

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Results	Expected Implementation Date	Key Interim Milestones	Responsible Organization/Point of Contact
8.32	Indigenous Services Canada should work with First Nations to implement a risk-based approach to inform program planning and decisions on where to invest in preparedness and mitigation activities to maximize support to communities at highest risk of being affected by emergencies.	<b>The department's response.</b> Agreed. In collaboration with First Nations, Indigenous Services Canada is committed to implement a risk-based approach to inform funding decisions. Targeted investments by the department will consider, as it has to date, the communities' willingness, readiness and interest in undertaking emergency preparedness activities by empowering First Nations to take the lead in preparing for and managing emergencies, as well as the likelihood of being impacted by an emergency event. The department is committed to support First Nations in their endeavors to identify their unique communities' level of risk and priorities to seek funding from the department to enhance emergency preparedness.	ISC is committed to using an updated risk-based approach to better inform funding decisions by integrating climate change projections and by clarifying the dimensions of risk, including causes, likelihood of occurrence and possible severity of consequences. The outcome of this recommendation will be an updated risk-based formula that will be used to best allocate funding by the beginning of fiscal year 2024-2025.	Full implementation expected by FY 2024-2025.	<ul style="list-style-type: none"> <li>Review of current program planning, funding and risk formulas used by the Emergency Management Assistance Program – by April 2023</li> <li>Analyze the current risk-based approach and determine gaps in the existing approach – by June 2023</li> <li>Further the analysis of risk factors that impact communities and engagement with internal and OGD partners to inform risk-based approach – by October 2023</li> <li>Engagement of First Nation partners to ensure participation in the formula governing emergency management funding allocation – by December 2023</li> <li>Complete analysis identifying communities at highest risk of an emergency event – by December 2023</li> <li>Development of new risk-based approach that better informs the allocation of mitigation and preparedness funding in order to maximize support for communities at the highest risk of being impacted by emergency events (i.e. consider public risk management approach) – by February 2024</li> <li>Implementation of new risk-based approach – beginning in April 2024</li> <li>Post-implementation feedback to be gathered on an ongoing basis from regional offices and First Nation communities to ensure effectiveness of updated approach and adjust as required – ongoing from April 2024</li> </ul>	Indigenous Services Canada – Emergency Management Directorate, Programs, supported by Policy
8.36	Indigenous Services Canada should work with First Nations communities to address the backlogs of eligible but unfunded structural mitigation projects and unreviewed structural mitigation projects to effectively allocate resources to reduce the impact of emergencies on First Nations communities.	<b>The department's response.</b> Agreed. Indigenous Services Canada is currently working with First Nations to identify the infrastructure gap, which includes structural mitigation needs. The department will support First Nations to work towards closing that gap in the long term. . In addition, the department is committed to work with First Nations, as well as collaborate with central agencies, other government departments and all levels of government to leverage partnership opportunities and explore alternate financing options to meet the needs of First Nations in structural mitigation while working toward the transfer of infrastructure services.	ISC will continue to work with First Nations to identify and invest in structural mitigation projects to help communities become more resilient to potential hazards and mitigate the most urgent and safety risks.	Ongoing - with an immediate focus on highest priority projects.	<ul style="list-style-type: none"> <li>ISC will continue to work with First Nations to determine which eligible unfunded structural mitigation projects remain a priority for their community, if there are other sources of funds available to First Nations to address these priority projects, and update Integrated Capital Management System (ICMS) with project information as required – by April 2023</li> <li>Identify implementation timelines based on an understanding of the communities at highest risk and availability of funding for the remaining eligible unfunded priority projects: <ul style="list-style-type: none"> <li>In the short term for fiscal year 2023-24 identify what projects could be implemented using available resources – by May 2023</li> <li>In the medium and long term, use Other Community Infrastructure (OCI) funding as available until 2027-28, and pursue new infrastructure funds, to address structural mitigation projects remaining eligible and unfunded – ongoing to March 2028</li> </ul> </li> </ul>	Indigenous Services Canada - Regional Infrastructure Delivery Branch

					<ul style="list-style-type: none"> <li>ISC will work with partners to review unreviewed structural mitigation projects – by April 2024.</li> </ul>	
8.39	<p>Indigenous Services Canada should, on the basis of an assessments of risks, regularly update outdated departmental and regional emergency management plans and take immediate action to develop regional emergency management plans for the 3 regions that do not have them. These plans should be used to make informed decisions and take concrete actions to assist First Nations communities with managing the risks related to emergencies.</p>	<p><b>The department's response.</b> Agreed. Indigenous Services Canada, in collaboration with First Nations, will proceed to review and update the department's national Emergency Management Plan and regional plans and will develop customized regional emergency management plans based on an assessment of risks.</p>	<p>Indigenous Services Canada has a national and regional Emergency Management plans that include a process for periodically reviewing and updating them. These plans will have been written up with input from First Nations and EM partners and stakeholders and final approved versions will be communicated back to them for awareness as public facing documents.</p>	<p>Review, update or create EM plans by March 2024, and ongoing implementation beyond that date with, at a minimum, a review process every three years.</p>	<ul style="list-style-type: none"> <li>Pursue continued engagement of ISC Regional EM staff to review existing EM Plans and identify leads in each region – by April 2023.</li> <li>Development and agreement on a template for the National EM Plan and Regional Annexes – by June 2023.</li> <li>Engagement with First Nation partners on EM National and Regional Plans – by December 2023</li> <li>Update EM Plans and Annexes, including input from First Nations, PTs and other partners – by December 2023.</li> <li>Internal Reviews and Approvals – by January 2024.</li> </ul>	<p>Indigenous Services Canada – Emergency Management Directorate (W/ collaboration with each Regional Office)</p>
8.42	<p>Indigenous Services Canada, in collaboration with First Nations, should determine how many emergency management coordinator positions are required and allocate funding for these positions on the basis of risk and need to ensure First Nations have sustained capacity to manage emergencies.</p>	<p><b>The department's response.</b> Agreed. Indigenous Services Canada is committed to working in partnership with First Nations to build emergency management capacity. The department also agrees that funding for emergency management positions, provided through the Emergency Management Assistance Program's capacity enhancement funding stream, should be expanded. Emergency management coordinators, of which the department currently funds 196 full or part-time positions across the country, provide First Nations with valuable emergency preparedness and planning capacity. The department is diligently working to secure additional funding to provide more positions to First Nations communities, on the basis of risk.</p>	<p>Candidates for additional community-based EMC positions will be identified on the basis of risk and need as determined by the risk based approach being developed concurrently as part of this plan. Should additional resources for capacity enhancement be secured ISC would then fund these positions.</p>	<p>Utilizing the above risk based data, we will identify and determine where community-based EMCs are needed and allocate them in a way that aligns with risk model, pending additional resources.</p>	<ul style="list-style-type: none"> <li>ISC to analyze information received in previous engagements and complete further planned engagements with current EMCs and First Nations to identify program gaps. ISC will also identify areas that lack EMC positions and their relative risk in comparison to other communities. This exercise will prioritize areas for EMC allocation – by April 2024</li> <li>ISC will utilize risk-based data gathered through the development of a new risk based approach to inform the distribution of community-based EMCs – by April 2024</li> </ul>	<p>Indigenous Services Canada – Emergency Management Directorate</p>
8.62	<p>Indigenous Services Canada should, in collaboration with First Nations, provincial governments and other service providers, ensure that First Nations communities receive the emergency management services they need by</p> <ul style="list-style-type: none"> <li>establishing emergency management service agreements and wildfire agreements in all jurisdictions that include all First Nations</li> </ul>	<p><b>The department's response.</b> Agreed. Indigenous Services Canada is committed to engage and work in partnership with First Nations and emergency management partners to establish comprehensive emergency management service agreements, inclusive of mutually agreed-upon service standards, and increase supports for First Nations-led approaches to emergency management.</p>	<p>New multilateral emergency management service agreements are inclusive of First Nations as full and equal partners and are negotiated and established at a pace set by First Nations. Such agreements will outline mutually agreed-upon evacuation service standards. Wildfire agreements are renewed or established in all</p>	<p>Provide continued and new funding, as available, to support First Nation-led engagement on their vision for emergency management and the development of new emergency management models and regional specific strategies. (April 2025)</p>	<ul style="list-style-type: none"> <li>ISC will continue to work with and support First Nations to engage with their members on their vision for emergency management, and will provide additional funding to initiate and enable First Nation partners to develop their own First Nation-led emergency management models. This will help set the stage for multilateral discussions that bring all partners together to develop new multilateral service agreements – by April 2025</li> <li>ISC will continue to work to advance existing multilateral conversations and initiate new conversations with First Nations, Indigenous leadership, and with all provincial and territorial governments across Canada on the future of</li> </ul>	<p>Indigenous Services Canada – Sector Operations Branch</p>

	<ul style="list-style-type: none"> <li>○ establishing mutually agreed-upon evacuation service standards in the jurisdictions that lack such standards</li> <li>○ increasing support for First Nations-led approaches to emergency management</li> </ul>		<p>jurisdictions and ensure the provision of wildfire suppression services for all First Nations.</p> <p>There is an increase in First Nations-led approaches to emergency management that better meet the realities of the communities that are served and contribute to the establishment of culturally appropriate evacuation service standards.</p>	<p>Continue existing negotiations and launch new negotiations with First Nations and provincial and territorial governments related to establishing new emergency management service agreements with willing partners in all jurisdictions. Should a First Nation not agree to be included in new multilateral service agreements, activation procedures will continue to be followed and ISC will look for opportunities to increase support for First Nations-led approaches to emergency management. (April 2026)</p> <p>Establish or update wildfire agreements in all jurisdictions. (April 2026)</p>	<p>emergency management service agreements. The department will work with partners to develop region-specific strategies and plans for advancing a new agreement(s) (e.g., negotiation models and plans for engagement) – April 2025</p> <ul style="list-style-type: none"> <li>● As part of establishing new multilateral service agreements, ISC will continue to assess internal capacity and work with partners to develop mutually agreed-upon service standards, costing models, governance structures, and implementation plans – by April 2027</li> <li>● In jurisdictions where wildfire agreements already exist (BC, AB, SK, MB, ON, and QC), ISC will engage with the provincial government and First Nations to review the wildfire agreement and propose changes to be implemented the following fiscal year or at the nearest agreement renewal cycle (e.g., prior to any expiry dates) – by April 2025</li> <li>● In jurisdictions where wildfire agreements do not exist -, ISC will engage with provincial governments and First Nations to establish wildfire agreements. Should a Province and/or First Nation not agree to establish a new wildfire agreement, ISC will ensure activation procedures will continue. ISC will develop regional specific plans for new agreements by April 2024 and establish new agreements – by April 2025</li> </ul>	
8.66	<p>Indigenous Services Canada should develop performance indicators to allow the department to measure progress against the United Nations' Sustainable Development Goals and use these indicators to track and report publicly on progress.</p>	<p><b>The department's response.</b> Agreed. Indigenous Services Canada agrees that certain performance indicators could be improved to better measure progress against the United Nations' Sustainable Development Goals. Moving forward, the department will ask its programs that use performance indicators related to emergency management to review and consider revising how they measure progress against the Sustainable Development Goals. The review process will involve programs analyzing both the federal and departmental sustainable development strategies as well as the Sustainable Development Goal targets to understand how the programs could best measure progress and to identify which performance indicators should be utilized to do so.</p> <p>The Government of Canada also reports on progress made to achieve the Sustainable Development Goals domestically and uses</p>	<p>In consultation internal partners, ISC will review and revise how it measures progress against the SDGs within the next annual reporting cycle. The expected outcome is that new performance indicators will be developed to measure progress made against the UN SDGs.</p>	<p>While internal work with begin immediately, the department is aligned with Statistics Canada's strategic three year review of the "Canadian Indicator Framework" scheduled for April 2024.</p>	<ul style="list-style-type: none"> <li>● Pursue additional and new reviews of current program and performance indicators used by the Emergency Management Assistance Program (EMAP) done in collaboration with regional colleagues, to measure progress made against the United Nations Sustainable Development Goals (SDGs) – by August 2023.</li> <li>● Development of new indicators, in consultation with internal and First Nation partners, to measure progress against the SDGs – by December 2023</li> <li>● Approval of new indicators – by March 2024</li> <li>● Implementation of new indicators to measure the SDGs Fiscal Year 24-25 – by April 2024</li> <li>● Reporting on progress made against the UN SDGs with new indicators through the Departmental Results Report – by March 2025</li> </ul>	<p>Indigenous Services Canada – Emergency Management Directorate</p> <p>Indigenous Services Canada - Chief Finances, Results and Delivery Officer, Strategic Policy</p>

		performance indicators from the Canadian Indicator Framework (see <a href="#">Taking Action Together – Canada's 2021 Annual Report on the 2030 Agenda and the Sustainable Development Goals</a> ). The Department supports this whole-of-government process by providing information on relevant departmental actions and initiatives that contribute to the Sustainable Development Goals.				
8.68	<p>Indigenous Services Canada should, in collaboration with First Nations, provincial governments and other service providers, ensure that First Nations communities receive the emergency management services they need by</p> <ul style="list-style-type: none"> <li>○ defining what is meant by comparable services for First Nations in relation to those available to municipalities of similar size and circumstance in each jurisdiction</li> <li>○ monitoring the services provided to First Nations to ensure that they are comparable to services provided to non-Indigenous communities, are culturally appropriate, and address the needs of marginalized groups</li> <li>○ identifying and addressing shortcomings by monitoring emergency management service agreements and conducting lessons-learned exercises</li> </ul>	<p><b>The department's response.</b> Agreed. Indigenous Services Canada is committed to work in partnership with First Nations and emergency management partners to establish comprehensive emergency management service agreements that will define comparability of services and monitoring and reporting components to identify and address shortcomings for continuous improvement.</p>	<p>Future multilateral comprehensive emergency management agreement negotiations will include and define agreed upon EM service standards and monitoring and reporting mechanisms that will allow gaps to be addressed as part of a continuous improvement approach.</p>	<p>A calendar with timelines and milestones will be developed in partnership with First Nations and Emergency Management Stakeholders. (December 2023)</p>	<p><u>Under bilateral service agreements</u></p> <ul style="list-style-type: none"> <li>• Review and further the existing analysis of bilateral agreements to determine if existing reporting requirements are effectively monitoring services provided – July 2023</li> <li>• Work with regional offices to assess if, and how, they define and assess municipal comparability, culturally appropriate services, and meeting the needs of marginalized populations; and if and how they conduct lessons-learned exercises – August 2023</li> <li>• Engage with First Nation partners to understand how ISC can measure and understand the provision of culturally appropriate services – by December 2023</li> <li>• Develop an interim report template whereby ISC, P/Ts and third parties can conduct lessons learned on how services can be improved to be more culturally appropriate, and better address the needs of marginalized people – December 2023</li> <li>• Support First Nations to develop their own EM service standards (in lieu of monitoring based on municipal comparability) that are culturally appropriate and address the needs of marginalized people – Beginning in March 2023</li> </ul> <p><u>Under multilateral service agreements</u></p> <ul style="list-style-type: none"> <li>• Develop a calendar with timelines and milestones for reaching multilateral agreements, in partnership with First Nations and Emergency Management Stakeholders – March 2023</li> <li>• In negotiation with First Nations and PTs, integrate First Nation-led EM service standards and lessons learned reporting into multilateral agreements – As per dates identified in calendar above</li> </ul>	<p>Indigenous Services Canada – Emergency Management Directorate</p>