



Executive Networks

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Council on Emergency Management

The range of threats facing Canadian organizations continues to grow. Events in the last 10 years have required organizations in the public and private sectors to prepare themselves against outbreaks of pandemic, terrorist attacks and cyber crimes. We have also witnessed an increase in the number of natural disasters affecting Canada coupled with an increase in the impact of these disasters, in both human and economic terms. Furthermore, the responses to these kinds of events attract extensive media attention and require that organizations are able to effectively respond in the midst of ongoing public scrutiny.

As a result, the demands on emergency managers continue to grow while the tolerance for error shrinks. Evidence demonstrates the negative impact an ineffective response can have on the shareholder value of a company—and the resulting devaluation can be long-term. Likewise, we have seen the loss of political legitimacy in regions like New Orleans that has struggled to rebuild and attract former residents to the city after the failed response to Hurricane Katrina.

About this Council

To help organizations address the complex issues involved in emergency management and improve our collective resilience, the Conference Board of Canada has established the Council on Emergency Management. The Council will examine activities, experiences and practices from each phase of the emergency management life cycle—mitigation/prevention, planning, response and recovery—to help organizations identify actions they can take to improve their readiness and responsiveness.

The Council brings together individuals responsible for emergency management and operational continuity and enables them to:

- *Learn from the experiences of others*—By examining specific case studies and in discussion with individuals who led the response, Members will have the opportunity to translate the experiences of others into specific actions that can be taken in their own organization.
- *Model the cross-sectoral approach that is essential for building resiliency*—Members recognize the necessity to work effectively with a wide range of organizations: the private sector, public sector, first responders and voluntary organizations. The activities of this Council will provide a template for other organizations and groups who face similar challenges.

- *Build a deeper understanding of threats facing Canadian organizations*—Through direct involvement with thought leaders and experts, Members will develop a nuanced understanding of a wide range of threats including cyber crime, terrorism, disease-related threats and others.
- *Explore leading practices in emergency management*—Members will build their awareness of leading and emerging practices in emergency management. Instead of focusing on "best practices", the Council will work to identify "next practices" to better prepare Members for the future.
- *Establish critical relationships*—As the number of organizations responding to emergencies grows, it is essential to build strong, trusted relationships with other organizations including first responders, private sector partners and public sector organizations.

The Conference Board will prepare and facilitate three "in-camera" meetings per year around themes suggested by members of the Council. The meetings may include presentations by guest speakers, assessments of case studies presented by members or guests, site visits and active discussion about central issues related to the challenges of emergency management. The Council will focus on a number of core issues:

- *Governance*—Ensuring clarity around leadership, cooperation and direction as it relates to emergency management and business continuity.
- *Culture*—Overcoming the culture of complacency and apathy that leads many to believe that major disasters just won't happen in Canada.
- *Planning / Process*—Encouraging more integrated planning and inter-organizational communication and cooperation prior to disasters or emergencies occurring.
- *Partnerships*—Recognizing and improving the relationships between the cross-section of organizations who are fundamentally linked in either dependent and interdependent relationships, including supply chains, critical infrastructure linkages, public-private partnerships and others.
- *Training*—Overcoming a current lack of awareness and training for senior decision makers as well as building greater depth of training for emergency managers and business continuity planners.
- *Risks*—Understanding and addressing the challenges posed by natural disasters, pandemic, major terrorist attacks, cyber attacks, labour unrest and others
- *Interoperability*—Ensuring that organizations are able to work together effectively in times of crisis and that the communications and operations technologies used by responding organizations are able to connect seamlessly.
- *Public Alerting*—Developing clarity around public alerting mechanisms and ensuring that warning systems are integrated with one another.
- *Resources*—Accessing the necessary financial and human resources to continue to develop and improve emergency management and business continuity activities.
- *Communication*—This includes communication between responders, communication within and between governments, and the importance of ensuring the righting individuals are linked with one another.

Who Should Join

The Council on Emergency Management has been developed specifically for individuals from public and private sector organizations, including critical infrastructure providers and first responders, as well as voluntary sector organizations, who are:

- Accountable for emergency management and business continuity;
- Responsible for protecting critical infrastructure;
- Involved in developing standards, policies or procedures relevant to emergency management; and
- Working to establish coordinated response management with other organizations.

Benefits

Members of the Council on Emergency Management will be able to capitalize on a number of important benefits from these in-camera sessions including the following:

- Network with peers from businesses and government organizations whose mandates are similar to yours and whose decisions may have a direct impact on your own.
- Learn from experts and practitioners, and share knowledge, experience and perspectives on global best practices in emergency management.
- Participate in joint meetings with other Conference Board networks including the Centre for National Security, the Council on Security & Technology, and others where appropriate.
- Conduct "peer assist" sessions to provide guidance, advice and insight to other Members who may be facing similar challenges to those you have faced.
- Build insight through dialogue about how leading organizations are addressing all elements of the emergency management life cycle.

Member Organizations

Anglican Diocese of Toronto
 BMO Financial Group
 Bruce Power
 Calgary Fire Department
 Canada Revenue Agency
 Canadian Teachers Federation
 City of Edmonton
 City of Kingston
 City of Ottawa
 George Brown College
 Nexen

Ontario Ministry of Community Safety and
 Correctional Services
 Ontario Power Generation
 RCMP
 Rogers Communication Inc.
 Saskatchewan Ministry of Health
 Telus
 The George Washington University
 University of Toronto
 Workplace Safety Insurance Board

Yearly Membership Fee: \$3,825*

To become a member of the **Council on Emergency Management**, please complete the information below and mail, fax or e-mail to:

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 Fax: (613) 526-4857
 E-mail: munn-venn@conferenceboard.ca

Name:

Title:

Organization:

Address:

Telephone:

Fax:

E-mail:

Yes, I would like to join

No, I am not interested in joining at this time

I would like more information

Please keep me informed

*Prices in effect until May 31, 2009