

January 28 - 29, 2025 • Workshop - Recovery
Strategies: January 30, 2025 • Virtual Course

24th Annual Event!



Canadian Business Continuity and Emergency Management 2025

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**Atkinson College, York
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Today's foremost experts will provide the most up-to-date information anywhere available on:

- Prep and response: Lessons learned in the aftermath of the Jasper Wildfire.
- Avoiding the potential risks of AI including algorithmic failures and/or malicious use.
- Reducing vulnerability to power outages and ransomware attacks: protect critical assets.
- Providing support for vulnerable populations mobility, mental, physical disabilities.
- Using research, media, community outreach to counter toxic front line situations.
- Ensuring resilience in the face of supply chain/transportation disruptions.
- Developing the strongest possible disaster recovery plan for restoring critical services.
- Role of communities in resilience and recovery.

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DAY ONE PROGRAM AGENDA: TUESDAY, JANUARY 28, 2025

10:00 - 10:10 EST



Welcome and Opening Remarks from the Chair

Brant Enta, Corporate Services Senior Analyst (Business Continuity Management), Department of National Defence

10:15 - 11:00 EST



Why Prevention is The Best Emergency Management for Infrastructure

John Gamble, President and CEO, Association of Consulting Engineering Companies - Canada (ACEC-Canada)

Infrastructure is the foundation of our social, economic, and environmental quality of life. We depend on it. And yet it only seems to get attention when it fails. We need to be forward looking and talk about infrastructure as an investment to be leveraged and protected rather than an expense to be minimized.

- How infrastructure is intertwined with almost every aspect of public policy.
- Are we building the right infrastructure? The need for data, a vision, and a long-term plan.
- Are we building infrastructure right? The importance of procurement and asset management to the quality, resilience, and life cycle of infrastructure.

11:00 - 11:45 EST



The Jasper Wildfire: Lessons Learned in Prep, Response and Future Direction!

Glen Hodgson, Fellow-in-Residence, C.D. Howe Institute

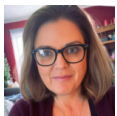


Landon Shepherd, Fire and Vegetation Specialist, Jasper National Park, Parks Canada

Wildfires have demonstrated the devastation that can befall a community and the magnitude of the crisis local and other government authorities face in these serious situations as they become more frequent and severe across Canada. What have emergency professionals encountered, experienced and learned? What do we have to do to minimize the consequences of future occurrences?

- Observations and insights from emergency personnel.
- Need to assess preparations and response.
- Need for innovation and new approaches to climate risk mitigation and adaptation.
- The federal government's national climate adaptation strategy for a more climate-resilient economy, communities and infrastructure.
- The need for significant new funding, sustained focus and coordinated government.

11:45 - 12:30 EST



Effective BCP and Crisis Management Essentials: From Policies, Procedures and Processes to Governance

Tracy Kempthorne, Nuclear Labs

- Documentation of processes.
- Governance issues.
- Keeping the Board well informed.

DAY ONE PROGRAM AGENDA: TUESDAY, JANUARY 28, 2025

12:30 - 13:30 EST Break

13:30 - 14:15 EST



Approaches to Business Continuity - Employing Disaster and Emergency Management Paradigms and Logic Models for Increased Organizational Resilience

Brant Enta, Corporate Services Senior Analyst (Business Continuity Management), Department of National Defence

Business Continuity Management (BCM) has evolved to the concept of resilience as the desired outcome; however, resilience is but one of the Disaster and Emergency Management paradigms available for consideration by BCM practitioners. The earlier paradigms of Hazard, Vulnerability, and Risk all lend to increased perspectives, planning considerations, and linkages in a holistic approach to achieve improved resilience within Business Continuity Plans and organizations.

Application of Disaster and Emergency Management (DEM) Concepts to Business Continuity Management (BCM)

- The Operating Environment (DEM, Incident Response, & BCM).
- Comprehensive Approach to DEM (Prevention/Mitigation, Preparedness, Response, & Recovery).
- Typology of Organizations (Established, Expanding, Extending, & Emergent).
- DEM Paradigms (Hazard-Focused, Vulnerability, Risk Management, & Resilience).
- DEM and BCM - "So What?" (Planning considerations and perspectives).

Logic Models

- What is a Logic Model.
- Why use Logic Models in BCM?
- Utility of Logic Models.
- How to Develop a Logic Model.
 - Identify the Problem or Opportunity.
 - Define Inputs.
 - Outline Activities.
 - Specify Outputs.
 - Articulate Outcomes.
 - Use Appropriate Detail Level.
 - Iterate and Refine.
- Building the Logic Model: Left to Right or Right to Left?
- Logic Models - Performance Management and Risk.
- Critical Services, Resources, and Interdependencies.
- Logic Models and BCM - Pre-Planning and the Professional Practices.
- Logic Model Examples.

14:15 - 15:00 EST

DAY ONE PROGRAM AGENDA: TUESDAY, JANUARY 28, 2025



Cyber Risks, AI Impacts and Lessons Learned

Fred Spitzig, ABCP, Consultant, HZX Business Continuity Planning

The possibility of Cyber-attack against your organization is your number one risk followed by attacks against your supply chain. A hack can cause major cascading implications for your business. Your business must be educated, prepared and practiced in dealing with these threats.

- What really happens when the bad actors get in?
- The difference between Cyber Security and Cyber.
- How attacks happen.
- Impacts on victimized organizations.
- Levels of preparedness.
- Lessons learned.
- What you need to do now and what your executives need to understand.
- The rise of artificial intelligence and its potential risks, including algorithmic failures or malicious use.
- The power and potential of AI solutions in preventing and managing impacts.

15:00 - 15:15 EST Break

15:15 - 16:00 EST



Reduce Your Vulnerability to Power Outages: Ensure Business Continuity & Protect Critical Assets.

Chris Hudson, Senior Vice President of Network Operations, Alectra Inc.

Protecting a Canadian organization from power outages involves a mix of proactive measures, infrastructure investment, and strategic planning. Key steps include:

- Uninterruptible Power Supply (UPS) Systems.
- Backup Generators for extended outages.
- Redundant Power Sources.
- Energy Storage Systems.
- Surge Protection.
- Power Management and Monitoring Systems.
- Staff Training and Preparedness.
- Renewable Energy Integration - reduce reliance on the power grid.
- Collaboration with Utility Providers.

16:00 - 16:45 EST



Managing Floods (Without Noah's Ark) - Experience and Lessons Learned

Jim Abraham, Meteorologist, President Climaction Services



Robin Bourke, Senior Engineering Advisor, Manager, Data Science and Engineering Team, Resilience and Economic Integration Division, Policy and Outreach Directorate Emergency Management and Programs Branch, Public Safety Canada

As rainfall rises to unprecedented levels due to climate change, floods have become more frequent

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and more extreme, now the most costly weather related disaster we face. A flash flood in particular, can carry away whatever lies in its path. More people in the USA lose their lives due to floods than tornadoes. This session will cover the following so you leave with a thorough understanding of the challenges and necessary solutions in this important area. Find out about:

- Types of floods and what's driving them.
- The need to understand flood risk.
- Where are the flood maps?
- Need to know the safest possible routes out of the flood area to get employees and citizens to safety.
- Who is responsible for alerts?
- Provincial, federal and municipal responsibilities.
- Mitigation strategies.
- Need to design for flood resilience.

16:45 EST

End of Day One

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DAY TWO PROGRAM AGENDA: WEDNESDAY, JANUARY 29, 2025

10:00 - 10:15 EST



Welcome and Opening Remarks from the Chair

Brant Enta, Corporate Services Senior Analyst (Business Continuity Management), Department of National Defence

10:15 - 11:00 EST



Interoperability - How Far We've Come; How Far We Still Have to Go

Pascal Rodier, Senior Emergency Management, Response and Continuity Leader

Efficiently handling emergencies and disasters of any size, type, and duration requires true interoperability of all those responding. Interoperability is more than technology; it is about the people. Ultimately, interoperability is really the desired state of the people responding. The real-time and secure dissemination of information across technology is simply a means to that end.

Canada's Interoperability Strategy and Action Plan were published in the early 2010s identifying ways to enhance governance, planning, technology, training and exercises to promote interoperable voice and data communications. The end goal is for all responders to communicate as needed and as authorized across all disciplines and between all levels, on demand. As one of the Canadian Interoperability Technology Interest Group (CITIG) original founding leaders, Pascal co-authored these documents and has been instrumental in many interoperability legacy projects across Canada.

As a national and international champion on interoperability for first responders and emergency management, Pascal will guide participants through the history of interoperability in Canada, the current state and where we still have to get to. This session will be a wonderful opportunity for us to look back at that journey and take stock of where we are today.

11:00 - 11:45 EST



Building Collective Awareness of the Mental Health and Safety Needs of Priority Populations in the Acute Phase of an Emergency

Sanja Radic, Protection, Gender, Inclusion, and Engagement (PGIE) Specialist, Member, Mental Health and Psychosocial Support (MHPSS) Team, Canadian Red Cross

- Evacuation plans, remote working arrangements, food, shelter, transportation, health and safety and mental health support.
- Specialized support for: people who do not speak English; With physical or mental disabilities; Limited access to internet or technology; Mobility issues; Seeing or hearing issues; Learning disabilities; Mental health issues; A need for electricity for medical equipment.
- What we have learned.
- What are we doing differently in light of our experience.

11:45 - 12:30 EST



Surviving a Ransomware Attack

Jennifer Davidson, Partner | Technology, Privacy & Cyber Law, Deeth Williams Wall LLP

DAY TWO PROGRAM AGENDA: WEDNESDAY, JANUARY 29, 2025



Nick McAlister, Cybersecurity Lawyer, City of Toronto

Major ransomware attacks have disrupted numerous public services.

- Threat vectors: Paths to destruction.
- The ransomware ecosystem.
- Post incidence response.
- The rebuild or pay up decision.
- Mitigating damage.
- Protecting Privilege.
- Comprehensive investigation.

12:30 - 13:30 EST Break

13:30 - 14:30 EST



Managing Public Perception and Maintaining Stakeholder Confidence During Emergencies

Tim Conrad, APR, President, Butterfly Effect Communications Inc.

Disasters love to make everything around them a disaster. Now they are collecting issues we see in our society and presenting novel challenges for emergency operations.

The new disaster sees individualism overpowering community resilience, bullying of emergency responders, and trusted information becoming misinformation.

Join Tim Conrad, APR, President of Butterfly Effect Communications Inc., a master of disasters and crisis communications leader who has worked in some of Canada's largest and longest disasters and crises, including last summer's wildfires in British Columbia.

Learn how he led the public information role in three regions where evacuations met fierce resistance and sabotage, including the extremely devastating Shuswap wildfires.

The massive loss of trust in government and media is combined with a continual loss of journalism in Canada, Meta's news ban, and the rise of alternative media and political division to create toxic situations on the front lines of emergency operations.

Learn how Conrad and his team used research, media, social media, and community outreach to turn sentiment from drastically negative to positive in the middle of a record wildfire season that saw his team supporting three regional districts.

14:30 - 15:15 EST



How to Prepare Your Organization for Supply Chain Disruptions

Diane Radyski, Director, CCEM Strategies

Are you confident your organization's emergency and continuity program considers the impact transportation can have on your business?

- How will you ensure your employees can get to work, your supplies can get delivered and your goods for other businesses can get distributed in a timely manner, with minimal interruption?
- Key areas to include when conducting your business impact analysis.

DAY TWO PROGRAM AGENDA: WEDNESDAY, JANUARY 29, 2025

- How to ensure resiliency in the face of transportation disruptions.
- Contingency planning.

15:15 - 15:30 EST Break

15:30 - 16:15 EST



Employee Resilience during a Pandemic

Colonel Barry Pitcher, CEO, Commissionaires

- Maintenance of team cohesion and morale.
- Promoting a healthy lifestyle on lockdown.
- The need for over communication.
- Establishing a pandemic support system.

17:00 EST

End of Day Two

DAY TWO PROGRAM AGENDA: WEDNESDAY, JANUARY 29, 2025

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WORKSHOP - RECOVERY STRATEGIES PROGRAM AGENDA: THURSDAY, JANUARY 30, 2025

10:15 - 10:30 EST



Climate Change and Recovery - What it means to build back better

David Etkin, Professor, Disaster & Emergency Management, Atkinson College, York University

“Build Back Better” (BBB) means reducing vulnerability or exposure, to lower disaster risk and the cost of future damaging events. When one is thinking long term, it is unavoidable to consider issues related to climate change, since it will increasingly alter the hazard landscape.

This talk will address two issues.

- The first is that uncertainty resulting from climate change makes it extraordinarily difficult to do quantitative risk analyses at local levels, which suggests that an increasing use of the precautionary principle is needed.
- The second is that non-linearity within the atmosphere, combined with disaster distributions being fat-tailed, suggest a need to incorporate worst-case scenarios as part of a risk assessment process.

11:00 - 11:45 EST



IT Disaster Recovery, Resiliency and Business Continuity - A Real Life Tale of Collaboration and Alignment

Tara Tobler, Business Continuity Consultant, Tara Tobler Consulting



Andrea Buchholz, Cyber Resilience Professional

- Inclusion of IT in Business Continuity’s BIA process.
- Identify IT applications needed to support critical business services/functions and assign business desired recovery objectives.
- Assess actual recovery capabilities of IT applications and develop realistic strategies to address the gaps.

11:45 - 12:30 EST



Resilience in Recovery and the Role of Communities

Sophie Guilbault, Institute for Catastrophic Loss

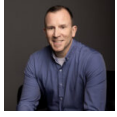
Resilience is the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

- What does a resilient community look like?
- Municipal adaptation to climate change.
- Case studies to learn from.
- Funding issues.
- Build back better.
- What should you be doing now?
- Incentives for good practices.

12:30 - 13:30 EST Break

WORKSHOP - RECOVERY STRATEGIES PROGRAM AGENDA: THURSDAY, JANUARY 30, 2025

13:30 - 14:15 EST



Before Operational Stress: Disasters and Mental Health

Ryan Collyer (he/him), BOS Lead and Clinical Liaison, Wayfound Mental Health Group

In our session we will explore the complexities of Mental Health bringing data that supports the ever-growing need for training in this landscape. We will provide information and practical tools that participants will be able to take away to implement within each organization for their staff. One of the concepts that will be presented is the concept of functional disconnection and reconnection that underpin our conversations.

14:15 - 15:00 EST



Disaster Recovery: Insights from the United States, Australia, and New Zealand

Jesse Steinberg, Senior Research Associate, Sustainability, Conference Board of Canada

- The role that a National Recovery Framework can play in advancing Canada's approach to community disaster recovery.
- Identifying the key developments in Canada's emergency management landscape that are driving interest in a National Recovery Framework.
- Approaches to disaster recovery in three peer jurisdictions: the United States, Australia, and New Zealand.
- Elements of their National Recovery Frameworks that can provide lessons for Canada.
- Identifying key policy priorities for disaster recovery in Canada and how the sector is likely to evolve over the next several years.

15:00 - 16:00 EST



The Importance of On-going Collaboration in Recovery at the Intersection of Gender Based Violence and Emergencies

Louise Godard, Principal Consultant, Louise Godard Consulting



Lisa Benini, MBCP, FBCI, CRM, Certified ISO 22301 Lead Implementer, Benini Consulting Ltd, Nanaimo, BC

The importance of collaboration across the emergency management and social service/anti-violence sectors is critical to ensure service continuity in order to meet the needs of women, children and youth experiencing violence. This session will cover:

- Emergencies and gender-based violence.
- Challenges faced by women's transition houses implementing emergency and service continuity plans.
- How can municipal, regional and provincial emergency managers and anti-violence organizations work together to increase safety?
- Overview of the 8 stage process, toolkit and templates to develop an emergency management and service continuity plan.

16:00 EST

End of Workshop - Recovery Strategies

Canadian **Business Continuity and Emergency Management** 2025
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WORKSHOP - RECOVERY STRATEGIES PROGRAM AGENDA: THURSDAY, JANUARY 30, 2025

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