



Effective Date: June 12, 2018

EMERGENCIES

Definitions

- The following definitions apply to this Policy:
 - Contingency** - a future event or circumstance that is possible but cannot be predicted with certainty (includes emergencies);
 - Emergency** - a sudden, urgent, unusually unexpected occurrence or occasion requiring immediate action due to an imminent risk to the:
 - Health or safety of a Cowichan Tribes' member, employee, councillor and any other person legitimately visiting, working for or conducting business with Cowichan Tribes, or living on Cowichan Tribes' lands,
 - Security or safety of Cowichan Tribes' assets (buildings, property, etc.), or
 - The operations of Cowichan Tribes;
 - Natural Disaster** - a natural event such as a flood, earthquake, hurricane, etc. that causes damage or loss;
 - Risk** - possibility of a loss or other adverse event that has the potential to increase costs and/or affect Cowichan Tribes' ability to fulfill its mandate, or anything of variable uncertainty and significance that may interfere with achievement of its strategies, priorities and goals (includes risks to health, safety and the environment);
- Please refer to Cowichan Tribes' "Definitions Guide for Policies and Procedures" for the definitions of other terms used in this Policy and the associated procedures.

Policy Directive:

Cowichan Tribes shall proactively plan for and effectively manage any emergencies that pose unacceptable risks to Cowichan Tribes and its interests.

Related Cowichan Teachings

"Each person is important" and "Help one another and work together for the good of all"

Applicable Legislation and Standards

- Cowichan Tribes' practices regarding emergencies must comply with applicable legislation, standards, and Cowichan Tribes' laws, policies and procedures, including:
 - The *First Nations Fiscal Management Act* (the Act);
 - First Nations Financial Management Board (FNFMB) Standards; and
 - Cowichan Tribes First Nation Financial Administration Law (the FAL).



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Reason for Policy

4. The objectives of this Policy include:
 - i) Providing guidance and a framework for Cowichan Tribes regarding preparing for and managing emergencies through a documented emergency plan designed to meet the size, risk and impact of potential emergencies that could affect Cowichan Tribes;
 - ii) Ensuring that a proactively effective emergency plan addressing the key risks facing Cowichan Tribes is established and documented, updated annually and communicated to all affected parties;
 - iii) Ensuring Cowichan Tribes is readily prepared to implement the emergency plan in the case of an emergency; and
 - iv) Ensuring that Cowichan Tribes' practices respecting planning for and addressing potential emergencies complies with all applicable requirements.

Consequences of Non-Compliance with Policy

5. Potential consequences of non-compliance with this Policy include:
 - i) Lack of directions and clarity regarding how to plan for and address emergencies affecting Cowichan Tribes;
 - ii) Lack of an emergency plan and preparedness for actual emergencies;
 - iii) Damage to or loss of Cowichan Tribes' assets and/or negative impact on its members, operations, etc.; and
 - iv) Contravention of applicable legislation, standards, or Cowichan Tribes' laws, policies and procedures.

Policy Application

6. This Policy applies to or affects Cowichan Tribes':
 - i) Chief and Council;
 - ii) General Manager;
 - iii) Emergency Planning Committee (EPC);
 - iv) Employees;
 - v) Members; and
 - vi) Any other persons legitimately visiting, working for, or conducting business with Cowichan Tribes, or living on Cowichan Tribes' lands.

Policy Requirements

Establishing an Emergency Plan

7. Cowichan Tribes shall establish a documented emergency and contingency plan, called the Cowichan Tribes First Nation Emergency Plan (or "the Emergency Plan"), to address potential emergency situations that may adversely affect Cowichan Tribes.



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8. Cowichan Tribes First Nation Emergency Plan shall provide for effective business continuity and contingency planning (see Appendix A for an example of an Emergency Plan).
9. The Emergency Plan requires the review and approval of Council through a successful resolution before it may be communicated and implemented.
10. An Emergency Planning Committee shall be established to identify and assess risks to Cowichan Tribes for purposes of emergency preparedness and response plan.
11. Areas to be examined for purposes of the Emergency Plan include buildings and sites, information technology, critical equipment and people.
12. External key groups such as the local fire, police, ambulance, utility providers, etc. shall be invited to provide input to the Emergency Plan and participate in emergency planning and practicing, as required.

Implementation of Emergency Plan

13. The General Manager shall develop a communication strategy to ensure Council and all affected employees and members have access to the Emergency Plan.
14. All employees who have been assigned responsibilities within the Emergency Plan shall be provided with the appropriate training to effectively carry out their role(s) in the event of an emergency.
15. The Emergency Plan shall be tested by Cowichan Tribes prior to its implementation to ensure that is it appropriate.

Review of Emergency Plan

16. The General Manager and the EPC shall review the Emergency Plan and related processes annually to ensure the Emergency Plan remains relevant and up to date.
17. Changes to the Emergency Plan must be:
 - i) Approved in writing by Council before they may be implemented; and
 - ii) Communicated, and the associated documentation distributed, to Cowichan Tribes' sites and pertinent individuals once the changes have been approved by Council.

Emergency Expenditures and Records Management

18. The General Manager may approve expenditures for an emergency, as per Cowichan Tribes' Expenditure Management Policy and Procedures, that was not anticipated in the budget if the expenditures are not prohibited by a Cowichan Tribes' law.
19. Cowichan Tribes shall make and retain the proper records respecting the planning for and management of emergencies, as per pertinent records management requirements.



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Procedures: Emergencies

Roles and Responsibilities

20. The responsibilities of Council include reviewing and, if appropriate, approving the Emergency Plan for Cowichan Tribes, including any revisions/updates.
21. The responsibilities of the General Manager include:
 - i) Creating and chairing an Emergency Planning Committee;
 - ii) Ensuring that an effective Emergency Plan for Cowichan Tribes is prepared and forwarded to Council for their review and, if appropriate, approval;
 - iii) Ensuring that the approved Emergency Plan is communicated to affected staff, councillors and members;
 - iv) Providing for any necessary training relating to the Emergency Plan as part of the Emergency Plan's implementation; and
 - v) Ensuring the Emergency Plan is updated annually, and that any related revisions are forwarded to Council for their review and, if appropriate, approval.
22. The responsibilities of the Emergency Planning Committee include:
 - i) Preparing the Emergency Plan; and
 - ii) Reviewing the Emergency Plan and updating it annually as required to ensure an effective emergency plan for Cowichan Tribes.

Emergency Plan

23. Cowichan Tribes shall develop and maintain a documented Emergency Plan.
24. Cowichan Tribes' Emergency Plan shall:
 - i) Include provisions for natural, human and technology caused events/incidences, including fires, natural disasters and environmental risks;
 - ii) Be appropriate to the size, risk and impact of potential emergencies;
 - iii) Be approved by Council;
 - iv) Require periodic emergency exercise/practice drills, and contact lists;
 - v) Require communication of the Emergency Plan to all affected persons; and
 - vi) Require annual review of the Emergency Plan, including any necessary updates.

Emergency Planning Committee

25. The General Manager shall create, and be the Chair of, an Emergency Planning Committee which shall consist of key department managers and other employees across all areas of Cowichan Tribes, as deemed appropriate.
26. The EPC shall conduct a risk assessment to identify all risks that could have an adverse impact on Cowichan Tribes, including potential threats such as fires, natural disasters, human caused events, technological failures/issues and environmental catastrophes.



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27. For each of the risks identified during the risk assessment, the EPC shall determine the likelihood of the threat occurring and the potential impact on Cowichan Tribes' employees, members, assets, operations, clients, stakeholders, etc. (see Appendix B for example of Risks to Consider).

Elements of Emergency Plan

28. Based on the likelihood and impact, the EPC shall, with input from outside expertise as required, determine which risks are to be addressed in the Emergency Plan.
29. The Emergency Plan shall identify critical systems or operations and how they will be managed in the event of an emergency to minimize the impacts on Cowichan Tribes.
30. Areas which shall be examined, and examples of issues which shall be addressed, for each risk include the following:

Buildings and Sites

- i) How shall operations continue if the site is inaccessible or destroyed?
- ii) What safety precautions need to be taken in the event of damage to the building?

Information Technology

- i) Can the computer network be accessed offsite (e.g. virtual private network)?
- ii) Are there enough cell phones, laptops, etc. to maintain communication remotely?
- iii) Are critical systems and databases regularly backed up?
- iv) Are backups for critical systems and databases stored offsite?

Critical Equipment

- i) Are there backups in place for critical equipment?
- ii) Are there vendors that can repair or replace a required piece of equipment in a reasonable time?

People

- i) How shall Cowichan Tribes communicate with Council, employees, members, and emergency service providers during an emergency?
 - ii) Are there trained back-ups for critical finance and operations employees?
 - iii) Is there an offsite location for critical operations to function during an emergency?
 - iv) What about potential health and safety issues associated with a particular risk and how are they to be managed?
31. Responsibilities for each component of the Emergency Plan shall be clearly identified and communicated to the assigned individuals. Alternates for key individuals shall be identified and provided with information on their duties.
32. The EPC shall develop an emergency notification procedure that clearly explains how to enact the Emergency Plan should an emergency occur.



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Testing of the Emergency Plan

33. The Emergency Plan shall be tested by the EPC on a regular periodic basis including include mock disaster exercises, communication, offsite computing tests, fire drills, the involvement of key external service providers s such as fire, police, ambulance, utility providers, search and rescue, etc.

Documentation and Records Management

34. Emergency Plan documentation (i.e., all required information to enact the Emergency Plan such as emergency contacts, responsibilities, etc.) shall be maintained at all Cowichan Tribes' sites and key employees shall keep a copy at their homes.
35. Cowichan Tribes shall ensure that the appropriate records are made respecting the planning for and management of emergencies, and that all related records and documents are retained in a secure manner, as per Cowichan Tribes' Records and Information Management Policy and Procedures, including records relating to:
- i) The establishment, communication, training, testing, implementation, and annual review of a documented Emergency Plan for Cowichan Tribes;
 - ii) The establishment and operations of the EPC;
 - iii) Changes to the Emergency Plan;
 - iv) Council's review and approval of the Emergency Plan, including any changes; and
 - v) Any actual emergencies faced by Cowichan Tribes, the resulting implementation of the Emergency Plan, and any lessons learned from the emergencies that may be incorporated into the Emergency Plan to better protect Cowichan Tribes and its interests.

Related Cowichan Tribes' Policies

- Expenditure Management Policy and Procedures;
- Records and Information Management Policy and Procedures;
- Risk Management Policy and Procedures;



APPENDIX A:

Example of Emergency Plan

Last updated: [xx, Month, Year]
Approved by Council: [xx, Month, Year]

1. Introduction

1.1 Purpose

The purpose of this Emergency Plan is to ensure that Cowichan Tribes has the tools and resources to effectively plan for, respond to, and manage emergency situations that could affect its assets, operations, and/or the health and safety of employees, members, clients, etc.

1.2 Scope

This Plan applies to all Cowichan Tribes' employees, committees, and Council members.

1.3 Emergency Planning Committee

The Emergency Planning Committee (EPC) meets X times per year to create, maintain and improve the Emergency Plan to ensure it remains relevant and useful for Cowichan Tribes. EPC members represent all functions of Cowichan Tribes and include:

Table with 2 columns: Name - Title/Function and Name - Title/Function. Rows include General Manager (Chair), Comptroller, Human Resources, Property Management, and Information Technology/Community Relations.

1.4 External Planning Resources

The Emergency Planning Committee works with the following external individuals/agencies to provide advice and input in the emergency planning process:

Table with 2 columns: Name - Title/Function and Name - Title/Function. Rows include Local Police Department, Local Fire Department, Local Ambulance Service, and Public Health, along with Hydro/Electricity/Utility provider(s) and Insurance provider.



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APPENDIX A: Example of Emergency Plan (continued)

2. Emergency Events

2.1 Risk Assessment

Based on an assessment of the risks facing Cowichan Tribes and the likely impact of those risks, the following have been identified as part of our Emergency Plan:

#	Description
1	Forest fires - <i>provide detail</i>
2	Disease outbreak - <i>provide detail</i>
3	Natural disaster - <i>provide detail</i>
4	Environmental risk - <i>provide detail</i>
5	Others - <i>provide details</i>

Other requirements (regulatory, specific to Cowichan Tribes):

List:

3. Emergency Operations

3.1 Authority

The following individuals/groups have the authority to declare an emergency and enact the contents of this Emergency Plan:

- Council
- Name, General Manager
- Name, Backup for General Manager.

3.2 Emergency Responsibilities

General Manager

- Creating an Emergency Planning Committee;
- Ensuring that an Emergency Plan is prepared and approved;
- Ensuring that the Emergency Plan is communicated to the affected Cowichan Tribes' employees and members;
- Updating the Emergency Plan on an annual basis, subject to Council approval.
- *Others, as determined by Cowichan Tribes, including 'Alternates' for key individuals, etc.*

Emergency Planning Committee

Describe...

Other Support Staff

List individuals within Cowichan Tribes who have been assigned emergency planning responsibilities, etc.



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External Organizations

Such as Police, Fire, Ambulance, Public Nurse, Utility Providers, Search and Rescue, etc.

APPENDIX A: Example of Emergency Plan (continued)

3.3 Emergency Assessment and Notification

Once an emergency is declared, the following individual(s) and organization(s) shall be notified:

- Individual/Organization - contact information
- Others - provide details

3.4 Emergency Declaration and Communications Plan

- Describe how Cowichan Tribes' employees and Council Members shall be informed and what communication tools (cell phones, email, radio, etc.) shall be used to do so.
- Describe how any outside parties shall be informed of an emergency, if applicable.
- Describe how:

3.5 Incident Response

- Describe the specific response to each of the major risks identified.

4. Facilities and Equipment

4.1 Building(s):

- Describe how the building shall be protected or evacuated in an emergency, any safety precautions necessary, etc.

4.2 Information technology:

- Describe how critical systems and computer hardware/software shall be protected.
- Describe what shall happen if Cowichan Tribes' computers are destroyed, where backups are located.

4.3 Records back up

- State the name of the individual responsible for backing up the accounting system and other critical records such as payroll.
- Describe the backup procedures for records of key financial data (such as bank account records, computer system backups, insurance policies, etc.). Specify where the backups are kept, both onsite and offsite.

5. Recovery Operations

- Describe the process for recovering operations after an emergency.



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APPENDIX A: Example of Emergency Plan (continued)

6. Emergency Plan Maintenance

6.1 Documentation

- Describe how documentation shall be maintained, where it shall be stored, and how it shall be distributed to employees.

6.2 Drills and Exercises

- Describe type and frequency of drills (quarterly). These could include mock disaster exercises, fire drills, communication and offsite computing tests, etc.

6.3 Program Assessment

- This Emergency Plan shall be reviewed and updated by the Emergency Planning Committee on an annual basis.
- A revised version shall be communicated to all employees, committee, and Council members.
- The Emergency Planning Committee shall coordinate and communicate with external parties (i.e. fire, police, ambulance, utility providers, etc.) as required.

6.4 Training

- Define any training requirements for employees and specific training required for any individuals assigned emergency responsibilities.

6.5 Periodic Emergency Drills

- Define frequency of emergency drill requirements for employees.

7. Appendices:

- Cowichan Tribes' contact Information (key employees)
- Emergency organizations contact information (i.e. fire, police, ambulance, utility providers, hospital, etc.)
- Evacuation routes and shelters
- List of key suppliers and contact Information
- Specific plans for each major risk
- *Other appendices as appropriate for Cowichan Tribes, etc.*



APPENDIX B:
Examples of Risks to Consider

Types / Causes	Examples	
Natural Events	Flooding Earthquake Hurricane Landslide	Snow/Ice storm Tornado Windstorm Other (<i>list...</i>)
Human Events	Disease outbreak Bomb threat Computer crime/theft Hazardous-material spill Fire Fraud Hacking Human error	Extortion/Embezzlement Loss of key personnel Riot/Civil disorder Sabotage Violent/Physical incident Labour strike Theft/Loss Other (<i>list...</i>)
Technological Events	Alteration of data/software Disclosure Hardware failure Power failure/fluctuation Explosion/Fire	Malicious code Software error Telecom outage Vandalism/Cyber-vandalism Other (<i>list...</i>)