

EMERGENCY MANAGER

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Staying Ahead of Disaster Rethinking Infrastructure Risk Management

Preparedness is More Than a Campaign
Expanding the Reach of Emergency Preparedness Week

Reducing Barriers to Volunteer Participation
Strengthening Canada's Whole-of-Society Disaster Resilience

The Great Canadian Disaster
A National Exercise in Decision-Making Under Pressure

When Knights on White Horses Aren't Enough
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Welcome Message from IAEM Canada



By **Sam Roberts**,
President,
IAEM Canada

We Can't Do This Without Community Volunteers

Volunteers are often described as the heart of a community. In emergency management, they are also part of its backbone.

Across Canada, when disasters strike, it is not only professional responders who step forward. It is neighbours checking on neighbours. It is local service groups opening reception centres. It is volunteer organizations supporting evacuations, donations management, shelter operations and family reunification. From small rural communities to major urban centres, volunteers consistently fill critical gaps that no formal system could fully anticipate or staff on its own.

At every level of emergency management, we understand the importance of plans, doctrine and co-ordination. Yet the lived reality of disaster response and recovery reminds us that resilience is ultimately human. Community volunteers expand operational capacity. They bring local knowledge, cultural awareness, language skills and established trust networks that are often essential in reaching vulnerable populations. They increase surge capacity in ways that are cost-effective and adaptable. They also provide something equally important: reassurance. The presence of a trusted community member can reduce anxiety, improve compliance with public safety guidance



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and strengthen social cohesion during uncertain times.

The impact of volunteers extends well beyond the response phase. In recovery, volunteers often remain long after formal response structures have stood down. They assist with debris clean-up, food security programs, rebuilding efforts and emotional support initiatives. Their sustained



engagement contributes directly to social recovery and long-term resilience. Research and experience alike show that communities with strong volunteer networks recover faster and more cohesively than those without.

However, volunteer engagement cannot be left to improvisation. Good intentions alone do not guarantee effective outcomes. The integration of community volunteers must be structured, trained and supported. Clear roles and responsibilities, alignment with incident management systems and defined reporting relationships are essential. Volunteers require appropriate orientation, just-in-time training where necessary and access to supervision and support. Safety considerations must be paramount. Equally important is the provision of psychological support and recognition, as volunteers themselves can experience stress and trauma during prolonged events.

Leadership plays a critical role in this integration. Emergency managers in both the public and private sectors have a responsibility to build relationships with volunteer organizations before disasters occur. This includes faith-based groups, non-governmental organizations, community associations and spontaneous volunteer networks. Establishing memoranda of understanding, joint

training opportunities and participation in exercises strengthens mutual understanding and trust. When a disaster occurs, these pre-existing relationships allow for rapid and effective collaboration.

For private-sector emergency managers, volunteer engagement is also an opportunity. Corporate social responsibility initiatives, employee volunteer programs and partnerships with community organizations can enhance both business continuity and community resilience. When businesses invest in their communities, they help create the conditions for faster recovery, which ultimately benefits everyone.

As emergency management professionals, we often focus on systems, policies and capabilities. These are essential. Yet we must never lose sight of the fact that resilience begins with people. By intentionally integrating community volunteers into our planning, training and leadership frameworks, we strengthen not only our operational capacity but also the social fabric that sustains recovery.

Community volunteers are not an auxiliary consideration. They are a strategic asset. Our task is to ensure that their contribution is recognized, supported and effectively integrated into the full spectrum of emergency management. 🍁



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**By The Honourable Eleanor Olszewski,
Minister of Emergency Management and
Community Resilience**

Be Prepared. Know Your Risks.

Across Canada, the realities of a changing climate are reshaping how we think about emergency management.

In my first year as Minister of Emergency Management and Community Resilience, I had the opportunity to see this work up close. I saw firsthand how Canadians come together in moments of uncertainty and I was deeply struck by the leadership shown by provinces and territories, Indigenous partners, first responders and volunteers across the country who stepped up when their neighbours needed them.

Over the past year, governments, Indigenous partners, first responders, community organizations, volunteers and countless civil society partners across Canada have worked together to apply the lessons from recent disaster seasons so we can be better prepared. The Government of Canada is no different. We have strengthened the systems that protect Canadians and taken concrete steps to ensure we are better prepared for the emergencies of tomorrow.

This year's theme — Be prepared. Know your risks. — reflects a fundamental truth about modern emergency management: preparedness means understanding the hazards we face and acting early to reduce their impact.

As an Albertan, I know how devastating wildfires can be for families and communities. We have seen seasons grow longer, more intense and more unpredictable, and as the newly appointed Ministerial Lead for Jasper, I know how hard the road to recovery can be when disaster strikes. But Jasper is also an example of how small steps can go a long way toward saving what we can in a crisis and building on that progress.

Following the 2025 wildfire season — the second-worst in Canadian history in terms of hectares burned — our government has taken further steps to strengthen our national emergency management system. Through my meetings with provincial and territorial colleagues this year, we aligned on the importance of acting earlier, sharing seasonal risk assessments and applying lessons learned. This ensures that communities can make informed decisions about resources and co-ordination well ahead of peak hazard seasons, leading to faster response times and stronger collaboration across jurisdictions.

We have also modernized the Disaster Financial Assistance Arrangements (DFAA) program. This program operates like an insurance mechanism, with the Government of Canada helping to fund recovery when the impact of a disaster exceeds the capacity of a province or territory. It is the single largest way the federal government supports disaster recovery. Through the program's modernization, we have placed a greater emphasis on investing in risk reduction and long-term mitigation, not just rebuilding as before.

Preparedness also requires the right infrastructure and co-ordination so we are ready to act when needed. Public Safety Canada's Government Operations Centre has been relocated to a new state-of-the-art facility with enhanced capabilities to manage multiple large-scale emergencies simultaneously. This improved co-ordination ensures we can mobilize resources quickly when Canadians need them most.

Through Budget 2025, our government has also made significant investments to strengthen Canada's capacity to prevent, prepare for and respond to climate-driven disasters. This includes the first-ever direct federal investment in aerial firefighting capability through the Canadian Interagency Forest Fire Centre (CIFFC), as well as a renewal of Canada's National Public Alerting System — a critical service that delivers life-saving warnings so Canadians can act quickly to keep their families safe when imminent threats arise.

None of this work happens in isolation. If there's one thing that is true about emergency management, it is that it is a team effort. By investing in preparedness and response, and by working together across jurisdictions, Canada is better positioned to meet the challenges ahead.

While all levels of government have a role to play, each and every Canadian is also part of this effort. The little things can make a big difference in a crisis. By understanding our risks, individuals can take steps to protect their families and their homes from the increasing threats we face.

As we move into another season of increased wildfire risk, one message remains clear: preparedness saves lives.

Because when Canadians are prepared — and when we come together in times of need — we are stronger, more resilient and ready for whatever lies ahead. 🍁



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Preparedness is More Than a Campaign

Expanding the Reach of Emergency Preparedness Week

By Scott Cameron, Co-Founder, Emergency Management Logistics Canada

Each year, Emergency Preparedness Week (EP Week) serves as an important national reminder for Canadians to take steps to protect themselves and their families. As The Honourable Eleanor Olszewski notes in the magazine's opening remarks, preparedness begins with understanding the hazards we face and taking early action to reduce their impacts. Alongside public awareness campaigns, the Government of Canada continues to invest in financial supports, operational capacity and partnerships that strengthen emergency management across the country. Together, these efforts reflect a robust national commitment to preparedness.

Yet beyond the annual campaign lies a broader reality: Canada already has an extensive emergency management ecosystem ready to be activated — one that includes not only governments, but also local businesses, community organizations and the networks that connect them. EP Week succeeds in raising awareness at the household

level, but preparedness itself must extend far beyond it.

In her book, *Master Your Disaster*, author Leann Hackman-Carty offers a useful framework that identifies three interconnected domains: individuals and families, businesses and communities.¹ While these are often treated as distinct audiences, they are deeply interdependent. Disasters, she notes, expose vulnerabilities across all three and meaningful resilience depends on preparing within — and across — each of them.²

Community development theory reinforces this interconnectedness. As Bopp and Bopp³ observe, individuals and families do not exist in isolation; they are shaped by the communities in which they live and the systems that surround them. People spend much of their daily lives not at home, but in workplaces, schools and community spaces. These environments influence behaviour, decision-making and ultimately preparedness. Yet EP Week messaging continues to focus primarily on

¹ L. Hackman-Carty, *Master Your Disaster*, CreateSpace Independent Publishing Platform, 2017.

² Ibid., 11.

³ M. Bopp and J. Bopp, *Recreating the World: A Practical Guide to Building Sustainable Communities*, Four Worlds Press, 2006.



individuals and households, often overlooking what might be called the “missing middle”: businesses and community organizations.

This gap matters. When organizations are unprepared, individual preparedness is undermined. Conversely, when organizations are engaged, they act as powerful multipliers of preparedness. Every workplace, non-profit and institution is made up of people — employees, clients, volunteers — who carry knowledge, habits and expectations beyond organizational walls and into their homes, surrounding neighbourhoods and associations.

Bopp and Bopp further emphasize that individuals develop within families and organizations, which in turn develop within broader community and societal contexts.⁴

In Canada, those contexts are evolving rapidly. Disasters are increasing in frequency and severity, even as public discourse around climate change and adaptation remains complex. At the same time, a defining national characteristic persists: Canadians show up for one another in times of crisis.

Engaging businesses and organizations as active partners in preparedness is therefore not optional — it is essential. Research consistently shows that a significant proportion of businesses never reopen after a major disaster, with many more failing within the first year.⁵ The consequences extend far beyond economic loss. Business disruption affects livelihoods, employment, household stability and access to critical goods and services. When

local businesses fail, communities lose both economic anchors and social supports.

Conversely, when businesses and organizations are integrated into local emergency management strategies, they strengthen response and recovery capacity. They help ensure continuity of services, enable quicker economic recovery through local purchasing and contribute valuable knowledge, expertise and resources. Perhaps most importantly, they serve as conduits through which preparedness spreads — through networks, relationships and everyday interactions, rather than through messaging alone.

This distinction points to a broader challenge within the sector: the tendency to treat preparedness as a campaign rather than a continuous process. EP Week, for all its value, risks reinforcing a once-a-year mindset, if not connected to sustained engagement. Preparedness cannot be built in a week, just as trust cannot be established in the midst of a crisis.

As Collins and Blackburn note in *Introduction to Emergency Management in Canada*, effective communication begins with understanding the people you are engaging.⁶ This requires time, presence and relationship-building. The often-cited reality holds true: exchanging business cards during a wildfire or flood is neither

⁴ Bopp and Bopp, 34.

⁵ Federal Emergency Management Agency (FEMA). Business disaster recovery statistics (commonly cited).

effective nor appropriate. Those connections must already exist.

In this sense, relationships themselves should be understood as critical infrastructure. Trust, familiarity and established lines of communication enable faster co-ordination, more effective resource sharing and stronger collective action during emergencies. Social capital — the networks and relationships that bind communities together — plays a central role in resilience.⁷ Where these connections are strong, communities are better able to withstand and recover from disruption.

For emergency management practitioners, this calls for a shift in approach. First, businesses and organizations must be treated as core partners, not secondary stakeholders. Second, preparedness efforts should be embedded within existing networks — chambers of commerce, sector associations, non-profits and educational institutions — rather than delivered as standalone initiatives. Third, engagement should move from broadcast messaging to co-creation, inviting organizations into planning processes and recognizing their contributions as essential.

EP Week can play a valuable role in this shift — not as an endpoint, but as a catalyst. It can be used



Feature Article | Preparedness is More Than a Campaign

to launch partnerships, showcase local collaboration and reinforce shared responsibility across sectors. In doing so, it becomes less about awareness and more about activation.

Ultimately, strengthening preparedness in Canada requires attention to the system as a whole. As systems thinker Adam Kahane suggests, meaningful transformation involves aligning a system's purpose, its elements and the relationships between them.⁸ The purpose of emergency management is clear: to reduce harm and keep people safe. The elements — governments, businesses, organizations and individuals — are already in place. The opportunity lies in strengthening the connections between them.

The United Nations Sendai Framework reinforces this direction, calling for a “whole-of-society” approach to disaster risk reduction. Canada has embraced this principle in policy, but operationalizing it remains an ongoing challenge.

If preparedness is to become embedded within Canada's cultural mindset, it must extend beyond an annual week of awareness. It must live in workplaces, organizations and communities — shaped by relationships, reinforced through networks and practised every day. Preparedness, after all, is not a campaign. It is a collective, continuous effort to build safer, more resilient communities. 🍁

⁶ C. J. Collins and D. Blackburn, eds., *Introduction to Emergency Management in Canada*, Emond Publishing, 2023.

⁷ R. D. Putnam, *Bowling Alone: The Collapse and Revival of American Community*, Simon & Schuster, 2000.

⁸ A. Kahane, *Everyday Habits for Transforming Systems*, Berrett-Koehler Publishers, 2025.



Innovations and Technology

What's New in the Emergency Manager Toolbox

By Adam McAllister, National Chair, UN ARISE Canada Network

- 1) **Eco-Gel from FireRein.** Eco-Gel is the first and only certified 100 per cent bio-based firefighting water additive. It is listed and verified with Underwriters Laboratories (UL) for Class A (ordinary combustibles — wood, paper, vegetation) and Class B (flammable liquids — gasoline, oil, chemicals) fires, making it effective for a wide range of fire scenarios, especially in sensitive environmental or cultural sites where current additives may not be suitable.

<https://firerein.com/products-eco-gel/>



- 2) **Resilience Engine from McAllister & Craig.** Resilience Engine is purpose-built for data-driven disaster resilience. With the ability to complete any type of risk assessment in any language, from anywhere on Earth, Resilience Engine takes risk data from disorganized and fragmented to clear and complete, mobilizing that information for confident resilience investments and response prioritization.

<https://mcallister-craig.com/re/>



**RESILIENCE
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- 3) **Drive Reach Overland by weBoost.** Made specifically for hard-to-reach areas and challenging conditions, the Drive Reach Overland cell signal booster is ready to support response operations — both in austere operating environments and poorly serviced areas in the concrete jungle. This powerful signal booster lets you call, text, navigate, share photos of damage centres and stream data for clear command meetings.

<https://www.weboost.ca/products/drive-reach-overland>

- 4) **Stop Disasters Game by UNDRR.** The online Stop Disasters game teaches adults and children how to build safer villages and cities against disasters. Through playing, users learn how the location and construction materials of houses make a difference when disasters strike and how early warning systems, evacuation plans and education save lives. It's a strategic challenge with emotional impact.

<https://www.stopdisastersgame.org>

Key Takeaways

- **Agents assemble:** The global Agentic AI market could reach \$45 billion US in 2030, but only if enterprises and providers perform proper orchestration.
- **AI disrupts search:** Daily usage of AI within search is expected to be three times greater than the usage of any standalone AI tool.
- **Hardware heats up:** Inference — the running of AI models — will make up two-thirds of AI compute by 2026. Despite forecasts to the contrary, most inference will likely still take place in data centres using costly, power-intensive AI chips worth over \$200 billion US, rather than on inexpensive chips at the edge.
- **Rise of the robots:** The installed base of global industrial robots is estimated to reach 5.5 million by 2026, with modest annual growth. Robot sales will surge past a million units per year, but not until 2030.

AT A GLANCE

The United Nations ARISE Canada network and International Association of Emergency Managers (IAEM) – Canada have partnered to create the nation's premier private sector forum for reducing disaster risk. Also, the Building Disaster Resilience Across Global Business Supply Chains project was established to aid businesses in adapting to climate and disaster risks.

Please see below:

Building Disaster Resilience Across Supply Systems

By University of Waterloo

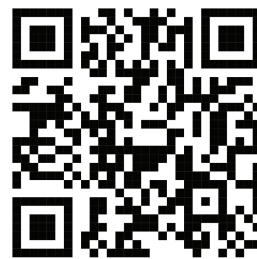
The Building Disaster Resilience Across Global Business Supply Chains project, led by Jose DiBella and Sarah Burch at the Waterloo Climate Institute and funded by Natural Resources Canada under Canada's National Adaptation Strategy, is helping businesses strengthen their capacity to adapt to climate and disaster risks.

The initiative was carried out in partnership with the United Nations Office for Disaster Risk Reduction for the Americas and the Caribbean (UNDRR), the United Nations Private Sector Resilience Network (ARISE Canada) and Trade Facilitation Office Canada (TFO).

Together, the partners developed and tested practical tools to help Canadian and international companies integrate climate adaptation and disaster resilience into their supply chain strategies.

These include a series of sector-based case studies from industries such as agriculture, food distribution, medical equipment, textiles, manufacturing and coffee; a Multi-Actor Climate Strategy Playbook outlining collaborative approaches to resilient supply chain design; an investment protocol that guides phased investments in skills, tools and infrastructure; and a digital tool that allows organizations to quickly assess vulnerabilities and opportunities for strengthening resilience across multiple companies.

Scan the QR Code for more detailed videos, project tools and to learn more about the project.



ARISE, IAEM Unite for Reliance

By Adam McAllister, National Chair, UN ARISE Canada Network

Canada's largest private sector forum for reducing disaster risk was created in February through a formal partnership between the United Nations ARISE Canada network and International Association of Emergency Managers (IAEM) – Canada.

This partnership enables Canadian private-sector leaders to share knowledge, support government policy for total resilience and contribute to the national conversation on disaster risk reduction. "With over 200 businesses, from multinational enterprises to Main Street proprietors, we are committed to building a more disaster-resilient nation," said Adam McAllister, national chair for ARISE Canada.

"Working together is a natural fit for IAEM Canada and the United Nations' private sector resilience network", said Sam Roberts, president of IAEM Canada. "We are enabling a secure economy and robust professional practices that serve Canadian communities across the nation."

"UNDRR applauds the partnership of ARISE Canada and IAEM Canada to strengthen the private-sector leadership, partnership and knowledge sharing necessary to ensure greater economic and societal resilience," said Nahuel Arenas Garcia, chief of the UNDRR Regional Office for the Americas and the Caribbean.

ARISE Canada is the private sector alliance for disaster-resilient societies established by the United Nations Office for Disaster Risk Reduction.

IAEM Canada is the leading professional body for emergency management certification and good practice across the country.

Staying Ahead of Disaster

Rethinking Infrastructure Risk Management

By Donald Benham

Manitobans experienced double trouble when two pieces of critical infrastructure failed or were near failure within six weeks of each other — the first failure pouring raw sewage into the Red River and the second incident threatening to do the same with oil products.

A City of Winnipeg pipe under the river burst on Feb. 7, 2024, spewing more than 100 million litres of raw sewage into the river, which provides

drinking water for communities downstream. A pipeline under the Red, south of Winnipeg, carrying gasoline, diesel and jet fuel, was shut down proactively for urgent repairs by its owner, Imperial Oil Ltd., on March 17, to avoid its potential failure, which would have allowed oil products to escape and contaminate the water. The company worked with the Manitoba government to move the fuels in other ways, but supply was reduced.



"Government is often seen as the emergency regulator, even if it's not in many cases. Because of the blackwater spilling into the Red River, that's a health issue," says Tyson Macaulay, a research professor at Carleton University in Ottawa.

"Whenever the health sector gets into trouble in any way, the government tends to go into a defensive crouch because of socialized medicine. The government became extremely distracted by trying to mitigate the risks to the environment and to health," says Macaulay, who is also the deputy director of Carleton's National Centre for Critical Infrastructure Protection, Security and Resilience (NC-CIPSeR).

Protection, security and resilience for Canada's critical infrastructure — normally a topic reserved for Macaulay and other experts — is suddenly on the minds of millions of Canadians who have heard U.S. President Donald Trump threaten to annex Canada.

Prime Minister Mark Carney established the Major Projects Office in August 2025 "to move major projects forward faster, responsibly, and sustainably," according to the Office's website. Back in November, on a visit to Terrace, B.C., Carney said: "The world is changing rapidly. *Budget 2025: Canada Strong* is the government's bold and ambitious plan to meet this moment and





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transform our economy from one that is reliant on a single trade partner to one that is stronger, more self-sufficient and resilient to global shocks.”

At the time, Carney announced a second group of infrastructure projects were being referred to the Major Projects Office, including the Iqaluit Nukiksautiit hydro project, which will replace diesel generators with hydro power for Iqaluit residents.

Macaulay used the two critical infrastructure incidents in Winnipeg to test his economic models in “A Case Study in Critical Infrastructure Interdependency Forecasting,” published in the Centre’s journal, *Pulse & Praxis*, in July 2024. As his models predicted, the pipeline shutdown severely impacted the transportation and food sectors, demonstrating the interdependence of different elements of critical infrastructure.

“The food sector, because of their dependence on transportation and liquid fuels for things like spring tilling and moving livestock around, were telegraphing a lot of concern about the risks this posed to them if they can’t get the fuels that they need on a timely basis,” Macaulay says. “Making the link between a pipeline and cattle ranchers is not necessarily clear to everybody.”

Making those links and sharing that information with emergency managers and the public is part of the centre’s mission. “Our objective is to provide support and metrics-based guidance to policymakers and regulators here in Ottawa, but in the provinces, too. We do engage with the provincial emergency management departments. We’re happy to engage others, as well,” Macaulay says. “We want to stick to the mantra of open science, which is to say that we publish our sources of information and in some cases, even the data sets that we’ve created, based on our open source.”

Macaulay and the centre have developed a matrix which shows that office management is one of the economic sectors most vulnerable to additional precipitous actions by Trump — including procurement, contract management and project management services — provided by American tech giants such as Amazon.



Tyson Macaulay
Director,
National Centre for Critical
Infrastructure Protection,
Security and Resilience,
Carleton University



metrovancover | WATER

Capilano Water Supply Area Infrastructure Upgrades

New North Shore Rescue Building Coming Soon

For over 50 years, Metro Vancouver and North Shore Rescue have benefited from one another's resources and expertise. The Capilano Water Supply Area sees as one of the five command posts for North Shore Rescue's search and rescue operations. To improve operational efficiency, North Shore Rescue is constructing a new building to better maintain their equipment and function.

North Shore Rescue is a community-based search and rescue team, made up of volunteers who provide rescue services to the public, free of charge, 24 hours a day, 365 days a year. The team consists of helicopter rescue, oil emergency response, and public education. The team provides search and rescue services to:

- Emergency Management British Columbia (EMBC)
- Royal Canadian Mounted Police (RCMP) and municipal police services
- Municipal fire services
- British Columbia Ambulance Service (BCAS)
- Other Search and Rescue teams in British Columbia, CA and Washington, US
- Local and regional governments during oil emergencies.

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"Number one, those types of threats have changed dramatically in the last year and a half. Number two, they are often not identified by the government as critical infrastructure industries and can therefore fall below the fold for emergency managers."

Unless the federal government develops a clearer definition and higher priority for critical infrastructure, in a genuine emergency some vital sectors could be at the bottom of a long waiting list to have their services restored along with "gambling sites and movie tickets," Macaulay warns.

"Many critical infrastructure providers, having migrated away from their own data centres, are in a very vulnerable position, because their data is often outside the country. There would be an immediate or instantaneous impact if that were throttled or degraded or shut down," Macaulay says.

Resilient communities start with connected partners...

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Emergency management doesn't happen in isolation. Lead the way and strengthen your networks of local businesses and organizations.

Nunavut Nukkiqsautiit Corporation (NNC) was designated a major federal project for its \$750-million proposal to build a 50-metre-high dam and powerhouse on the Kuugaaluk River, about 60 kilometres northeast of Iqaluit.

Jess Puddister, NNC's strategy and engagement manager, says the project will generate electricity in a way that benefits the environment, saves money and supports the people of Nunavut, known as Nunavummiut.

"It's an integral part of Inuit economic self-determination. It's a necessary component of Inuit sovereignty for local people, for Nunavummiut, to have control over their critical infrastructure and service delivery. The only way we're going to achieve Arctic security is through Inuit sovereignty. First and foremost, it's the right thing to do for Inuit, but it's the right thing to do for the country as a whole," she says.

Iqaluit, like many Nunavut communities, uses diesel fuel to generate electricity. "Diesel does not make sense from pretty much every perspective, but it is the go-to system for isolated, remote communities, because you can put it in barrels, put it in tanks, bring it to wherever you're going. You can set up a diesel generator and just feed it," Puddister says.

She adds that "it's extraordinarily expensive. It's also a huge pollutant. The fumes are coming out of the diesel power plants 24/7, 365 days a year. It's a known carcinogen. People are breathing in those fumes every day. They don't have a choice."



Jess Puddister
Strategy and Engagement
Manager,
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Emergency management doesn't happen in isolation. Be part of the network that supports your community when it matters most.



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The hydro project is the epitome of protection, security and resilience for Canada's critical infrastructure, Puddister says. "The point of this project is emergency mitigation. Right now, the diesel system is very precarious. We see outages and brownouts happening regularly across the territory. It's also not uncommon for there to be really significant fuel spills or fuel running out in communities in the winter. The finite nature of a fossil fuel-based energy system is inherently risky. Having a water power project that is renewable, is replenished by a natural resource like water, significantly reduces risks around consistent, safe and sustainable energy delivery to a population."

NNC is owned by the Qikiqtaaluk Corporation, which was created in 1983 by the Qikiqtani Inuit Association (QIA) as their for-profit development arm. NNC incorporates Inuit societal values in its work, including "Respect and care for the land, animals and the environment," according to its website.

The only way we're going to achieve Arctic security is through Inuit sovereignty.

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NNC is already developing a separate renewable energy project: a wind turbine and battery energy storage development in Sanikiluaq, 1,000 kilometres southwest of Iqaluit, that will offset 50 per cent of the community's diesel fuel consumption for electricity generation. Local elementary school students named the project Anuriqujuk Nukkiksautiit. Anuriqujuk means "big wind" in Inuktitut.

Last year, construction on the five-kilometre road that leads to the wind turbine site was finished and the transmission line that will bring electricity from the turbine to the power plant was erected. The one-megawatt wind turbine has been sea-lifted to the community from the Netherlands.

"It's waiting to be erected this coming summer. We're hoping everything will get wrapped up later this year," Puddister says. Workers will install



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the turbine and the battery and build the e-house, which will contain the electrical controls to connect the wind energy into the community's power grid. The project received federal funding — an \$11.3-million grant from Natural Resources Canada and a \$6.7-million loan from the Indigenous Community Infrastructure Initiative of the Canada Infrastructure Bank.

Trump is casting his long shadow particularly ominously over the North, Puddister says.

In light of his threats to invade Greenland, his attack on Iran and Russia's invasion of Ukraine, this is a time of "geopolitical turmoil," she says. "There are a lot of conversations happening about sovereignty in the North. There seems to be more and more pressure mounting around resource development, especially with respect to oil and gas."

She adds: "There are countries, international bodies, different forces who are eyeing the Arctic. If we want Canada's North to be secure, if we want to protect it as part of our country — which it is — and for it to stay that way, we need to invest in Canada's North and have the infrastructure there that's required to support the population and for the population to grow and thrive." 🍁

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Arctic Fire Safety Services

The Soldiers of Fire

By Kris Liivam, CRSP
 President,
 Arctic Fire Safety Services Limited

Experienced emergency managers understand the relentless pressure of escalating wildland-urban interface (WUI) incidents. When incidents rapidly escalate and mutual aid pools run dry, the difference between containment and catastrophe often comes down to immediate, qualified surge resources. Arctic Fire Safety Services delivers exactly that — specialized private wildfire response capacity which integrates seamlessly into complex multi-agency operations and relieves overburdened command structures.

Headquartered in Alberta with nationwide operational reach, Arctic Fire Safety Services maintains a standing fleet of Type 2, 3 and 6 wildfire engines, water tenders, dozers and fully outfitted WUI structure-protection trailers. All personnel are qualified firefighters, many with prior experience with paid on-call fire departments. The

company operates independently of federal or provincial resource-ordering systems, enabling mobilization within hours rather than days when IMTs or resource industries request additional assets through established procurement channels.

For emergency managers facing resource drawdown during

prolonged campaigns, Arctic Fire provides flexible surge options that respect unified command protocols. Crews can function as strike teams under direct operational control or operate under private contract while maintaining close co-ordination with the Incident commander and safety officer. Pre-positioned



assets and a proprietary logistics platform allow real-time visibility into resource status, fire behaviour modelling inputs and weather updates — critical decision-support tools that complement existing ICS dashboards without adding administrative burden.

Recent operational deployments demonstrate measurable impact. In multiple 2025 incidents across Canada, Arctic teams augmented structure protection groups, safeguarding critical mining facilities while public resources focused on their own priorities. Mining clients have utilized Arctic standby assets to defend critical transmission corridors and substations, preventing cascading failures that could have overwhelmed local response capabilities and costly down time. These engagements consistently result in documented reductions in structure loss rates and improved incident duration metrics.

Beyond reactive response, Arctic Fire Safety Services supports proactive risk mitigation strategies familiar to seasoned emergency managers. Pre-incident services include detailed defensible space audits, temporary fuel break construction and staffed standby coverage during elevated fire weather periods. Such measures integrate directly into Community Wildfire Protection Plans (CWPPs) and jurisdictional hazard mitigation planning, providing documented layers of redundancy when federal and state resources are committed elsewhere.

Safety and accountability remain non-negotiable. Arctic meets Alberta WUI Guideline standards with enhanced fatigue management protocols, embedded medical support and WUI-specific PPE and equipment configurations designed for sustained operations in the interface environment. All operations



maintain full transparency through after-action reporting and seamless demobilization procedures that minimize transition friction for incoming or outgoing resources.

In an era of lengthening fire seasons and increasing WUI complexity, experienced emergency managers require partners who understand operational tempo, procurement realities and the absolute necessity of maintaining span of control. Arctic Fire Safety Services functions as a reliable extension of the incident management team — professional, scalable and ready when traditional resource orders cannot keep pace with the threat.

Emergency management agencies and operational leaders seeking dependable private surge capacity for WUI defence are invited to

contact Arctic Fire Safety Services for detailed capability briefings, pricing structures and contract templates designed specifically for governmental and critical infrastructure clients. When the next high-impact fire event strains available resources, Arctic ensures qualified reinforcements arrive without delay—preserving command effectiveness and protecting the values at risk.

For more information, contact Kris Liivam at **403-554-0203**.



Reducing Barriers to Volunteer Participation

Strengthening Canada's Whole-of-Society Disaster Resilience

By Tim Kenney, Chief Operating Officer, Team Rubicon Canada

In recent years, Canada has faced a growing number of complex emergencies that have tested the limits of both professional and volunteer response systems.

From the wildfires that choked western skies to floods that displaced communities in Atlantic Canada and the cascading effects of extreme weather across multiple provinces, these events share a common characteristic: they require more hands, more time and more sustained engagement than our formal emergency systems were ever designed to support alone.

The growing complexity and frequency of disasters bring the national conversation back to a foundational

idea — that resilience in Canada is not only a function of government capacity, but also of civic participation.

This recognition forms the heart of a whole-of-society approach to emergency management — one that sees the public, private and nonprofit sectors, as well as individual citizens, as co-contributors to the nation's ability to prepare, mitigate, respond and recover.

While the desire to serve amongst Canadians remains strong, systemic and economic barriers continue to limit the participation of those most willing and able to answer the call.

The Quiet Costs of Volunteerism

Across the country, tens of thousands of trained volunteers comprise what can be considered Canada's "hidden workforce." Some are affiliated with the Public Safety Canada-sponsored Humanitarian Workforce (HWF) program — partner organizations that deploy skilled teams across the country to support local authorities in times of crisis.

These and other volunteer organizations often include military veterans, first responders, technical specialists, medical professionals and community leaders who bring both professional competence and civic spirit to the field.

Regardless, even seasoned volunteers encounter a hard reality — their willingness to help often comes at personal financial or professional cost. Unlike full-time response personnel, volunteers generally lack mechanisms that protect their employment or compensate for income loss during deployment.

In practice, this means that those called to serve must weigh their commitment against potential financial strain, missed wages or job insecurity. Some are forced to use personal vacation time; others forfeit their income altogether.

The impact of these pressures compounds during sequential, prolonged or concurrent crises — scenarios that are becoming far more common. A volunteer deployed for one week to a wildfire response in Newfoundland and Labrador might later be called to support flood recovery in Manitoba.

For those without income protection or formal leave entitlements, such repeated deployments quickly become unsustainable. The result is attrition: highly trained and dedicated individuals step back from volunteer service and volunteer capacity erodes just as demand for it intensifies.

This is why the ongoing discussions around the federal government's role within Canada's Emergency Management Framework is so important.

Linking Volunteer Barriers to System Resilience

Individual barriers to volunteerism have system-wide implications. Volunteer organizations form a critical part of Canada's surge capacity — the ability to scale resources rapidly in large or complex emergencies.

When volunteers face economic disincentives, that surge capacity becomes unreliable, undermining one of the most dynamic components of the national resilience architecture.

Within the *Emergency Management Strategy for Canada (2019–2030)*, governments committed to advancing a whole-of-society approach that engages "all Canadians" in building resilience.

Achieving that vision requires more than encouragement or messaging; it demands policy alignment. It asks governments to recognize volunteer service as a public good and to structure incentives and protections that sustain participation over time.

Without this scaffolding, volunteerism risks becoming dependent on personal sacrifice — a fragile foundation for any national capacity.

The Whole-of-Society Principle in Practice

"Whole-of-society" is a term frequently used in strategy documents but less often fully realized in operational policy. At its core, it expresses the idea that managing the country's disaster risk is not a government responsibility alone but a shared social function.

This model emphasizes interdependence among sectors: public authorities provide coordination and leadership; the private sector contributes resources, logistics and expertise; and civil society, including volunteer organizations, supplies local insight, human capital and community trust.

What makes volunteers distinct within this triad is their ability to operate at the intersection of formal and informal systems. They bridge the space between institutional response and affected communities — a space where empathy, trusted relationships and localized decision-making often determine the success of a recovery effort. In this sense, volunteers do not only fill gaps; they strengthen legitimacy and social cohesion during crises.

However, interdependence requires reciprocity. If volunteers are expected to integrate seamlessly into national systems of response, those systems must, in turn, adapt to support volunteers as essential actors. Reducing barriers to participation is the operational expression of this mutual commitment.

Federal Leadership and Policy Leverage

Addressing these challenges does not require new bureaucratic architectures or costly programs. Two targeted policy adjustments, guided by federal leadership, could make an immediate and measurable difference.

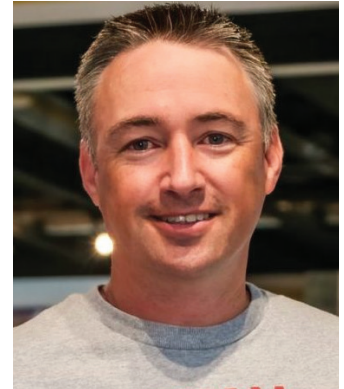
1. Extending job-protected leave provisions.

Currently, members of the Canadian Armed Forces Primary Reserve enjoy job-protected leave for deployments, ensuring they do not face employment penalties for serving their country. Similar protection could be extended to volunteers deployed with recognized Humanitarian Workforce partners. This alignment would reflect the equivalent societal contribution these individuals make when responding to declared emergencies in a domestic context. Such a measure would give volunteers the confidence that their livelihoods are

secure while they serve, thereby stabilizing the volunteer base and improving organizational readiness.

2. Expanding the volunteer firefighter tax credit.

Canada's tax system already acknowledges the economic value of volunteer service through the volunteer firefighter tax credit. Extending eligibility to volunteers who deploy during federally or provincially declared disasters would recognize both their service and the financial hardship it often entails. Although modest in scale, such a credit conveys an essential message



Tim Kenney
Chief Operating Officer,
Team Rubicon Canada



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that volunteer time and risk carry public value. It also creates a tangible financial incentive to maintain active participation within HWF networks.

Combined, these policies represent a high-return, low-cost approach to strengthening national resilience. They would reduce key disincentives, signal institutional respect for volunteer service and expand surge capacity without necessitating the creation of new operational structures or expensive training pipelines.

The Broader Economic and Social Case

Beyond fairness and recognition, there is a clear economic rationale for addressing volunteer

barriers. Empirical research in disaster economics consistently shows that volunteer engagement enhances the speed and efficiency of recovery.

By supplementing professional responders and reducing demand for paid overtime or inter-jurisdictional deployment, volunteers effectively reduce direct public costs. In rural and northern communities, where specialized personnel may be scarce, volunteers often make the difference between delayed and immediate relief.

Moreover, the act of volunteering builds community cohesion and trust — resources as essential to recovery as financial capital. When citizens see



CAN TF-4 to Pukatawagan May 30
Photo Credits: Courtesy Government of Manitoba



CAN TF-4 to Pukatawagan May 30

IAEM Canada

The International Association of Emergency Managers (IAEM) is a non-profit educational organization dedicated to promoting the "Principles of Emergency Management" and representing those professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters.

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their peers taking meaningful roles in response efforts, they are more likely to cooperate with public authorities, contribute to preparedness initiatives and invest emotionally in local resilience planning.

The social dividends of volunteerism are long-term and self-reinforcing, creating communities that endure and adapt better to future shocks.

Sustaining a National Ethic of Service

Canada's history contains a deep current of volunteerism — from early civil defence programs to community-based search and rescue and contemporary humanitarian initiatives. The challenge today is not a lack of civic spirit but ensuring that service remains feasible amid economic and social realities that have changed dramatically.

Volunteers responding to disasters in 2026 often juggle multiple roles: they are employees, parents, small business owners and community leaders. Their

capacity to serve depends on conditions that respect those responsibilities.

When systems fail to recognize this complexity, participation wanes, recruitment stalls and institutional memory thins. Rebuilding that capacity later is far costlier than maintaining it now.

Toward an Inclusive Resilience Architecture

If Canada is serious about advancing whole-of-society emergency management, then volunteerism must be treated as infrastructure, not simply as goodwill. It is an adaptive, distributed and cost-effective national asset that complements traditional response capabilities. Protecting it should therefore be a priority of both policy and culture.

Reducing economic and employment barriers to volunteer participation is a tangible place to start. It is pragmatic, achievable and consistent with existing policy frameworks. More

importantly, it sends a clear message: those who stand ready to serve during our country's hardest days deserve systems that stand ready to support them in return.

In a decade likely to see continued climate-driven emergencies and growing societal strain, investing in volunteer sustainability is one of the most strategic and unifying choices Canada can make.

It strengthens national surge capacity, deepens civic trust and embodies the essence of a whole-of-society approach — a nation resilient not because of its institutions alone, but because of the people who step forward when it matters most.

Tim Kenney joined Team Rubicon Canada in 2023 upon retirement after more than 26 years of service with the Canadian Armed Forces. As an infantry officer with the Royal Canadian Regiment, Tim's career spanned domestic postings as well as deployments to Afghanistan, Kuwait and Iraq. Tim was awarded the Meritorious Service Medal for his time as a CO in Iraq, as well as the U.S. Meritorious Service Medal following deployment in Afghanistan. Tim holds degrees in business administration and politics and economics, as well as a Master's of Defence Studies (specializing in strategic planning and systems analysis). 🍁



July 23 Leaf Rapids

When Knights on White Horses Aren't Enough

Federally Co-ordinated Framework Would Enhance Resilience

By Damien Coakeley, President, International Association of Emergency Management-Canada, Ontario Region



Those of us working in emergency management recognize the growing frequency and complexity of disasters over the past several decades. In Canada, disaster and emergency management (DEM) is particularly challenging. The country's vast size, diverse geography and layered jurisdictions make it inevitable that perspectives will differ on the best approaches.

So, what to do? How do we ensure that the next time something befalls us, its effects are mitigated as effectively as possible? While significant funding is often directed toward response capabilities, the answer may lie less in new spending and more in how we organize and co-ordinate what already exists.

When something happens, traditionally and collectively we are dependent on the knights on white horses to rescue us. We rely on our first responders and, ultimately, the Canadian Armed Forces (CAF), to come to our aid. In an ideal world, that would suffice, but as we have all come to realize over the last several years, events are increasing in both frequency and complexity. Even the most professional and capable organizations can become stretched beyond reasonable limits.

This reality suggests the need for a shift in approach. Our traditional first responders will always remain essential. Yet in

many circumstances, they are quickly overwhelmed, not because of any lack of professionalism, but because the scale and duration of events continue to expand. The question becomes: how do we deliberately fill those gaps?

Canada is a unique country in that we are faced with dynamics such as its size and varied geographies, geologies and communities. In urban centres, where the majority of our population resides, resources and significant preparations are already in place. However, emergencies and disasters recognize no such attributes and occur wherever they will. In understanding that disasters are fundamentally social events, we cannot ignore one region in favour of another. There must be a balanced and co-ordinated national approach to preparedness, response and recovery.

Again, the question arises: Whom do we turn to?

The answer, in a co-ordinated way, may be closer than we think. It lies with us, our families, our friends and even strangers who happen to be nearby. At any given time, we have little idea what experience or expertise exists around us. Yet history consistently demonstrates that when faced with a crisis, people step forward. They assist. They act. We've seen it happen all over the world. Even if they

do not have specific skills, they improvise; they'll use the tools they were born with, their hands, arms, feet and legs to try to dig someone out of the rubble at a building collapse, or any other number of occurrences that may take place.

In that sense, we are often our own first responders. What is frequently lacking is structured co-ordination of this inherent capacity. We all know that local capacity can be overwhelmed very quickly. When that occurs, management and co-ordination must scale upward.

In Canada, this is a shared federal responsibility. The government is constitutionally obligated to protect its citizens and must maintain operational response capacity whenever and wherever requested. In a country of Canada's size and dynamism, the federal government is best positioned to provide national oversight for cross-jurisdictional issues and to ensure seamless co-operation across regions during extended operations. Responsibility for DEM is therefore shared between the ministers of Public Safety and Emergency Preparedness, as set out in the *Emergency*



Damien Coakeley,
President,
International Association of
Emergency
Management-Canada,
Ontario Region

Management Act, 2007.

The federal government's primary role needs to be to reduce fragmentation and silos and move toward a more systematic approach. The act actually instructs the federal government to co-ordinate "...

the activities of government institutions relating to emergency management with those of the provinces ...". To manage current DEM challenges, which continue to evolve due to numerous variables, federal leadership in co-ordination with provinces, territories and municipalities is essential to present a unified and effective national posture.

In practical terms, the federal government should provide the anchors for the mitigation and preparation so that, when we are befallen, we understand and can rapidly integrate the experiences and expertise that already exist within our communities. Emergencies and disasters begin locally, but their management must be scalable and interoperable.

And therein lies the paradigm shift. We can no longer rely on traditional response models. As the saying goes, "if you always do what you've always done,

you'll always get what you've always got." Emergencies and disasters have evolved, and so must we. Curiously, however, we might need to return to what worked a long time ago. What is old is new again!

Modern-day DEM evolved from civil defence, which was established out of necessity during the height of the Cold War. Protective measures against a nuclear threat were widely communicated and broadly understood (albeit somewhat comedic from a 21st century perspective; everyone in the 1950s and 1960s knew what "duck and cover" meant). So, while the context may have changed, the principle of structured civilian preparedness remains as relevant today as it did then, perhaps somewhat more so. A modernized approach can support pan-national successes of DEM, with co-operation across federal/provincial/territorial and municipal levels of government.

We are far from the only ones facing such existential crises. We need only look to Germany to see a program that results in local capacity and national scalability. In 1947, the citizen-based Technisches Hilfswerk (THW) (the Federal Agency for Technical Relief) was created to both rebuild after the devastation of the Second World War and prepare for Cold War civil defence concerns similar to Canada's.

THW is a volunteer-based (98 per cent) federal organization that provides technical and operational support during crises. It supplements primary responders when called upon and is structured strategically across the country to respond where required. Its integration within the broader emergency framework allows for rapid scaling beyond regional boundaries while remaining locally rooted. Similar to approaches in Canada, THW is not engaged until primary responders feel they are required and can fill gaps that overwhelm them. Structured so that it is located strategically across the

country and is able to respond when, where and however required, THW possesses extra capacity and technical capabilities that can be deployed and scaled accordingly where and whenever they are needed. Its existence and strategic structure are a template that Canada should adopt.

While Canada may already have emerging examples of similar initiatives, such as Ontario Corps, Nova Scotia Guard and NGO-like organizations such as St. John's Ambulance, Team Rubicon, the Red Cross, the Samaritans' Purse and the



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Salvation Army, that provide meaningful assistance, many still operate in silos or, at the very least, defined operational mandates. As some of these concepts and even organizations are relatively new, now is the time for deliberate co-ordination to build a strong, interoperable and co-ordinated foundation for long-term success.

As in Canada, in Germany, where states (provinces) have jurisdiction for emergency management, the federal government proactively ensures that extra capacity and capabilities, through THW, provide support at the regional and local levels.

This allows co-ordination and interoperability to be in place BEFORE disaster strikes and can be seamlessly and effortlessly scaled beyond any "restrictive" borders. It can further be integrated into the broader public safety system, beyond traditional disaster response: think traffic control at events (FIFA 2026) and/or demonstrations.

DEM as a concept and a profession continues to mature. As disasters and emergencies evolve in scale and complexity, we must look beyond our traditional lenses and dependencies. Co-ordination is the key; in a country like Canada,

strengthening structured civilian surge capacity within a federally co-ordinated framework would enhance resilience without diminishing the critical role of our professional responders. The thing is, the capacity is already present within our communities, and the opportunity to deliberately organize and integrate it thoughtfully is now. By employing a template such as that offered by Germany's THW, we can ensure that when the next event occurs, we are not simply reacting but operating within a co-ordinated and scalable national system. 🍁

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THIS IS AN EXERCISE OF BUSINESS CONTINUITY AND EMERGENCY MANAGEMENT PROGRAMS OF BUSINESSES, COMMUNITIES AND HOUSEHOLDS ACROSS CANADA



The Great Canadian Disaster

A National Exercise in Decision-Making Under Pressure

By DRI Canada

It's Friday at noon in Ontario.

At first, it's isolated — reports of power outages in parts of Western Canada. Within minutes, similar disruptions begin surfacing in Ontario, Quebec and the Atlantic regions. Control rooms flag anomalies. Operators attempt standard corrective actions. Systems do not respond as expected.

Forty-five minutes later, more than 70 per cent of the country is without power. What initially appeared to be regional instability is now clearly something far more significant.

This marks the launch of the *Great Canadian Disaster* — a six-month

national exercise designed to challenge organizations, communities and professionals across Canada while reinforcing the critical importance of business continuity planning.

Led by DRI Canada, the exercise is an interactive, evolving scenario that tests how participants respond as disruption escalates rapidly and unpredictably. Teams are required to make decisions with new information emerging continuously — reflecting the pressure, ambiguity and complexity of real-world incidents.

At its core, the *Great Canadian Disaster* is about strengthening Canada's resilience by moving beyond

theory and into practical, decision-driven response.

The *Great Canadian Disaster* was created to address a gap in organizational preparedness: the difference between having a plan and executing under pressure.

Most organizations have business continuity, emergency and crisis management frameworks in place. Fewer have tested them in conditions where:

- Information is incomplete or conflicting;
- Systems fail simultaneously across multiple regions;

FRIDAY
May 1, 2026



THE GREAT CANADIAN DISASTER

12:00 pm



- Communications channels are unreliable;
- Decision-making must occur quickly, without full visibility.

This exercise is designed to close that gap.

Built on Professional Practices and Global Risk Insights

The scenario is not hypothetical in its design approach.

It is grounded in the **Disaster Recovery Institute (DRI) Professional Practices**, which define globally recognized standards for business continuity and resilience. These practices ensure that participants are applying structured, credible approaches to:

- Incident response and crisis management;
- Business impact analysis and prioritization;
- Communications and stakeholder management;
- Recovery strategies and coordination.

In parallel, the scenario reflects findings from the **Disaster Recovery Institute International (DRII) Global Risk and Resilience Trends Report**, which highlights increasing exposure to:

- Cyber threats targeting critical infrastructure;
- Interdependencies between power, telecommunications and supply chains;
- Rapid escalation of incidents across regions and sectors;

- The growing impact of misinformation on crisis response.

By combining these frameworks, the exercise ensures that what participants are testing is directly aligned with current and emerging risks facing Canada.

Developed by Practitioners, for Practitioners

The *Great Canadian Disaster* was not developed in isolation.

The scenario was built by a group of **DRI-certified professionals** who volunteered their time and expertise. These individuals bring real-world experience from across sectors — public safety, energy, finance, health care and technology.

Their objective was clear: Create a scenario that would impact the majority of organizations and communities in Canada that feels real because it reflects how incidents actually unfold.

Key design elements include:

- A dynamic, evolving situation with no fixed outcome;
- Multiple pressure points across operations, technology and communications;
- Compounding challenges that force prioritization and trade-offs;
- No single “correct” answer — only informed decisions.

This practitioner-led approach ensures credibility and relevance for participants at all levels.

The Reality of Inject One

At this stage of the scenario, organizations are facing immediate and competing priorities:

- Ensuring employee safety and accountability;
- Maintaining critical operations with limited power and connectivity;
- Establishing reliable communication channels;
- Verifying information in a rapidly changing environment;
- Making decisions with incomplete situational awareness.

The situation is unstable. Restoration timelines are unclear. Coordination is increasingly difficult.

And the disruption is still unfolding.

Call to Action

The *Great Canadian Disaster* is an opportunity to test readiness in a way that tabletop exercises and static plans cannot replicate.

Organizations and communities are invited to:

- Form cross-functional teams;
- Respond to each inject as it unfolds;
- Compare decisions, approaches and outcomes with peers across Canada;
- Learn, adapt and strengthen their plans and overall resilience.

You can participate with your own organization or use a fictional company to test capabilities in a controlled environment because when disruption scales this quickly, preparation is measured by action — not documentation.

The scenario has begun. How will you respond?

To learn more, register a team or register for a monthly webinar to see how the scenario unfolds, please visit www.dri.ca



About DRI Canada

DRI Canada is a national, non-profit organization dedicated to building resilience across Canadian organizations and communities.

As an affiliate of Disaster Recovery Institute International (DRII), it delivers globally recognized education and certification programs in business continuity, disaster recovery and resilience management.

DRI Canada supports professionals at all stages of their careers through training, certification and ongoing professional development.

Its certified practitioners apply proven methodologies and real-world expertise to help organizations prepare for, respond to and recover from disruptions — including cyber incidents, natural disasters and operational failures.

Through national events, thought leadership and initiatives like the *Great Canadian Disaster*, DRI Canada plays a key role in advancing resilience practices and strengthening preparedness across sectors in Canada.

Upcoming Emergency Management Conferences

A Quick Primer For the Remainder of 2026 and Early 2027

MAY 2026

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| 4-7
Pickering, Ont. | OACUSA Spring Conference: The Future of Safety Powered by AI
https://www.oacusa.ca/2026-spring-conference |
| 7-9
Kindersley Sask. | Saskatchewan Emergency Leadership Forum
https://www.safc.sk.ca/conference |
| 12-14
Edmonton | Canadian Risk & Hazards Network Symposium
https://crhnet.ca/2026-crhnet-symposium/ |

JUNE 2026

- | | |
|---------------------------------------|--|
| 2-3
St. Catharines,
Ont. | Building Linkages in Emergency Management Conference
https://www.eventbrite.ca/e/building-linkages-in-emergency-management-tickets-1984829120329 |
| 2-4
Calgary | (DGEM Conference) Dangerous Goods Emergency Management Conference
https://erac.org/conference2026/ |
| 4-5
Toronto | Emergency Preparedness in Healthcare Conference
https://sparkconferences.com/emergency-preparedness-toronto/ |
| 9-10
Toronto | Disaster Response & Emergency Management Symposium East (DREMS-East)
https://www.canadianinstitute.com/disaster-response-emergency-management-symposium-east/ |
| 16
Winnipeg | Manitoba Association of Municipal Emergency Coordinators annual conference
www.mamec.ca |

OCTOBER 2026

- | | |
|------------------------------|--|
| 14-15
Lloydminster | Bordering on Disaster Conference
https://www.lloydminster.ca/home-property-utilities/emergency-services/bod-bordering-on-disaster-bordering-on-disaster-conference/ |
| 28-29
Toronto | Ontario DEMCON (Disaster and Emergency Management Conference)
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