/T	Municipal/Provincial/Territorial
NAVCAN	Nav Canada
NEEC	National Environmental Emergency Centre
NOAA	National Oceanic and Atmospheric Administration
NRCan	Natural Resources Canada
NS	National Security
NT	Notification
OCIP	Operations Centres Interconnectivity Portal
OGD	Other Government Department
OPSCEN	Operations Centre

PCO	Privy Council Office
PHAC	Public Health Agency of Canada
PMO	Prime Minister’s Office
PS	Public Safety Canada
PTWC	Pacific Tsunami Warning Centre
PWGSC	Public Works and Government Services Canada
RCMP	Royal Canadian Mounted Police
RFI	Request for Information
RPB	Radiation Protection Bureau
SA	Situational Awareness
SOO	Senior Operations Officer
SOP	Standard Operating Procedure
SSC	Shared Services Canada
ST or SITREP	Situation Report
TBS	Treasury Board Secretariat
TC	Transport Canada
USGS	United States Geological Survey
VAAC	Volcanic Ash Advisory Centre
VNS	Volcano Notification Service
WCATWC	West Coast and Alaska Tsunami Warning Center

Annex E – Glossary of Terms and Definitions

All hazards

All-hazard risk approach is an approach that recognizes that the actions required to mitigate the effects of emergencies are essentially the same, irrespective of the nature of the event, thereby permitting an optimization of scarce planning, response and support resources. The intention of all-hazards generic emergency planning is to employ generic methodologies, modified as necessary by particular circumstances.

All-hazards incorporates natural and man-made hazards threats including traditional emergency management events such as flooding and industrial accidents, as well as national security events such as acts of terrorism, and cyber events.

Assumption

A supposition about a current or a future situation accepted as true despite a lack of evidence.

Coordinate

Bring (parts, movements, etc) into proper relation, cause to function together or in proper order (Source: Oxford Dictionary).

Coordinating department

PS Canada is the federal coordinating department based on the legislated responsibility of the Minister of PS under the Emergency Management Act. As such, PS Canada is responsible for engaging relevant federal departments in an integrated Government of Canada response to an emergency.

Department

“Department” as it is used throughout this document refers to federal departments and agencies.

Emergency

A present or imminent incident requiring the prompt coordination of actions, persons or property in order to protect the health, safety or welfare of people, or to limit damage to property or to the environment. (Source: An Emergency Management Framework for Canada)

Emergency management plan

A program, arrangement or other measure for dealing with an emergency by the civil population, or for dealing with a civil emergency by the Canadian Forces in accordance with the National Defence Act. (Source: Emergency Management Act)

Emergency support function

Emergency Support Functions describe the structure through which Government of Canada capabilities (services, resources and/or response actions) are managed to meet emergency management objectives.

Emergency Operations Centre

A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Federal Coordinating Officer

The Deputy Minister, PS (or delegate) serves as the Federal Coordinating Officer (FCO) on behalf of the Minister of PS. The FCO is responsible for the overall coordination of a federal emergency response.

Hotwash

A hotwash is a term used to describe the "after-action" discussions and evaluations of an organization's (or multiple organizations') performance following an exercise, training session, or major incident. The main purpose of a hotwash is to analyze what worked well; what needs improvement; what person or organization needs to be responsible for said improvements; and the assignments and timelines for the noted corrective and proactive improvements to be in place.

Incident Command System

A standardized on-scene emergency-management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. (Source: Justice Institute of BC, on ICS)

Integrated Government of Canada response

Involved departments have unity of purpose and contribute to the federal response process by mutually determining overall objectives, contributing to joint plans, and maximizing the use of all available resources.

Management by objectives

This is one of the principles of the Incident Command System. Personnel agree to the objectives and understand their overall direction.

National Interest

Concerns the defence and maintenance of the social, political and economic stability of Canada.

(Source: Policy on Government Security)

National policy direction

Refers to senior officials or ministerial incident-specific policy direction.

Non-governmental organization

A non-profit organization is based on the interests of its members (i.e., individuals or institutions). It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the Canadian Red Cross.

Operational period

An operational period is a length of time set by the Federal Coordinating Officer with input from the FERMS Management Team to achieve a given set of objectives. The length of the operational period may vary and is

determined by the emergency. An operational period is usually 8–12 hours. (Source: Justice Institute of BC, on ICS)

Planning guidance

The Director General, Operations Directorate uses the planning guidance form to instruct planners during an emergency.

Primary department

A federal department with the legislated mandate related to a key element of an emergency. Depending on the nature of the emergency, there may be multiple primary departments.

Private sector

Organizations that are not part of any governmental structure, including for-profit and not-for-profit organizations, formal and informal structures, commerce, industry, private emergency response organizations, and private voluntary organizations.

Primary departmental representative

Primary departmental representatives are part of the management team and provide input on the support needs of their home department during an emergency.

Situational awareness

The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge. This process allows organizations and individuals to anticipate requirements and to respond effectively.

Subject-matter experts

Subject Matter Experts provide expertise in a specific technological area or aspect of the response.

Supporting departments

Supporting departments are federal departments that provide general or specialized assistance to a primary department during an emergency.

Threat

The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional. (Source: EM Framework for Canada).

Annex F – Federal OPSCENs Contact Info

The following list includes organizations from Departments and Agencies responsible for emergency management:

Department/Agency	OPSCEN	Contact Information (Unclassified)	Hours of Operation
Agriculture and Agri-Food Canada (AAFC)	National Emergency Operation Centre (NEOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@AGR.GC.CA	08:00-16:00
Aboriginal Affairs Northern Development Canada (AANDC)		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@aadnc-aandc.gc.ca	08:00-17:00 (Mon-Fri) Duty Officer on weekends
Bank of Canada	Security Officers – H.O.	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@Bank-Banque-canada.ca	24/7
Canada Post		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@canadapost.ca	24/7
Canadian Air Transport Security Authority (CATSA)		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@catsa.gc.ca	24/7
Canadian Broadcasting Company (CBC)		**Contacts:** name: [redacted] **Fax number:** [redacted] **Email address:** [redacted]@toronto.cbc.ca	24/7
Canada Border Services Agency (CBSA)	Border Operations Centre (BOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@cbsa-asfc.gc.ca	24/7
Canadian Coast Guard (CCG)	National Coordination Centre (CCG NCC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@dfo-mpo.gc.ca	06:30-15:00 and 24/7 Duty Officer
Canadian Food Inspection Agency (CFIA)		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@inspection.gc.ca	07:00-17:00 When activated 24/7

Department/Agency	OPSCEN	Contact Information (Unclassified)	Hours of Operation
Citizenship and Immigration Canada (CIC)	Security Control Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@cic.gc.ca	24/7 Duty Officer on pager [redacted] If activated 08:00-16:00
Canadian Nuclear Safety Commission (CNSC)		**Telephone:** [redacted] (for emergency only) **Fax number:** [redacted] **Email address:** [redacted]@cnsc-ccsn.gc.ca	24/7
Canadian Revenue Agency (CRA)	Agency Operations Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@cra-arc.gc.ca	24/7
Communications Security Establishment (CSEC)	CSEC Operational Production & Coordinatio Centre (CSEC COPCC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@cse-cst.gc.ca	24/7
Canadian Security and Intelligence Service (CSIS)	CSIS Global Operations Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@smtp.gc.ca	24/7
Foreign Affairs, Trade and Development Canada (DFATD)	Emergency Watch and Response Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@international.gc.ca	24/7
Department of Fisheries and Oceans (DFO)		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@dfo-mpo.gc.ca	08:00-16:00 (Mon-Fri)
Department of National Defence (DND)	Canadian Joint Operations Command (CJOC) Continental	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@forces.gc.ca	24/7
Department of National Defence (DND)	Canadian Forces Integrated Command Centre (CFICC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@forces.gc.ca	24/7
Department of National Defence (DND) CANSOFCOM HQ	Joint Operations & Intelligence Centre (JOIC)	**Telephone:** [redacted] **Fax Number:** [redacted] **E-mail:** [redacted]@forces.gc.ca	07:30-17:00
Department of National Defence (DND) Marlant HQ	Regional Joint Operations Centre (RJOC)	**Telephone:** [redacted] **Fax Number:** [redacted] **E-mail:** [redacted]@forces.gc.ca	24/7

Department/Agency	OPSCEN	Contact Information (Unclassified)	Hours of Operation
Department of Justice (DOJ)	Justice Emergency Operations Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@justice.gc.ca	08:00-16:00 24/7 Duty Officer [redacted]
Employment and Social Development Canada (ESDC)	National Emergency Operations Centre	**Telephone:** [redacted] **Fax Number:** [redacted] **Email Address**: [redacted]@servicecanada.gc.ca	07:00-16:00 (Mon-Fri)
Environment Canada	Canadian Meteorological Centre (CMC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@ec.gc.ca	24/7
Environment Canada	National Environmental Emergency Centre (NEEC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@ec.gc.ca	24/7
Health Canada Portfolio (HP EOC)		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@phac-aspc.gc.ca	08:00-17:00 17:00-08:00 24/7 Duty Officer
Industry Canada (IC) National Telecommunications Security	Emergency Telecommunications Operation Centre (ETOC)	**ETOC Duty Officer:** [redacted] **Email Address:** [redacted]@ic.gc.ca **Manager:** [redacted] **Contacts:** [redacted] **Fax:** [redacted]	ETOC only operational / activated with personnel during emergencies.
Industry Canada (IC) Manufacturing	Sharon Irwin	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@ic.gc.ca	08:15-17:30 (Mon-Fri) 24/7 on cell
OpsCen Library and Archives Canada		**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@lac-bac.gc.ca	24/7
MSOC EAST	Regional Joint Operations Centre	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@forces.gc.ca	24/7
MSOC Great Lakes		**Telephone:** [redacted]	24/7

Department/Agency	OPSCEN	Contact Information (Unclassified)	Hours of Operation
		Fax Number: [redacted] **Email address:** [redacted]@forces.gc.ca	
MSOC WEST	CFB Esquimalt	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@forces.gc.ca	24/7
Natural Resources Canada (NRCAN)	Departmental Emergency Operations Center (DEOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@NRCan-RNCan.gc.ca	24/7 Alternate Site 07:00-16:00
Privy Council Office (PCO)	Crisis Management Cell (CMC)	**Telephone:** [redacted] **Mobile:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@pco-bcp.gc.ca	24/7
PS Canada	Government Operations Centre (GOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]	24/7
Public Works and Government Services Canada (PWGSC)	Emergency Operations Coordination Centre (EOCC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@tpsgc-pwgsc.gc.ca	08:00-16:00 (Mon-Fri) After hours, via NSCC ([redacted]
Royal Canadian Mounted Police (RCMP)	National Operations Centre (NOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@rcmp-grc.gc.ca	24/7
Transport Canada - Civil Aviation Contingency Operations (TC CACO)	Aviation Operations Centre (AOC)	**Telephone:** [redacted] **Fax number:** [redacted] **Email address:** [redacted]@tc.gc.ca	08:00-16:00 24/7 Duty Officer
Transport Canada (TC)	Transport Canada Situation Centre (TC SITCEN)	**Telephone:** [redacted] **Fax number**: [redacted] **Email address:** [redacted]@tc.gc.ca	24/7
Treasury Board Secretariat (TBS)		**Email address:** [redacted]@tbs-sct.gc.ca **Email address:** [redacted]@tbs-sct.gc.ca	

Note: The contact information for a number of federal organizations has a very limited distribution and accordingly is not included in this table.

Annex G – Information Sharing Criteria (ISC)

The aim of the ISC is to support the situation awareness of the federal stakeholders by setting conditions for the dissemination of information. It guides the responsible departments and agencies by setting thresholds as well as the GOC by identifying the partners requiring the information. Should a hazard type not specifically mentioned in the current document occur and is judged to be of potential interest to other partners, a decision to share should be set as the default position.

The distribution data in the ISC does not supersede Dissemination Levels (DL) imposed by the originator but may guide the originator in setting restrictions if required. For additional information on the DL please refer to the "Guideline for Unclassified Information Sharing and Reporting among Federal Operations Centres".

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
Natural	Animal Health Incident	-A significant animal health incident requiring activation of the CFIA National Emergency Operations Centre.	CFIA	AAFC, CBSA, CCG, DFO, HC, PCO, PHAC	All Federal Departments, P/T EMOs / PS ROs				
	Earthquake	-Magnitude ≥ 4.0.	EMOs, NRCAN, USGS	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs	-Magnitude ≥ 6.5 or significant damage or injury or resulting in significant damage to local infrastructure.	DFATD (IRH), DHS, FEMA, USGS		CBSA, DFATD, PCO (In the US – All Federal Departments and P/T EMOs / PS ROs
						-Potential or actual evacuation of Canadian citizens abroad.	DFATD (CEP)	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs
	Extreme Weather	-Issuance of a weather warning by Environment Canada	EC (CMC, SPCs)		CCG	-Resulting in actual or potential significant damage or casualties or resulting in request for international assistance.	DFATD (IRH)		CBSA, CCG, DFATD, PCO

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		-Resulting in evacuation, actual or potential impact on Critical Infrastructure or public safety.	EC (SPCs), P/T EMOs / PS ROs	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs	-In US, resulting in actual or potential impact on Canadian Critical Infrastructure or if cross border assistance is anticipated.	AANDC, CBSA, DFATD (IRH), DHS, DND, FEMA, HC, IC, NRCan, NOAA, PHAC, P/T EMOs / PS ROs, TC	CCG, DFO, EMOs, PCO	All Federal Departments, P/T EMOs / PS ROs
	Flooding	-Resulting in actual or potential infrastructure protection or evacuations (including isolated community of any size).	AANDC, P/T EMOs / PS ROs	All Federal Departments,	All Federal Departments, P/T EMOs / PS ROs	-Resulting in actual or potential significant damage or casualties or resulting in request for international assistance.	DFATD (IRH)		CBSA, CCG, DFATD, PCO
						-In US, resulting in actual or potential impact on Canadian Critical Infrastructure or if cross border assistance is anticipated.	AANDC, CBSA, DFATD (IRH), DHS, DND, FEMA, HC, IC, NOAA, NRCan, PHAC, P/T EMOs / PS ROs, TC		All Federal Departments, P/T EMOs / PS ROs
	Health Emergency	-A food safety incident that requiring activation of the CFIA National Emergency Operations Centre	CFIA	AAFC, CBSA, CCG, DFO, DFATD, HC, PCO, PHAC	All Federal Departments, P/T EMOs / PS ROs				
		-National drug shortage with actual or potential impacts on Canadian public health services.	HC, PHAC	P/T EMOs / PS ROs	HC, PCO, PHAC, P/T EMOs / PS ROs, PWGSC,	-International drug shortage with actual or potential impacts on Canadian public health services	HC, PHAC		CBSA, DFATD, HC, PCO, PHAC, P/T EMOs / PS ROs, PWGSC
		-Zoonotic, foodborne, infectious disease or communicable disease	CFIA, HC, NEEC,	AANDC, CCG, DFATD, DFO,	All Federal Departments, P/T	-International Zoonotic, foodborne, infectious	CFIA, HC, PHAC	DFO, PCO, TC	All Federal Departments, P/T

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		outbreak with actual or potential impact on human health.	PHAC	HRSDC, PCO, P/T EMOs / PS ROs, TC	EMOs / PS ROs	disease or communicable disease outbreak with actual or potential impact on human health.			EMOs / PS ROs
	Hurricane	-Named storm projected to cross the Canadian Hurricane Centre Reporting Line.	EC/CHC	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-Resulting in actual or potential significant damage or casualties or resulting in request for international assistance.	DFATD (IRH)		CBSA, DFATD, PCO
						-In US, resulting in actual or potential impact on Canadian Critical Infrastructure or if cross border assistance is anticipated.	AANDC, CBSA, DFATD (CEC), DHS, DND, FEMA, HC, IC, NOAA, NRCan, PHAC, P/T EMOs / PS ROs, TC	CCG, DFO, PCO	All Federal Departments, P/T EMOs / PS ROs
	Space Weather	-Space weather activity with the potential to disrupt satellites and/or communication systems and/or navigation systems and/or power grids.	NRCAN	AANDC, CCG, CNSC, DFO, DND, HC, IC, PCO, PHAC, P/T EMOs / PS ROs, SSC, TC	All Federal Departments, P/T EMOs / PS ROs	-In US, resulting in actual or potential impact on Canadian or world Critical Infrastructure or if cross border assistance is anticipated.	DHS, FEMA, NRCAN	AANDC, CCG, CNSC, DFO, DND, HC, IC, PCO, PHAC, P/T EMOs / PS ROs, SSC, TC	CBSA, PCO, P/T EMOs / PS Ros, PWGSC
	Tsunami	-Actual or resulting in warning or advisory by PTWC, WCATWC or local authorities.	ASPC, PTWC, WCATWC	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-Actual or resulting in warning by PTWC or WCATWC.	DFATD (IRH), DHS, FEMA, PTWC, WCATWC	CCG, PCO	CBSA, DFATD, PCO
						-Potential or actual evacuation of Canadian citizens abroad.	DFATD (CEP, IHR)	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
	Volcanic Eruption	-Warning issued by NRCan.	NRCan	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-Resulting in actual or potential significant damage or casualties or resulting in request for international assistance.	DFATD (IRH), KVERT		CBSA, DFATD, PCO
		-Volcanic ash actually or potentially affecting Canadian airspace.	EC (VAAC)	CBSA, DFATD, DND, PCO, TC	CBSA, CCG, DFATD, DND, EC (VAAC), PCO, TC	-Volcanic ash affecting international flight routes to/from Canada.	CBSA, IMO, KVERT, TC, USGS, VAACs		All Federal Departments, P/T EMOs / PS ROs
		-Resulting in actual or potential impact Critical Infrastructure operation or public safety.	AANDC, CBSA, DFATD, DND, EC (VAAC), HC, IC, NRCan, PHAC, P/T EMOs / PS ROs, TC	All Federal Departments, P/T EMOs	All Federal Departments, P/T EMOs / PS ROs	-In US, resulting in actual or potential impact on Canadian Critical Infrastructure or if cross border assistance is anticipated.	AANDC, CBSA, DHS, DND, FEMA, HC, IC, NOAA, NRCan, PHAC, P/T EMOs / PS ROs, TC, USGS VNS, VAACs		All Federal Departments, P/T EMOs / PS ROs
	Wildland Urban Interface Fire	-Resulting in actual or potential evacuation of a community or impacting Critical Infrastructure.	AANDC, CBSA, DND, EC (CMC), HC, IC, NRCan, PHAC, P/T EMOs / PS ROs, TC	DFO, PCO	All Federal Departments, CIFFC, P/T EMOs / PS ROs	-Resulting in actual or potential significant damage or casualties or resulting in request for international assistance.	CIFFC, DFATD (IRH)		CBSA, CIFFC, DFATD, NRCan, PCO
		-National resource levels may not be sufficient to meet occurring and anticipated wildland fire activity (CIFFC – National Preparedness Level – 4 or higher)	CIFFC, NRCan, P/T EMOs / PS ROs		All Federal Departments, CIFFC, P/T EMOs / PS ROs	-Active fire in the US, with actual or potential impact on Canadian Critical Infrastructure, including spread of fire into Canada, or if cross border assistance is anticipated.	AANDC, CBSA, CIFFC, DHS, DND, FEMA, HC, IC, NOAA, NRCan, PHAC, P/T EMOs / PS ROs, TC		All Federal Departments, CIFFC, P/T EMOs / PS ROs
Manmade (Non	Ecological Disaster / Pollution Incident /	-Moderate/major incidents with actual or potential environmental	CCG, EC, P/T EMOs	AAFC, AANDC, DFO, HC, PCO,	All Federal Departments, P/T	-Resulting in actual or potential significant	CCG	DFO, EC, HC, NRCan, PCO,	DFATD, DFO, EC, HC, NRCan, PCO,

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
Intentional)	Industrial Incident	or human health impacts.	/ PS ROs	PHAC, NRCan, TC,	EMOs / PS ROs	damage or casualties or resulting in request for international assistance.		PHAC	PHAC, CBSA
						-In US, resulting actual or potential impact on Canadian Critical Infrastructure or if cross border assistance is anticipated.	CCG, DFO, DHS, EC, FEMA, HC, NRCan, PHAC, TC	PCO, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs
		-Moderate/major incidents with actual or potential ship-source spills of oil or other noxious substances into the marine environment.	CCG, DFO, EC	PCO, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs MERP Core Group Partners plus others as required[2]	-In US, moderate/major incidents with actual or potential ship-source spills of oil or other noxious substances into the marine environment.	CCG, USCG	DFATD, EMOs, PCO, PHAC, DFO, EC, CBSA,	MERP Core Group Partners plus others as required[3]

[2] MERP Core Group Partners (CBSA, DFO/CCG, DND/CF, GOC, PS, RCMP, TC), plus others as required (CSIS, CIC, CSEC, DFATD, Justice, NRCan, PCO, Public Prosecution Service of Canada)
[3] MERP Core Group Partners (CBSA, DFO/CCG, DND/CF, GOC, PS, RCMP, TC), plus others as required (CSIS, CIC, CSEC, DFATD, Justice, NRCan, PCO, Public Prosecution Service of Canada)

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
						-In Arctic waters outside Canada's jurisdiction - a moderate/major incidents that are causing or may cause a threat to Canadian waters	CCG	DFATD, DFO, PCO	MERP Core Group Partners plus others as required[4] Other affected States including: Denmark, Finland, Iceland, Norway, Russia, Sweden and the US.
		-Offshore Oil and Gas Incident (e.g. oil spill), CNLOPB has issued an Alert Level 2 for an environmental emergency situation or CNSOPB has issued a Level 1 emergency response.	DFATD, DFO, EC, NRCan, TC	CCG, PCO, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-An offshore oil spill in U.S. territorial waters threatens to move into Canadian territorial waters.	DHS, EPA, FEMA	CCG, DFO, PCO, P/T EMOs / PS ROs, TC	All Federal Departments, P/T EMOs / PS ROs
	Fuel demand/production or storage reserves					Plans to implement a "call for collective action" from the International Energy Agency (which can consist of reducing fuel demand, increasing oil/fuel production or releasing additional oil/fuel from storage reserves).	DFATD (IDA), NRCan	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs
	Global Navigation	-Loss/degradation of GPS signal resulting in an operational impact	CCG, DFO, DND, IC, TC, USCG	All Federal Departments, P/T	All Federal Departments, P/T	GPS outage that may impact Canadian GPS	DHS, IC	CCG, DFO, DND, IC,	All Federal Departments, P/T

[4] MERP Core Group Partners (CBSA, DFO/CCG, DND/CF, GOC, PS, RCMP, TC), plus others as required (CSIS, CIC, CSEC, DFATD, Justice, NRCan, PCO, Public Prosecution Service of Canada)

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
	Satellite System	(ie. reduced effectiveness & efficiency) on positioning, navigation (air, marine and ground) or timing applications.	Navigation Center	EMOs / PS ROs	EMOs / PS ROs	applications.		NRCan, PCO, TC	EMOs / PS ROs
	Network outage	-Government/Private network outages	All Federal Departments, SSC		All Federal Departments				
	Nuclear / Radiological	-An emergency at a nuclear facility in Canada (FNEP category A)	CNSC, EC (CMC), HC	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-A nuclear emergency occurring outside of North America (FNEP category E)	CNSC, DFATD (IDA), EC (CMC), HC, IAEA		CBSA, CCG, DND (CJIRU), CNSC, DFATD, EC (CMC), HC, NRCan, PCO, PHAC, DFATD (VPERM)
		-An emergency at a nuclear power plant in the United States or Mexico (FNEP category B)	CNSC, DFATD, EC (CMC), HC, IAEA	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs				
		-An emergency involving a nuclear-powered vessel in Canada (FNEP category C)	DND (CF), EC (CMC), HC	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs				
		-Other serious nuclear emergencies or potential threats in North America that require a multi-departmental or multi-jurisdictional response (FNEP category D)	All Federal Departments, P/T EMOs / PS ROs		All Federal Departments, P/T EMOs / PS ROs				
	Oil/Gas Supply Disruptio	-Level 2-3 alert issued by the National Energy Board for an international/interprovincial pipeline.	P/T EMOs / PS ROs, NRCan	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs	In the US, pipeline crossing to Canada becomes non-operational.	DHS, FEMA, NRCan	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
	Power outage	-Outage(s) impacting populations/critical infrastructure AND resulting in P/T EMO changing its preparedness level/response posture.	AANDC, P/T EMOs / PS ROs, NRCAN	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs	-In the US, widespread outage(s) affecting a significant number of people (100 000+) or one/several isolated community(ies), or impacting Critical Infrastructures within a similarly sized city at any time.	DHS, FEMA, NRCan	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs
	Space Launch / Debris or Missile Launch / Test	-Debris resulting in actual or potential impact on Canadian territory.	CSA, DFATD, DND, NAVCAN, P/T EMOs / PS ROs, TC	CCG, HC/RPB, PCO	All Federal Departments, DFATD (IDA, JLH), P/T EMOs / PS ROs				
		-Launch trajectory over or near Canadian territory.	DFATD, DND, P/T EMOs / PS ROs, NAVCAN, TC	CCG, HC/RPB, PCO	All Federal Departments, P/T EMOs / PS ROs				
	Telecommunication Outage / Disruption[5] Note: IC is not the lead for service disruptions associated with privately held networks (i.e. not owned and operated by	-An outage or disruption to telecommunications services affecting a wide area and/or a significant number of clients in the private and/or public sectors.	AANDC, CCG, DFO, DND, HRSDC, IC, RCMP, SSC, TC	All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs	-An outage or disruption to telecommunications services affecting a wide area and/or a significant number of clients in the private and/or public sectors and resulting in a request for international assistance.	DND, IC		CBSA, DFATD, DND, IC, PCO

[5] Carrier-based telecommunications including wireless, wireline, satellite, broadcasting and cable.

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
	a Canadian telecommunications carrier).								
	Transportation Accident/Incident	**Surface / Maritime / Air** -Requiring a mass evacuation or impacting Critical Infrastructure operations.	TC, CCG, DFO, DND, HC, PHAC	PCO, P/T EMOs / PS ROs, PWGSC	All Federal Departments, DFATD (Foreign Nationals), P/T EMOs / PS ROs	**Surface / Maritime / Air** -Resulting in significant loss of life or impact on Canadian interest.	DFO, DFATD (CEC), DFO, TC		CBSA, CCG, DFATD, DFO, PCO, TC
		-Passenger train accident resulting in injuries/loss of life.	P/T EMOs / PS ROs, TC		All Departments, P/T EMOs / PS ROs, DFATD (Foreign Nationals)				
		-Significant maritime incident requiring considerable resources and/or an extended effort to resolve.	CCG, DFO, DND, TC	PCO, P/T EMOs / PS ROs and others as required	All Federal Departments P/T EMOs / PS ROs MERP Core Group Partners plus others as required[6]	-Significant maritime incident requiring considerable resources and/or an extended effort to resolve and involving one of the following: • Canadian registered vessel; or • Foreign registered vessel with Canadian pax or crew; • Request for Canadian resources to assist outside Canada	CCG, DND, TC		CBSA, CCG, DFATD, DND, PCO, TC

[6] MERP Core Group Partners (CBSA, DFO/CCG, DND/CF, GOC, PS, RCMP, TC), plus others as required (CSIS, CIC, CSEC, DFATD, Justice, NRCan, PCO, Public Prosecution Service of Canada)

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		-Grounding/sinking of a cruise ship/ferry or similar vessel.	CCG, DFO, TC	DND, PCO, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs, DFATD (Foreign Nationals)	-Grounding/sinking of a cruise ship/ferry or similar vessel and involving the following: • Canadian registered vessel incident; or • Foreign registered vessel with Canadian pax or crew; or • Request for Canadian resources to assist outside Canada.	CCG, TC		CBSA, CCG, DFATD, PCO, TC
		-Commercial airline incident (seating capability of 20 pax or more) with injuries and/or fatalities - Always	TC	CCG, DND, PCO, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs, DFATD (Foreign Nationals)	-Commercial airline incident (seating capability of 20 pax or more) involving the following: • Canadian registered aircraft; or • Foreign registered aircraft with Canadian pax; or • Request for Canadian resources to assist outside Canada.	TC	CCG, PCO	CBSA, CCG, DFATD, PCO, TC
		-Government/commercial aircraft or vessel conducting	CCG, DND, P/T EMOs / PS ROs,		CCG, DND, PCO, P/T EMOs / PS				

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		work on behalf of Government AND involved in a catastrophic incident.	RCMP, TC		ROs, RCMP, TC				
Manmade (Intentional)	CBRNE	-An actual or potential chemical / biological / radiological / nuclear / large explosive event or release	CBSA, CCG, CNSC, DFO, DND, EC/CMC, HC, NRCAN, PHAC, P/T EMOs / PS ROs, RCMP	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs	-Actual or potential use of weapon of mass destruction against a country.	CNSC, CSEC, CSIS, DFATD (IDA), DND, EC, HC, NRCan (supported by their intl partners)		CBSA, CCG, CNSC, CSEC, CSIS, DFATD, DND, EC, HC, ITAC, NRCan, PCO, RCMP, TC
		-Theft or loss of a significant amount of chemicals or toxic industrial chemicals.	CBSA, CNSC DND, EC, HC, RCMP, TC	All Federal Departments	CBSA, CNSC CSEC, CSIS, DND, DRDC, EC, HC, PCO, P/T EMOs / PS ROs, RCMP, TC				
		-Theft or loss of significant biological agents or of a significant amount of medical or experimental biological agents.	CBSA, CNSC, DND, HC, PHAC, RCMP, TC	All Federal Departments	CBSA, CNSC, CSEC, CSIS, DND, HC, PCO, P/T EMOs / PS ROs, RCMP, TC	-Test of a weapon of mass destruction.	CNSC, CSEC, CSIS, DFATD (IDA), NRCan, DND, HC (supported by their international partners)		CBSA, CCG, CNSC, CSEC, CSIS, DFATD (VPERM), HC, DND, ITAC, NRCan, PCO, RCMP, TC
		-Theft or loss of a significant amount of medical, experimental or industrial radiological materials.	CBSA, CNSC, DND, HC, RCMP, TC	All Federal Departments	CBSA, CNSC, CSEC, CSIS, DND, HC, PCO, P/T EMOs / PS ROs, RCMP, TC				
		-Theft or loss of significant amount of medical, experimental or industrial nuclear materials.	CBSA, CNSC, DND, HC, RCMP, TC	All Federal Departments	CBSA, CNSC, CSEC, CSIS, DND, HC, PCO, P/T EMOs / PS ROs, RCMP, TC	-Theft or loss of a weapon of mass destruction or significant amount of critical	CNSC, CSEC, CSIS, DFATD (IDA), DND, HC,		CBSA, CNSC, CSEC, CSIS, DFATD, DND, HC, ITAC, NRCan, PCO, RCMP, TC

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		-Theft or loss of a significant amount of explosives or restricted components and in particular, ammonium nitrate.	CBSA, CNSC, DND, HC NRCAN, RCMP, TC	All Federal Departments	CBSA, CNSC, CSEC, CSIS, DND, HC, PCO, P/T EMOs / PS ROs, RCMP, TC	material that could be used for the fabrication of a weapon of mass destruction	NRCan, RCMP (supported by their international partners)		
	Civil Disturbance	-Disruption of government operations; -Adversely affects public safety; -Adversely affects critical infrastructure; or-High media interest	CBSA, CCG, CSIS, DFO, P/T EMOs / PS ROs, RCMP	All Federal Departments	All federal Departments, P/T EMOs / PS ROs	-Protests, government counter forces, coups, assassinations resulting in the escalation of violence leading to an increase in threat against Canadian assets, interests or citizens AND leading to potential evacuations of Canadian citizens abroad.	DFATD (CEP)	CIC, CSEC, CSIS, DFATD (CSSA, CSSC), PCO, RCMP	CBSA, CIC, CSEC, CSIS, DFATD, DND, ITAC, PCO, TC, RCMP
						-International civil unrest requiring an initial resource contribution from the Canadian Government.	DFATD (IRP)	All Federal Departments	All Departments
	Global Navigation Satellite System	-GPS spoofing/jamming affecting the critical infrastructure.	CCG, CSEC, CSIS, DFO, DND, IC, RCMP, TBS, USCG Navigation Center		CBSA, CCG, CSEC, CSIS, DFO, DND, P/T EMO(s), IC, PCO, RCMP, TC	-GPS spoofing/jamming adversely affecting the critical infrastructure of other country(ies).	CBSA, CSEC, CSIS, DND, IC RCMP,TC		CCG, DND, CSIS, CSEC, IC, PCO, RCMP, TC
	Information Technology Incident	-Medium-High impact (or higher) threats, vulnerabilities, and incidents within a GC IT environment that affect or may	CSEC, SSC, TBS	All Federal Departments report to GC CIRT (currently	DL-3: Distribution to be determined	-Medium-High impact (or higher) threats, vulnerabilities, and incidents within a GC IT	CSEC, GC CIRT (currently CSEC until Oct 2013, SSC		DL-3: Distribution to be determined

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		affect service to Canadians, government operations, security or privacy of information or confidence in government.		CSEC until Oct 2013, SSC afterwards).		environment that affect or may affect service to Canadians, government operations, security or privacy of information or confidence in government.	afterwards).		
		-Cyber incident with a low (or higher) impact affecting non-federal Canadian vital systems that underpin Canada's national security, public safety and economic prosperity.	CCIRC	Provinces, Territories, Municipalities, public and private sector partners, and international computer emergency response teams.	DL-3: CCIRC will coordinate distribution within Public Safety Canada and to CSEC, CSIS, RCMP, DND, and SSC.	-Cyber incident with a low (or higher) impact affecting non-federal Canadian or allies'vital systems that underpin Canada's national security, public safety and economic prosperity.	CCIRC	International computer emergency response teams and U5 allies	DL-3: CCIRC will coordinate distribution within Public Safety Canada and to CSEC, CSIS, RCMP, DND, and SSC.
	Mass Casualties	-More than five victims; or carried out in a public space as a result of an illegal act.	CBSA, CCG, CSIS, DFO (maritime incidents), P/T EMOs / PS ROs, RCMP		CBSA, CCG, CIC, CSIS, CSEC, DFO (maritime incidents), DND, PHAC/HC, ITAC, PCO, P/T EMOs / PS ROs, RCMP, TC	-Significant incident carried out in a public space as a result of an illegal act.	CSIS, RCMP	All Federal Departments	CBSA, CIC, CSEC, CSIS, DND, ITAC PCO, RCMP, TC
	Missile Launch / Test					-Launches by States of particular proliferation concern.	DFATD (IDA)		DFATD (CSS, IDA, JLH), DND, PCO
	Suspected significant criminal act or terrorist	-Always	CCG, CSIS, DFO (maritime	All Federal	CBSA, CCG, CIC, CSEC, CSIS, DFO	-Always	TBD	CBSA, CSIS, CSEC, DND,	CBSA, CCG, CSEC, CSIS, CIC,

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
	attack		incidents), P/T EMOs / PS ROs, RCMP	Departments	(maritime incidents), DND, ITAC, PCO, P/T EMOs / PS ROs, RCMP, TC			ITAC, PCO, RCMP, TC	DFATD, DND, ITAC, PCO, RCMP, TC
	Threat to Canadian assets, interests or citizens.	-Actual or potential resulting in the evacuation or disruption of federal operations.	Affected Federal Department(s), PCO/CMC, RCMP		All Federal Departments	-Closure of Canadian consulate, embassy, high commission or trade office.	CSIS, DFATD (CSRA)		CBSA, CIC, CSEC, CSIS, DND, DFATD, ITAC, PCO, RCMP, TC
						-Potential or actual evacuation of Canadian citizens abroad.	CSIS, DFATD (CEP, CSRA)	All Federal Departments, P/T EMOs / PS ROs	CBSA, CIC, CSEC, CSIS, DFATD, DND, ITAC, PCO, P/T EMOs / PS ROs, RCMP, TC
		-Actual or potential resulting in the closure or disruption of transportation networks (ie. air, marine, road and rail) or any major component of the transportation infrastructure (including bridges, highways, seaway, international airports, subways, ports or terminals)	CBSA, CCG, DFO, P/T EMOs / PS ROs, RCMP, TC	All Federal Departments	All Federal Departments, PCO, P/T EMOs / PS ROs	-Actual or potential resulting in the closure or disruption of transportation networks or any major component of the transportation infrastructure, and affecting Canadian interests or Government of Canada federal operations.	CBSA, CSIS, TC	All Federal Departments	All Federal Departments, P/T EMOs / PS ROs
		-Actual or potential resulting in the closure or disruption of Canadian Critical Infrastructure (ie. health, food, finance, water,	Affected Federal Department(s), RCMP		All Federal Departments, PCO, P/T EMOs / PS ROs	-Actual or potential resulting in the closure or disruption of Critical Infrastructure, affecting	CBSA, CSIS		

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		information and communication technology, safety, energy and utilities, manufacturing and government).				Canadian interests, Canadian Critical Infrastructure or Government of Canada federal operations.		All Federal Departments, P/T EMOs / PS ROs	All Federal Departments, P/T EMOs / PS ROs
		-The assassination, kidnapping of, or significant threat to senior government officials or foreign officials/representatives in visit to Canada.	RCMP, DFATD	Affected Federal Department(s), PCO, RCMP	Affected Departments, PCO, P/T EMOs / PS ROs	-Assassination, kidnapping or a Hostage-taking of a Canadian citizen involved in an incident that is politically/terrorist motivated, federal employee or elected official.	CSIS, DFATD (FCID)		**DFATD will inform:** ADM NS Ops, DND, GOC, CSEC, CSIS, ITAC, PCO, RCMP
		-Actionable threat with the potential to cause casualties or targeting Canadian iconic landmarks.	CBSA, CSEC, CSIS, DND, TC, RCMP		Affected federal Departments, PCO, P/T EMOs / PS ROs	-Resulting in an increase in the threat against Canadian assets, interests, citizens or federal employees.	CSIS, DFATD (CSRA)	CBSA, CSEC, CSIS, DND, PCO, RCMP, TC	CBSA, CIC, CSEC, CSIS, DFATD, DND, ITAC, PCO, RCMP, TC
		-Vessels of Interest (VOI) falling under Category 1 (National Security) and others as identified	CBSA, CCG, CIC, CSEC, CSIS, DFATD, DFO, DND, ITAC, RCMP, TC		CBSA, CCG, CIC, CSEC, CSIS, DFO, DND, ITAC, PCO, PWGSC, RCMP, TC	-Vessels of Interest (VOI) falling under Category 1 (National Security) and others as identified	CBSA, CCG, CIC, CSEC, CSIS, DFO, DND, ITAC, RCMP, TC		CBSA, CCG, CSEC, CIC, CSIS, DFO, DND, ITAC, PCO, PWGSC, RCMP, TC

		DOMESTIC				INTERNATIONAL			
CATEGORY	**HAZARD TYPE**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**	**CRITERIA**	**PRIMARY INFORMATION SOURCE**	**REPORT ON IMPACTS**	**GOC DISTRIBUTION LIST**
		-Any other threat (actual or potential), identified by a Federal Senior Official to be reported upon and based on the mandates and threat / risk levels of the departments and agencies involved.	All Federal Departments	All Federal Departments	All Federal Departments	-Any other threat (actual or potential), identified by a Federal Senior Official to be reported upon and based on the mandates and threat / risk levels of the departments and agencies involved.	RCMP	Affected Federal Department(s)	Affected Federal Department(s), PCO
Other Situations	Death of Federal representative on duty					- Death of Federal representative or military personnel on duty or operations	DFATD (CEC, XDC), DND		DL-3, as authorized by DFATD or DND
	Emergency Management Organisation (EMO) / Federal Emergency Operations Centre (EOC)	-P/T EMO/EOC activation or change in response level.	P/T EMOs / PS ROs		All Federal Departments	-Federal EOC activation or change in response level.	All Federal Departments		All Federal Departments, P/T EMOs / PS ROs
	Request for support	-Actual or potential request to use federal resources from another level of Government (M/P/T) or from another federal government department, including provisions of services and mutual aid agreements.	All Federal Departments, P/T EMOs / PS ROs		All Federal Departments, P/T EMOs / PS ROs	-Actual or potential request for international assistance, implementation of mutual aid agreement, cross border request.	DFATD (IRH), DHS, EADRCC, FEMA, P/T EMOs / PS ROs		All Federal Departments, P/T EMOs / PS ROs
		-Actual or potential request for supply from the National Emergency Stockpile System.	PHAC		All Federal Departments, P/T EMOs / PS ROs				

Definitions:

Primary Information Source: The primary source of information is defined as an organization holding a key piece of information regarding the actual incident, its impact on Canadian citizens at large or measures that need to be put in place to mitigate the risks.

Report on Impacts: F/P/T organizations listed in this column are requested to provide feedback on the actual or potential impacts in accordance with the set criteria.

Page 152

is not relevant

est non pertinente

s.16(2)(c)

From: "GOC / COG (PS/SP)" [redacted]
Sent: 7/23/2014 1:39:49 PM
To: GOC-DL@ps-sp.gc.ca
CC:
BCC: OPSCentreNOB@aadnc-aandc.gc.ca
Subject: GOC Guidelines for Information Sharing and Reporting - 23 Jul 2014

Colleagues,

Please find attached the latest version of the Guidelines for Unclassified Information Sharing and Reporting, dated 23 Jul 2014. Annex A - GOC Reporting Criteria has been attached for your convenience. Please note the French version will be sent at a later date.

Thank you,

***

Collègues,

Veuillez trouver ci-joint la nouvelle version des Lignes directrices relatives à l'échange d'information non classifiée et à la production de rapports, datée du 23 juillet 2014. L'annexe A (anglais seulement) a été joint pour votre commodité. Prenez note que la version française vous sera acheminée ultérieurement.

Merci

Government Operations Centre/
Centre des opérations du gouvernement
Email/courriel: [redacted]
[Description: cid:image002.jpg@01CCAE12.432C68D0]

TEXT.htm image001.jpg GOC Reporting Criteria.docx Guidelines for mation Sharing an Mime.822

From: Marc Thérien
Sent: 6/17/2011 9:59:24 AM
To: George.Morgan@ainc-inac.gc.ca
CC: OPSCentreNOB@ainc-inac.gc.ca
BCC:
Subject: COMS HOT SPOT Q AND A

Please find attached our changes to the QandAs.

They have been approved by Louise.

thanks,

NCR-#3708273-v1
HOT_SPOT_Q_AND

Marc

From: Stephanie Guilbeault
Sent: 3/7/2012 11:18:38 AM
To: Patricia.McCourt@aadnc-aandc.gc.ca;Louise.Belanger@aadnc-aandc.gc.ca;Karen.Legasy@aadnc-aandc.gc.ca
CC: OPSCentreNOB@aadnc-aandc.gc.ca;Gabriel.TremblayGiroux@aadnc-aandc.gc.ca
BCC:
Subject: For EIM Review and Approval - Media Lines re: ATIP Release on Civil Unrest

Good morning Karen, Patti and Louise.

I had the opportunity to review this urgent request (as well as Gabe) and here are the suggested changes in red below.
Meghan, thanks for the stats.....up to Karen and Patti if this can be released at this point or necessary to add to the media lines.
I also did not add the reasons for civil unrest (from the Incident report) unless you want to elaborate further? (my suggestion is to keep it high level and not too much detail).

KEY MESSAGES: AANDC does not perform any type of "surveillance" on any individuals, groups or communities.
As part of AANDC's mandate, we monitor the Canadian public environment for civil unrest events that could potentially threaten the health, safety and security of First Nations communities. (We do this in order to do a better job in service delivery and policy development.) Take out and add:
AANDC routinely monitors the Canadian public environment for events and trends that could impact our programs and services. (remove from last page of document)
The Government of Canada supports the right to freedom of speech and peaceful protest.

<u>If pressed for more details on AANDC's role in managing First Nation civil unrest:</u>
AANDC has very few legal responsibilities as it relates to civil unrest. Policing on reserve is an internal matter for local law enforcement (First Nation, provincial or RCMP). Policing on reserve is the responsibility of Public Safety Canada. Civil unrest off reserve related to First Nation members is the responsibility of the law enforcement of jurisdiction.

AANDC plays a supporting role when it comes to civil unrest affecting First Nations. Key activities include playing a liaison role between First Nations and other stakeholders as well as providing situational awareness reports to senior management and AANDC's other partners. We use a variety of tools to assess the public environment in which we operate, including media, website monitoring and exchange information with Federal and provincial partners regarding these situations.
Remove 30% of reported First Nation protests were related to areas within AANDC's jurisdiction (page 2 of the media lines).
(ADD if approved by Karen as per the Incident report Meghan is working on):
In 2009-2010, protests were the most common incident reported by AANDC. AANDC reported on 109 protests, representing 51% of all incidents reported that fiscal year)
In 2010-2011, AANDC reported on 91 protests, representing only 36% of all incidents reported that fiscal year.
Hope this helps.

Stephanie

Constable Stephanie Guilbeault

(Ottawa Police d' Ottawa)
Senior Advisor-Emergency and Issue Management/Gestion des urgences et des enjeux-Regional Operations/Opérations régionales
Aboriginal Affairs and Northern Development Canada/Affaires autochtones et développement du Nord canadien
Tel: 819-953-7948 Fax: 819-934-0568
Stephanie.Guilbeault@ainc-inac.gc.ca
>>> Alice D'Anjou 3/7/2012 10:09 AM >>>
Good morning ladies -

Another set of media lines for your review. These are specifically for an ATIP release, but will also be used to develop more generic media lines on civil unrest in general.

I have drawn some of the material from a BN that Stephanie wrote, that I found on CDIM (very helpful)!

Deadline is c.o.b. today, I am under pressure to move these forward quickly!

Please give me a call if you have any questions!

Thanks!

Alice

Alice d'Anjou
Senior Communications Advisor/
Conseillère principale en Communications
AANDC/AADNC
(819) 994-7333

alice.danjou@aadnc-aandc.gc.ca

TEXT.htm

Guilbeault, Stephanie.vcf

From: Karen Legasy
Sent: 3/7/2012 4:19:18 PM
To: Alice.DAnjou@aadnc-aandc.gc.ca
CC: Stephanie.Guilbeault@aadnc-aandc.gc.ca;Patricia.McCourt@aadnc-aandc.gc.ca;OPSCentreNOB@aadnc-aandc.gc.ca;Gabriel.TremblayGiroux@aadnc-aandc.gc.ca;Louise.Belanger@aadnc-aandc.gc.ca
BCC:
Subject: For EIM Review and Approval - Media Lines re: ATIP Release on Civil Unrest

Hi Alice:

We have reviewed the media lines and provide the following input as approved by the A/Director. Additions are highlighted in red. Blue is for comments.

KEY MESSAGES: AANDC does not perform any type of "surveillance" on any individuals, groups or communities. As part of AANDC's mandate, we monitor the Canadian public environment for civil unrest events that could potentially threaten the health, safety and security of First Nations communities. (We do this in order to do a better job in service delivery and policy development.) Take out and add: AANDC routinely monitors the Canadian public environment for events and trends that could impact our programs and services. (remove from last page of document) The Government of Canada supports the right to freedom of speech and peaceful protest.

<u>If pressed for more details on AANDC's role in managing First Nation civil unrest:</u>
AANDC has very few legal responsibilities as it relates to civil unrest. Policing on reserve is an internal matter for local law enforcement (First Nation, provincial or RCMP). Policing on reserve is the responsibility of Public Safety Canada. Civil unrest off reserve related to First Nation members is the responsibility of the law enforcement of jurisdiction.

AANDC plays a supporting role when it comes to civil unrest affecting First Nations. Key activities include playing a liaison role between First Nations and other stakeholders as well as providing situational awareness reports to senior management and AANDC's other partners. We use a variety of tools to assess the public environment in which we operate, including media, website monitoring and exchange information with Federal and provincial partners regarding these situations. Remove 30% of reported First Nation protests were related to areas within AANDC's jurisdiction (page 2 of the media lines).
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Please give me a call if you have any questions!

Thanks!

Alice

Alice d'Anjou
Senior Communications Advisor/
Conseillère principale en Communications
AANDC/AADNC
(819) 994-7333

alice.danjou@aadnc-aandc.gc.ca TEXT.htm

From: Richard Budgell
Sent: 9/17/2013 4:01:18 PM
To: Serge.Beaudoin@aadnc-aandc.gc.ca
CC: MeghanTia.Robertson@aadnc-aandc.gc.ca;Daniel.Hughes@aadnc-aandc.gc.ca
BCC:
Subject: EMD's proposed revised policy on types of protests to track and provide information on

Hi - we've discussed this in my group, and have concluded that 1) there is not a lot of value-added in the kind of info we've been providing (typically quantitative, x numbers of protests this week) on protests off-reserve that may involve First Nations people, and 2) providing info on events that relate to our business line (affecting health and safety, e.g. a potential emergency) makes more sense, as well as having a clear focus on FNs on reserves.

I think it's within my scope to change this kind of standard operating procedure but wanted to run it by you first. Next step(s) include a clean-up of the AANDC EM plan, which still includes an emphasis on civil unrest (as a threat equal to fires and floods).

We would propose to run this notice a number of times in our weekly report, and also provide it separately to regions, to ensure that they know there is no longer any expectation from here for info about off-reserve protests.

Let me know what you think.

EMD's revised policy on types of protests to track and provide information on

Beginning on October 1, 2013, the AANDC Emergency Management Directorate will be tracking and providing information solely on protests that affect the health and safety of, or significantly impact the business continuity of First Nations on reserves.

TEXT.htm