



**STRATHCONA
COUNTY**

Parkade Incident After Action Review (AAR)

Final AAR: Presentation Slides

December 10, 2019

iStrategic Advisors Inc.
Involvement, Ideas and Innovation

Introduction

- Purpose:
 - Identify lessons from the Parkade Incident toward improvements of Strathcona County Emergency Management including the response and recovery from major incidents
- An After Action Review (AAR) answers three questions:

What went well?

What could be improved?

What actions are needed?

Project

In-scope

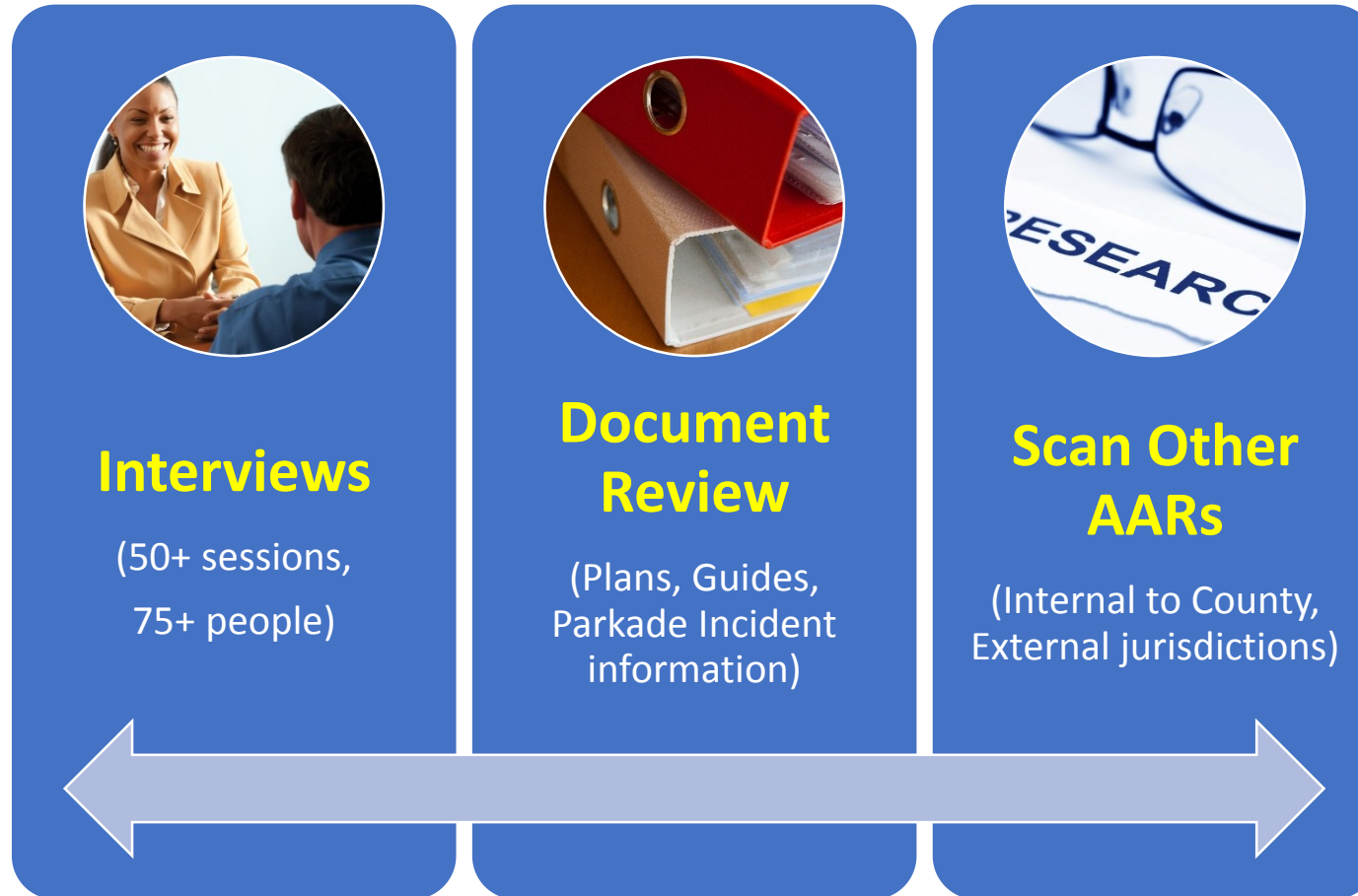
- Information flow and communications
- The Emergency Operations Centre (EOC)
- The recovery and re-entry of the Community Centre/County Hall (CC/CH)
- Business Continuity Planning and management

Out of scope

- Strathcona County Emergency Services (SCES) operational response
- Royal Canadian Mounted Police (RCMP) operational response and investigation
- Security and facilities review in the County
- Legal, insurance, or financial analysis related to the incident
- Public engagement

Methodology

- Three evaluation methods were used to complete the review:



What Went Well - Analysis

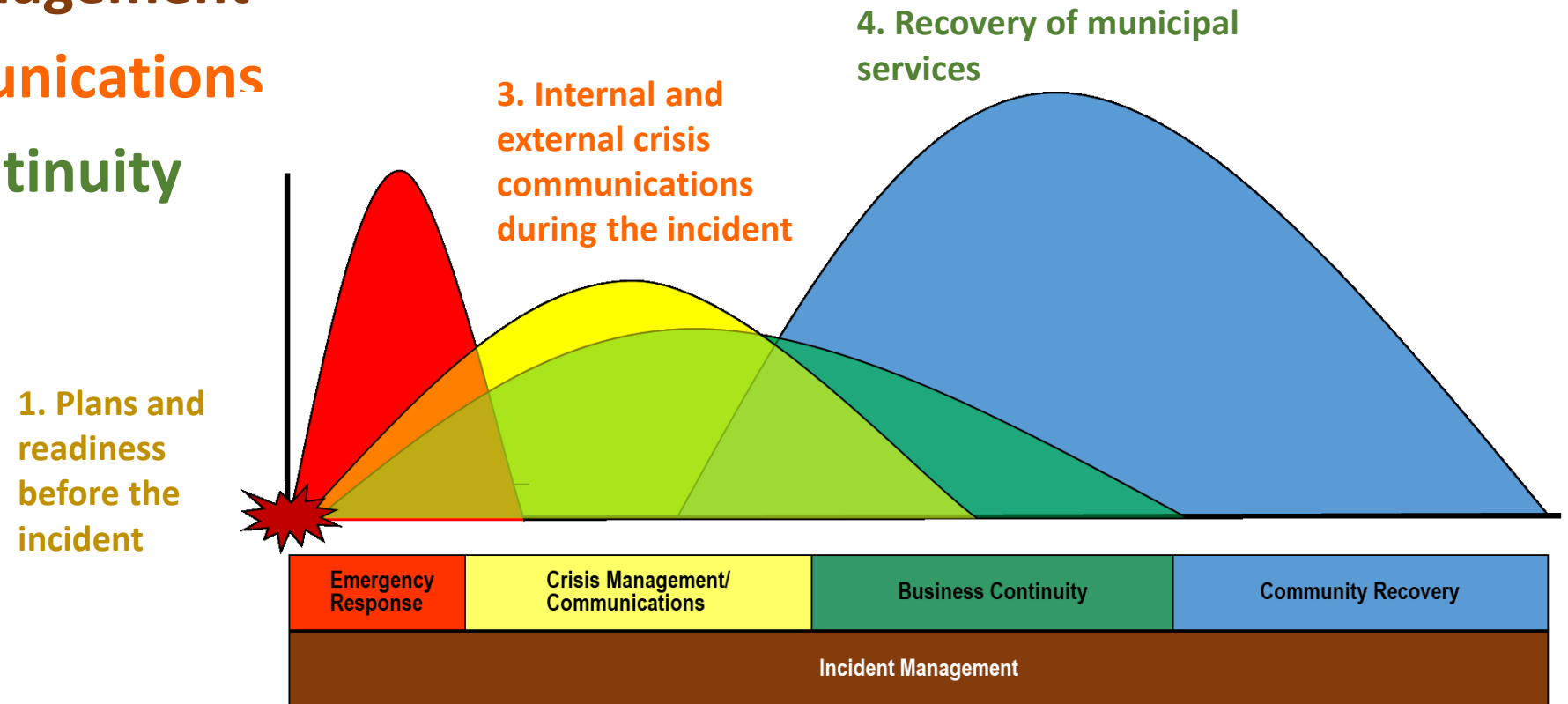


What Could be Improved - Analysis



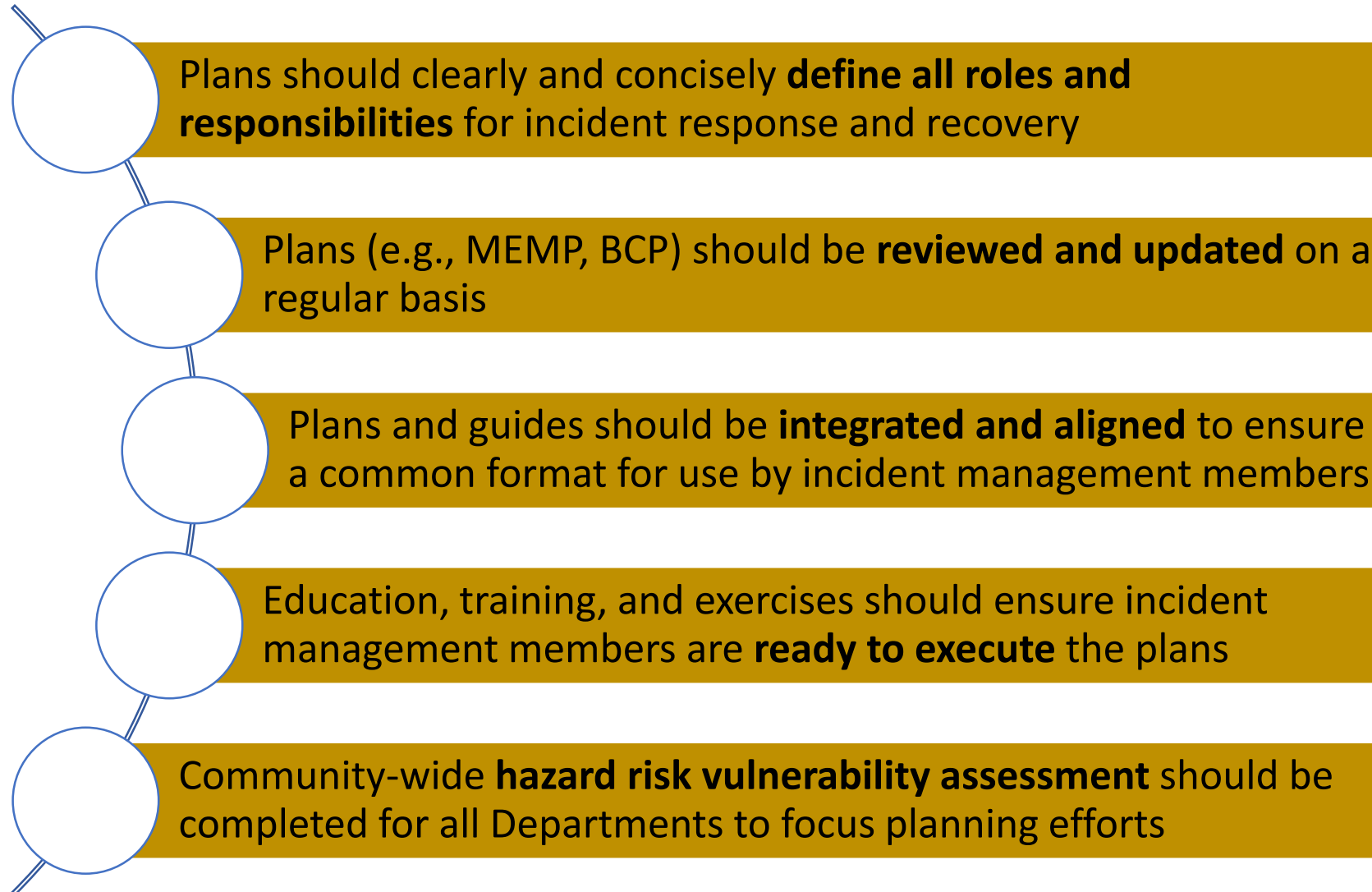
Major Themes from the Parkade Incident

1. Plans and Readiness
2. Incident Management
3. Crisis Communications
4. Business Continuity

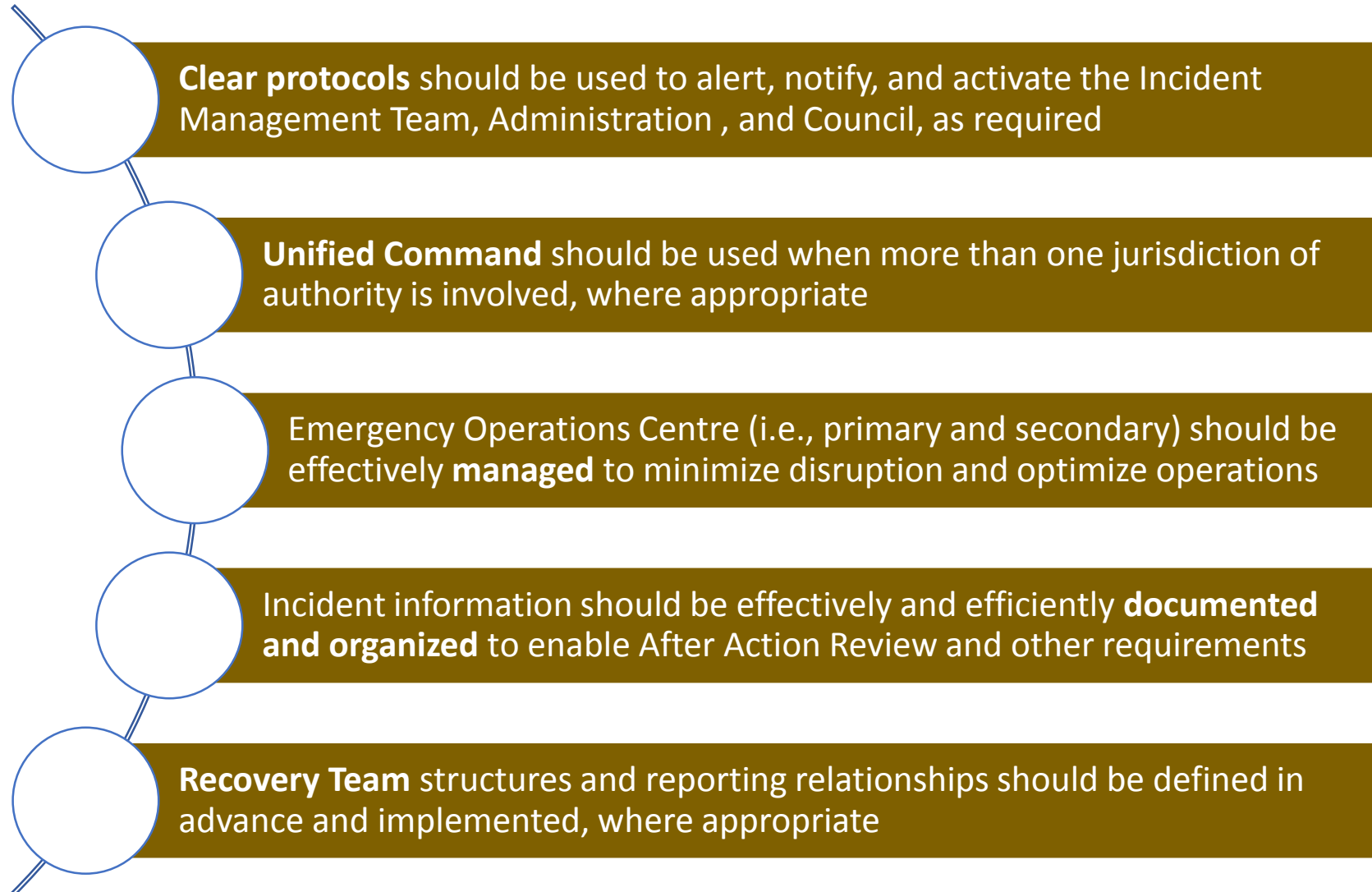


2. Response and recovery decisions and actions during the incident

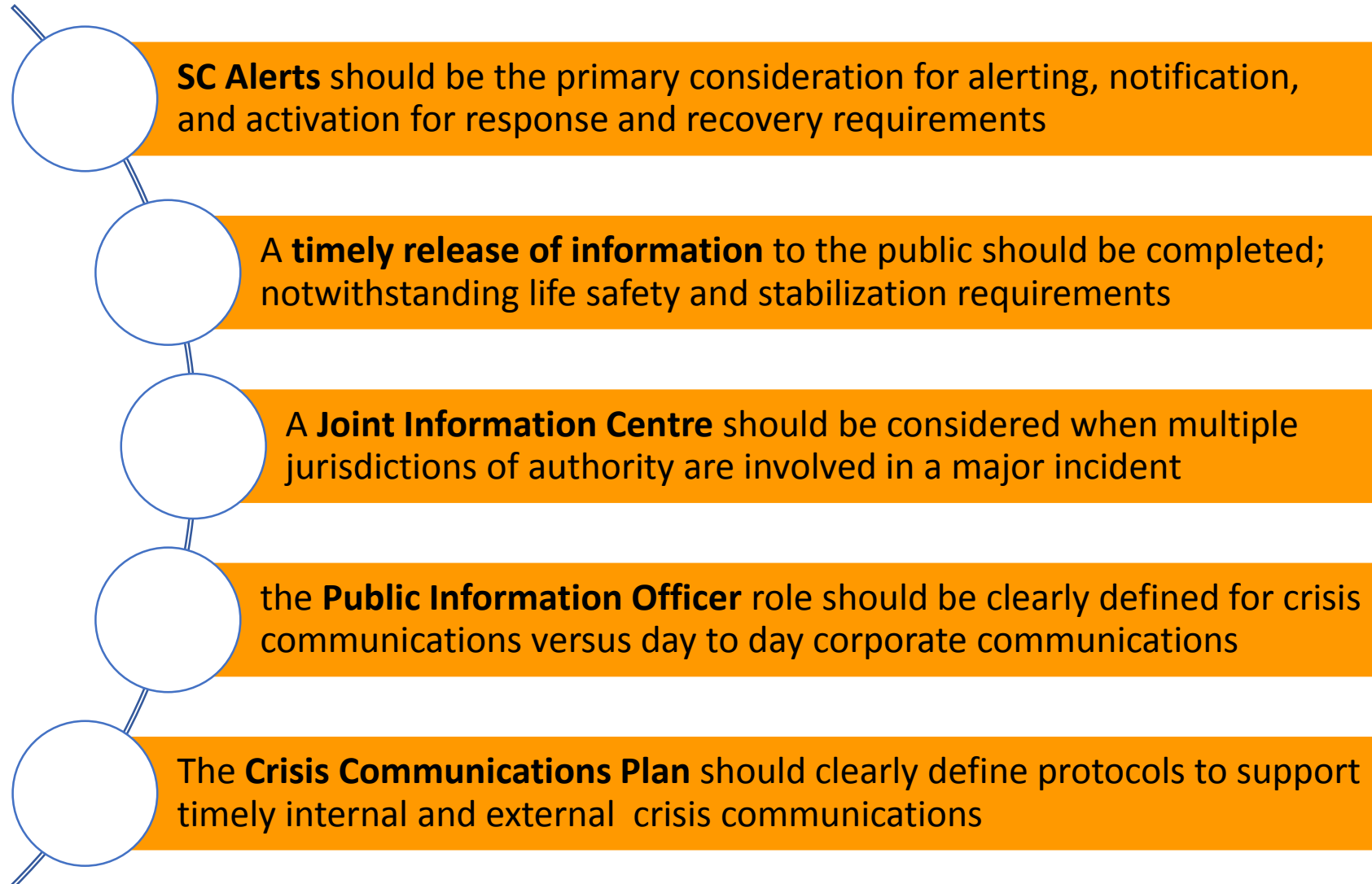
Key Findings: Theme #1 – Plans and Readiness



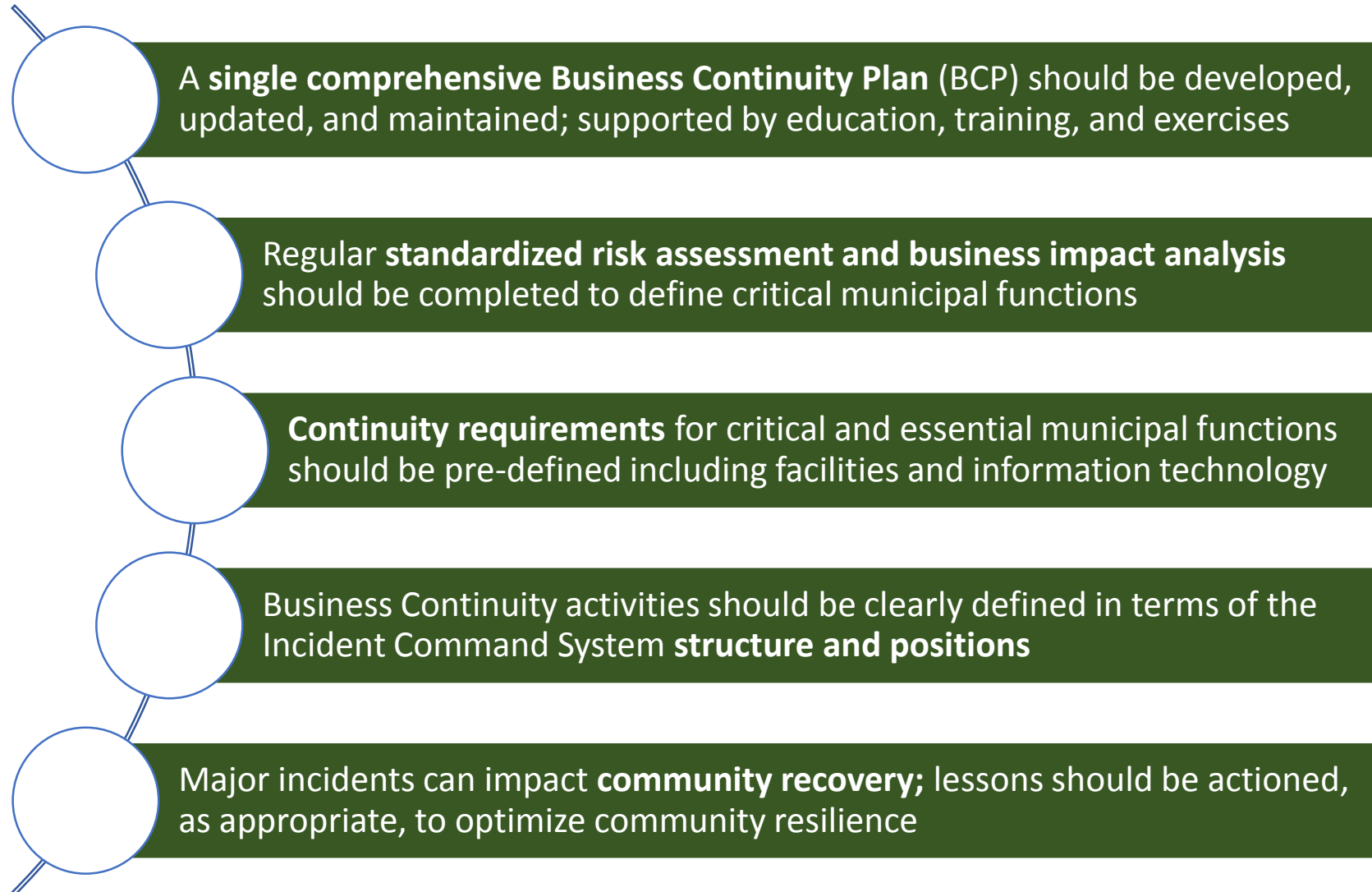
Key Findings: Theme #2 – Incident Management



Key Findings: Theme #3 – Crisis Communications



Key Findings: Theme #4 – Business Continuity



Recommendation for Theme #1 – Plans and Readiness

- Review the Emergency Management Program governance, roles, responsibilities, relationships, reporting, continuous improvement, and program priority setting to ensure legislative, bylaw, and other corporate requirements are met; based on that review, consider program changes.
 - Review and reinforce the roles and responsibilities of the Emergency Advisory Committee (EAC) and the Strathcona County Emergency Management Agency (SCEMA) to optimize their important roles during major incidents including during response and recovery phases.
 - Adopt industry leading practices (e.g., CSA Z1600, ISO 22301) for emergency management, business continuity and crisis management to guide the Emergency Management Program.
 - Increase annual and on-going education, training and exercises to ensure all Emergency Management related plans can be effectively executed by team members and supported by the SCEMA and the EAC.
 - Optimize the compilation of all incident information into a Final Incident Package ensuring consideration of privacy, legal, and records retention requirements.

Recommendation for Theme #2 – Incident Management

- Establish the necessary Incident Management Team (IMT) activation and command protocols, and ensure the primary and secondary Emergency Operations Centre (EOC) have the necessary tools and technology.
 - Utilize existing IMT rosters as the basis for assignment to the EOC to ensure the highest level of incident management can be sustained through response and recovery phases.
 - Engage with other agencies (e.g., RCMP) toward establishing roles and responsibilities in major incidents including the use of Unified Command in an EOC and at Incident Command Posts (ICPs).

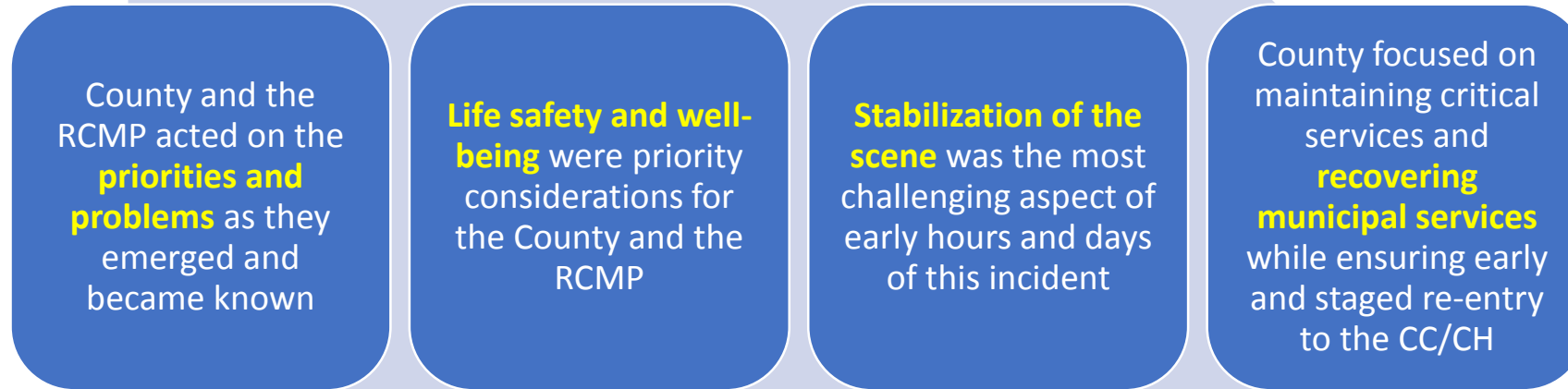
Recommendation for Theme #3 – Crisis Communications

- Enhance the Crisis Communications Plan (CCP) including crisis communications roles, responsibilities, and relationships to ensure known protocols support timely communication, internally and externally during an incident.
 - Clarify the role and responsibilities of the Public Information Officer (PIO) versus Corporate Communications in support of the Emergency Operations Centre (EOC) and a Recovery Team.
 - Ensure the use of SC Alerts as the primary consideration for alerting, notifying, and escalating for major incidents for identified stakeholders.

Recommendation for Theme #4 – Business Continuity

- Review, update, and maintain all emergency management related plans. Implement comprehensive Business Continuity Planning (BCP) within the Emergency Management Program including annual plan development, plan review, and plan maintenance supported by education, training, and exercises.
 - Conduct regular and standardized risk assessment and business impact analysis across all County Departments to ensure a single Executive Team approved list of critical business functions with pre-defined continuity requirements (e.g., Information Technology (IT) Continuity, Facility Continuity).

Conclusion



The County has, in addition to this AAR, taken steps toward improvement of emergency management in Strathcona County ...

lessons learned from the Parkade Incident can contribute toward community resilience