

STRATHCONA COUNTY

Parkade Incident After Action Review (AAR)

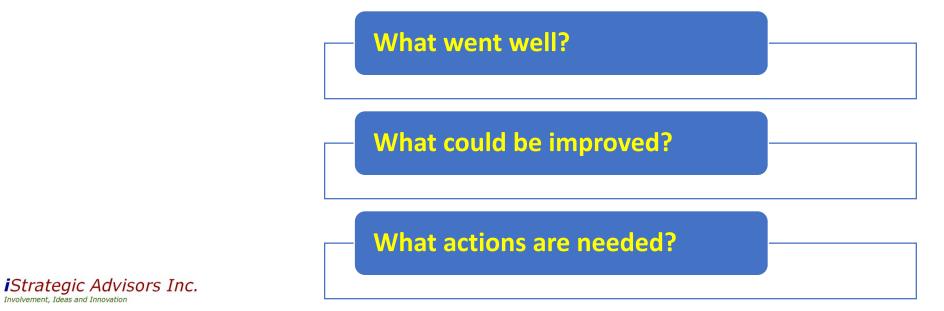
Final AAR: Presentation Slides December 10, 2019





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:





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

County and RCMP ensured safety of citizens, staff, Council

County remained in full control of municipal services and operations

Focus on early recovery of municipal services and a staged re-entry to the Community Centre/County Hall

Community partner efforts toward care and support of citizens and staff

Internal and external crisis communication following first day

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What Could be Improved - Analysis

Components of emergency management plans and readiness (e.g., education, training, exercises)

Components of incident management (e.g., clarification of roles and responsibilities)

Components of crisis communication (e.g., timely release of statement to the public)

Many components of business continuity (e.g., risk assessment and municipal service impact analysis)

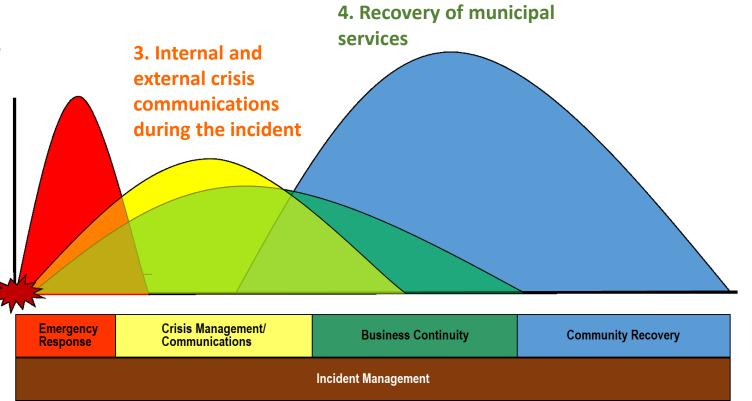
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Major Themes from the Parkade Incident

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

1. Plans and readiness before the incident



2. Response and recovery decisions and actions during the incident



Key Findings: Theme #1 – Plans and Readiness

Plans should clearly and concisely **define all roles and responsibilities** for incident response and recovery

Plans (e.g., MEMP, BCP) should be **reviewed and updated** on a regular basis

Plans and guides should be **integrated and aligned** to ensure a common format for use by incident management members

Education, training, and exercises should ensure incident management members are **ready to execute** the plans

Community-wide **hazard risk vulnerability assessment** should be completed for all Departments to focus planning efforts



Key Findings: Theme #2 – Incident Management

Clear protocols should be used to alert, notify, and activate the Incident Management Team, Administration , and Council, as required

Unified Command should be used when more than one jurisdiction of authority is involved, where appropriate

Emergency Operations Centre (i.e., primary and secondary) should be effectively **managed** to minimize disruption and optimize operations

Incident information should be effectively and efficiently **documented and organized** to enable After Action Review and other requirements

Recovery Team structures and reporting relationships should be defined in advance and implemented, where appropriate



Key Findings: Theme #3 – Crisis Communications

SC Alerts should be the primary consideration for alerting, notification, and activation for response and recovery requirements

A **timely release of information** to the public should be completed; notwithstanding life safety and stabilization requirements

A **Joint Information Centre** should be considered when multiple jurisdictions of authority are involved in a major incident

the **Public Information Officer** role should be clearly defined for crisis communications versus day to day corporate communications

The **Crisis Communications Plan** should clearly define protocols to support timely internal and external crisis communications



Key Findings: Theme #4 – Business Continuity

A single comprehensive Business Continuity Plan (BCP) should be developed, updated, and maintained; supported by education, training, and exercises

Regular **standardized risk assessment and business impact analysis** should be completed to define critical municipal functions

Continuity requirements for critical and essential municipal functions should be pre-defined including facilities and information technology

Business Continuity activities should be clearly defined in terms of the Incident Command System **structure and positions**

Major incidents can impact **community recovery**; lessons should be actioned, as appropriate, to optimize community resilience



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



County and the RCMP acted on the **priorities and problems** as they emerged and became known

Life safety and wellbeing were priority considerations for the County and the RCMP Stabilization of the scene was the most challenging aspect of early hours and days of this incident County focused on maintaining critical services and recovering municipal services while ensuring early and staged re-entry to the CC/CH

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