

January 19 - 20, 2027 • Virtual Course

26th Annual

Business Continuity and Emergency Management

The Latest Strategies for Managing Canada's Unique Emergency Landscape



Receive Timely Information Now!

Climate-driven disasters, cyber incidents, infrastructure failures, supply chain disruptions: Canadian organizations are facing an increasingly complex emergency environment and workforce challenges are occurring simultaneously and with greater frequency. Traditional emergency management and business continuity approaches are no longer sufficient to address today's interconnected risks.

This conference will provide practical strategies, proven tools, and actionable lessons from recent disasters to help organizations strengthen preparedness, improve response capabilities, and enhance long-term resilience.

Participants will gain valuable insights into climate adaptation, cyber-physical threats, crisis decision-making, public alerting, communications resilience, supply chain security, disaster recovery funding, and workforce wellness. Attendees will leave better equipped to protect critical operations, support their people, maintain essential services, and ensure their organizations can effectively respond to and recover from Canada's evolving emergency landscape.

Expert Information on Key Issues Including:

- The latest lessons from Canada's most significant disasters and the emerging risks shaping future emergencies.
- Strengthening emergency decision-making and operational authority in Canada's complex multi-jurisdictional environment.
- Protecting critical infrastructure from cyber threats that can disrupt essential physical operations.
- Building resilient communications capabilities through the Public Safety Broadband Network (PSBN).
- Managing third-party and supply chain risks that threaten organizational continuity.
- Integrating climate adaptation and resilience into emergency management and business continuity planning.
- Testing, validating, and strengthening emergency and continuity plans through realistic exercises and performance metrics.

• Protecting personnel, managing post-traumatic stress injury, and maintaining workforce resilience.

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ALL TIMES ARE ET

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Business Continuity and Emergency Management

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DAY ONE PROGRAM AGENDA: TUESDAY, JANUARY 19, 2027

10:00 - 10:15 EST **Welcome and Opening Remarks from the Chair**

10:15 - 10:45 EST

Keynote Address

10:45 - 11:30 EST



Key Lessons from Canada's Most Recent Disasters: New Trends That Will Define Canada's Next Emergency

Blair Feltmate, Head, Intact Centre on Climate Adaptation, Faculty of Environment, University of Waterloo

Wildfires, cyber incidents, infrastructure failures, climate volatility, and supply chain disruptions are creating increasingly complex “compound emergencies” capable of overwhelming traditional response models. Recent disasters have repeatedly exposed dangerous operational weaknesses — delayed decisions, failed coordination, exhausted personnel, communications breakdowns, and continuity plans that collapse under real-world pressure. This session will examine the important lessons emerging from recent disasters and identify the trends now reshaping emergency planning across Canada.

You will learn how to:

- Identify the disaster trends most likely to disrupt Canadian organizations over the next five years
- Recognize the operational breakdowns repeatedly exposed during recent disasters — including communications collapse, coordination failures, delayed response decisions, evacuation bottlenecks, and continuity plans that fail under pressure.
- Translate disaster lessons into stronger operational resilience strategies

11:30 - 12:15 EST

Panel: Improving Emergency Decision-Making and Operational Authority During Crises - Navigating Canada's Fragmented Jurisdictional Emergency Landscape

Canada's decentralized emergency management model often creates critical delays in fast-moving crises, where authority to act is split across federal, provincial, and municipal levels with no single decision-maker in charge. This panel is essential for practitioners who have experienced “waiting for permission” during emergencies exposing why jurisdictional fragmentation leads to operational paralysis—and how organizations can design around it.

- Where authority actually stops and starts in Canadian emergencies.
- Legal and operational boundaries between municipal action, provincial control, and federal support.
- Why escalation pathways and “request-based systems” fail under real pressure.
- How Requests for Assistance, approval chains, and intergovernmental reporting structures create bottlenecks.
- Designing “trigger-based” operational authority for faster action.
- How organizations can pre-authorize decisions (spending, evacuation triggers, continuity actions) so frontline leaders can act immediately during communications breakdowns or overwhelmed command structures.

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12:15 - 13:00 EST

Cyber Attacks and Critical Infrastructure Failures: What Emergency Managers Need to Know

A cyberattack no longer remains confined to an IT department. Cyber incidents have the potential to disrupt essential services, compromise critical infrastructure, and trigger emergencies requiring coordinated operational responses. Emergency managers and business continuity professionals must understand how cyber risks can rapidly evolve into real-world service disruptions affecting communities, public safety, and critical infrastructure.

- How cyber incidents can disrupt services including power, water, transportation, communications, and municipal operations.
- Continuity and emergency management implications of cyber-enabled infrastructure failures.
- Building stronger coordination between cybersecurity, emergency management, and business continuity functions before a crisis occurs.

13:00 - 13:45 EST Break

13:45 - 14:30 EST

Mission-Critical Communications for Emergency Personnel: Navigating the New Public Safety Broadband Network (PSBN)

Unlike commercial cellular networks, which can become congested during emergencies, a dedicated, resilient PSBN provides “ruthless pre-emption”—ensuring emergency personnel always have priority access to share mission-critical data.

- The pan-Canadian rollout of the dedicated emergency wireless lane.
- Ensuring cross-agency hardware interoperability across provincial lines.
- Solving connectivity gaps in rural “dead zone” in disaster-affected areas.

14:30 - 15:15 EST

Third-Party Risk: Vetting and Securing Your Extended Supply Chain

Your organization is only as resilient as its weakest vendor. You must vet your supply chain for the same disasters you prepare for yourself.

- Auditing the operational stability of “just-in-time” delivery partners.
- Pre-negotiating “break-glass” secondary contracts for critical materials.
- Using real-time global analytics to spot supply chain disruptions before they occur.

15:15 - 16:00 EST

Financial Resilience: Modernizing Disaster Financial Assistance Arrangements (DFAA) & Insurance

Older disaster recovery models rebuild the same things in the same vulnerable places with governments paying escalating bills afterward. This session explains how to Navigate modernized Disaster Financial Assistance Arrangements, including;

- Implementing the national flood insurance program for high-risk zones,.
- Building financial business cases for “unprofitable” proactive risk reduction.

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- Building back better,.
- Resilience-based recovery,.
- Climate adaptation,.
- Mitigation-first funding,.
- Managed retreat from high-risk areas,.
- Risk-informed infrastructure planning, insurance-based risk sharing,.
- Outcome-based funding streams under the modernized DFAA.

16:00 EST

SPONSORSHIP AND EXHIBITION OPPORTUNITIES

Increase your visibility with senior business strategy, technology, analytics, and business intelligence professionals at *BCP Emergency Management*. A limited number of sponsorship options are available.

For more information or to check availability, contact our sponsorship department by telephone at 416.507.4202, or by email at sponsorship@infonex.com.

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DAY TWO PROGRAM AGENDA: WEDNESDAY, JANUARY 20, 2027

10:00 - 10:15 EST **Welcome and Opening Remarks from the Chair**

10:15 - 11:00 EST

Board Level and Executive Planning - The Climate Strategy Imperative: Embedding Climate Resilience into Organizational Decision-Making

This session focuses on why climate resilience must now be treated as a core organizational strategy rather than a technical or emergency management issue.

- Explore how emerging federal direction, including Canada's National Adaptation Strategy, is reshaping expectations for public and private sector organizations.
- Impact on governance, investment priorities, and long-term operational continuity.
- Why historical risk assumptions are no longer valid in planning and decision-making.
- How climate-driven disruption is reshaping organizational governance and accountability.
- What Canada's National Adaptation Strategy signals for future policy and funding expectations.
- How climate risk is becoming a board-level and executive-level planning issue.
- The shift from reactive emergency response to proactive resilience investment.

11:00 - 11:45 EST

Validating Your Readiness for Disaster: Will Your Plan Survive Rigorous Testing?

Most BCPs are never properly tested. You cannot rely on a plan that hasn't survived a rigorous, high-stress simulation.

- Moving from internal tabletop drills to large-scale, multi-agency live exercises.
- Implementing mandatory annual quality audits by critical service owners.
- Using quantitative metrics (RTO/RPO) to prove actual recovery performance.

11:45 - 12:30 EST

From Strategy to Practice: Climate-Adaptive Business Impact Analysis (BIA) - Rebuilding Risk Assessments for a Future That No Longer Resembles the Past

This session moves from strategy to practice, focusing on how emergency managers, continuity planners, and risk professionals must fundamentally redesign BIA methodologies to reflect future climate conditions rather than past events.

Learn how to operationalize climate risk within continuity planning and how to identify emerging system vulnerabilities that traditional BIAs fail to capture.

Key focus areas:

- Why traditional BIA models fail under climate-driven disruption scenarios.
- Redefining critical services, dependencies, and recovery priorities under future climate conditions.
- Identifying infrastructure and supply chain failure points under projected climate stress (wildfire, flood, heat, storm)
- Incorporating climate projections, satellite data, and scenario modelling into continuity planning.
- Rethinking Recovery Time Objectives (RTOs) and Maximum Tolerable Downtime (MTD) in a climate-volatile environment.
- Moving from static BIAs to dynamic, climate-adaptive risk assessment frameworks.

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12:30 - 13:30 EST Break

13:30 - 14:15 EST

Human-Centric Resilience: Managing the Human Toll of Post-Traumatic Stress Injury (PTSI)

Personnel burnout and PTSI are hollowing out response teams. Your plan is only as good as the health of the people required to execute it.

- Building psychological wellness directly into the “Personnel” pillar of your BCP.
- Implementing mandatory post-event peer support and formal debriefing protocols.
- Quantifying the “human toll” in standard post-incident effectiveness reporting.

14:15 - 15:00 EST



Reducing Alert Fatigue Through Targeted Public Warning

Jean-Stefane Bergeron, Founder, Adiona Alert Corporation

As emergency notifications become more frequent, organizations face a growing challenge: ensuring critical alerts still prompt action when they matter most. This session explores how emergency managers can improve public responsiveness by delivering more relevant, localized, and actionable warnings that cut through the noise and strengthen community resilience.

- Combatting Alert Fatigue Through Precision Alerting.
- Examine how over-alerting diminishes public responsiveness and how more targeted, location-specific notifications can improve trust and engagement.
- Delivering the Right Message to the Right Audience at the Right Time.
- Learn practical strategies for segmenting audiences, localizing alerts, and tailoring warning messages to increase public understanding and compliance during emergencies.
- Emerging Trends in Public Warning and Community Notification.
- Explore how modern alerting technologies are helping municipalities, emergency managers, and critical infrastructure operators improve warning effectiveness while reducing unnecessary disruptions.

15:00 - 16:00 EST

Concluding Address: Mass Events & Total Failure: What Canada's Prolonged Cascading and Interconnected Disasters Teach Us About Resilience

Cascading failures can overwhelm infrastructure, disrupt essential services, and expose critical gaps in preparedness. You can't assume power, communications, transportation, and supply chains will recover quickly. Drawing on decades of research into Canada's most significant disasters, this session will examine the lessons learned from prolonged disruptions and explore how organizations can strengthen resilience, improve decision-making, and better prepare for complex events that challenge both emergency response and business continuity capabilities.

- Lessons from Canada's most consequential disasters that tested organizational and community resilience.
- Strategies for maintaining operations when power outages, transportation failures, telecommunications disruptions, and supply chain interruptions extend far beyond expected recovery timelines.

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- Understanding cascading and interconnected risks — how failures in one critical system can rapidly create operational challenges across multiple sectors and jurisdictions.
- Establishing effective lessons-learned and post-incident review processes that transform disaster observations into measurable improvements in continuity, emergency management, and resilience planning.

16:00 - 17:00 EST

End of Day Two

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TRADUCTION SIMULTANÉE DISPONIBLE

Nous offrons un service de traduction simultanée pour toutes les sessions de nos événements. Ce service vous permet de lire une traduction écrite de la présentation orale de chaque conférencier directement en Zoom. Alternativement, vous pouvez avoir accès à une traduction orale par un site internet lié à l'événement.

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We offer a simultaneous translation service for all sessions at our events. This service allows you to read a live translation of the oral remarks for each event speaker - directly in Zoom. Alternatively, you can listen to an oral translation of the sessions through an external site linked to the event.

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There is an additional fee of \$99 for this service and you must indicate your interest when you register. The service will not be offered at a particular event if there is not enough demand.

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2 SELECT YOUR PREFERRED PAYMENT METHOD

Prices subject to GST / HST	Full Price	Register by July 24
Course for Groups of 3 +	CAD \$ 2,199 each	CAD \$ 799 each
Course for Groups of 2	CAD \$ 2,299 each	CAD \$ 899 each
Course for 1 Registrant	CAD \$ 2,399	CAD \$ 999

* Groups must register together at the same time to be eligible for group savings.



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VIRTUAL COURSE:

BCP Emergency Management will be held as a virtual on-line event. Details on how to access and participate in the event will be sent to all confirmed delegates prior to run date.

SPONSORSHIP, EXHIBITION, AND PROMOTIONAL OPPORTUNITIES:

Increase your visibility with senior business strategy, technology, analytics, and business intelligence professionals at BCP Emergency Management. A limited number of sponsorship options are available.

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CANCELLATION POLICY:

Substitutions may be made at any time. If you are unable to attend, please make cancellations in writing and email to register@infonex.com or fax to 1.800.558.6520 **no later than January 5, 2027**. A credit voucher will be issued to you for the full amount, redeemable against any other INFONEX course and which is valid for twelve months (one year) from the date of issue.

Registrants who cancel after **January 5, 2027**, will not be eligible to receive any credits and are liable for the entire registration fee.

Confirmed registrants who do not cancel by **January 5, 2027** and fail to attend will be liable for the entire registration fee.

DISCOUNT CODE: 1521-W

