



Emergency Management: Is Your Finance Team Prepared for Evacuation?

AFOA BC – Indigenous Financial Management Conference

December 4, 2025



Wherever business takes you

MNP.ca



Agenda

- Introduction: Speakers & MNP
- Emergency Management Introduction & Considerations
- Community Emergency Event Checklist
- Funding Opportunities
- Wrap Up

Introductions



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ABOUT



Our team provides world-class expertise, in-depth knowledge and personalized service to meet the needs of our clients. MNP is committed to providing insightful business advice from a local perspective with a global lens.

Our respected team and disciplined approach to business is why we remain strong. The demand for our high-quality standards is why we continue growing. Today, MNP is the fastest growing and one of the largest chartered professional accountancy and business consulting firms in Canada.



1300+

Partners

1958

Founded in Brandon, MB

150+

Offices across Canada

We customize every engagement to meet the specific needs of our clients. By having local, regional and national expertise in all our markets, we provide clients with partner-led projects, which ensures a more efficient approach to engagements. We streamline processes to guarantee that the highest caliber of deliverables are produced, and the most effective solutions are provided.

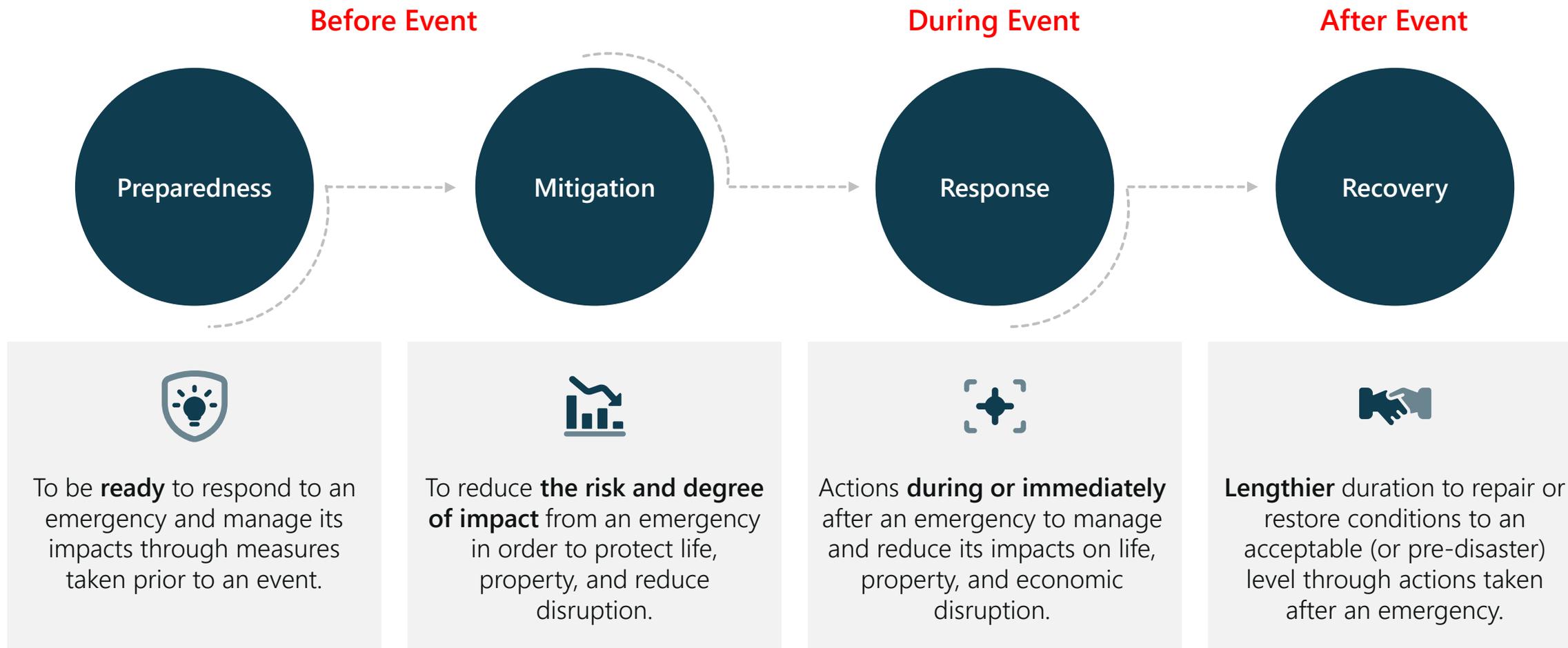
9,000+

Team Members

1000+

Consulting Team Members

Emergency Management (EM): The 4 Pillars



Preparedness

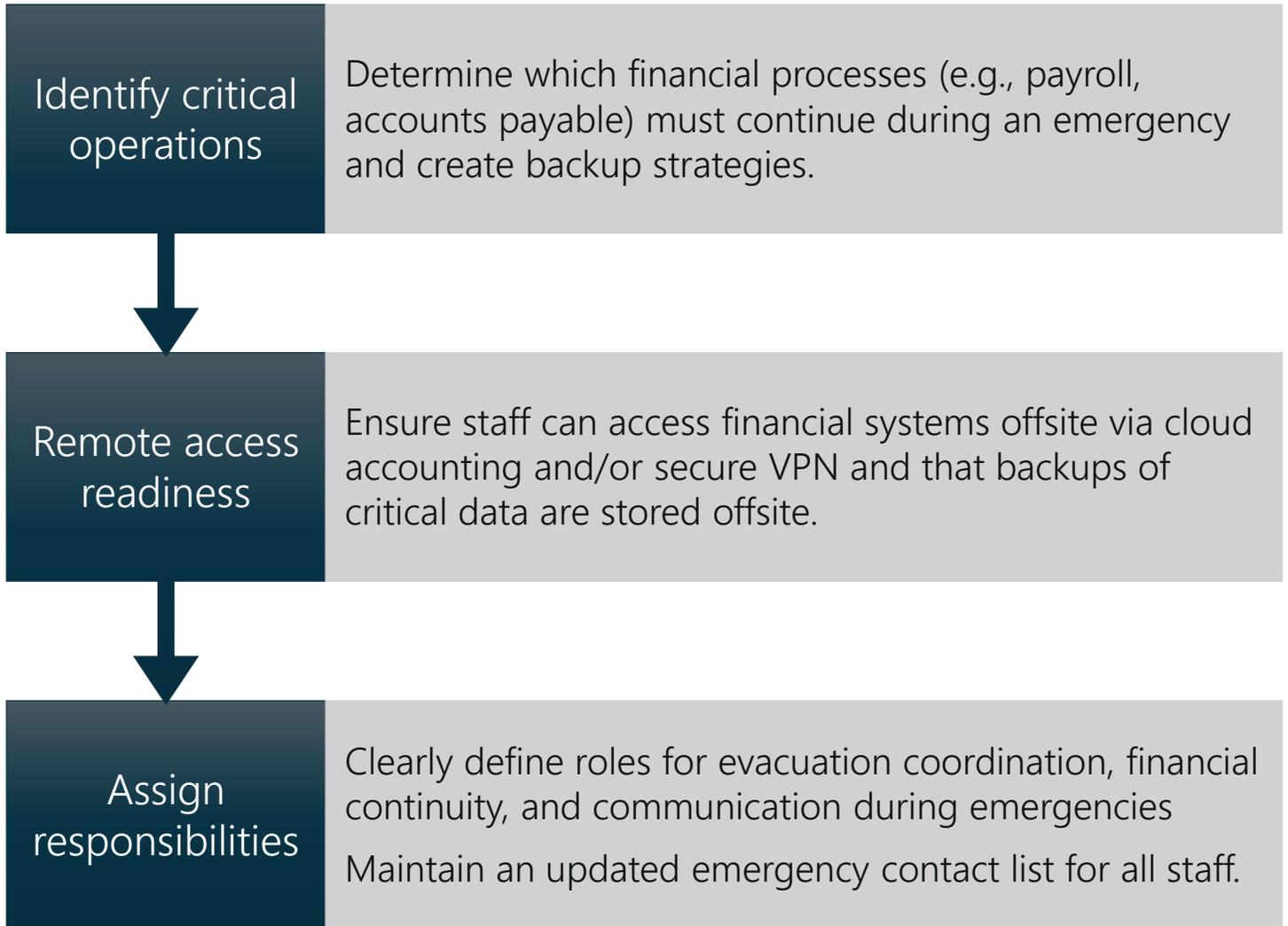
Being ready to respond to an emergency and manage its impacts through measures taken prior to an event.

Considerations & Lessons Learned

- Budget proactively for planning, training, and readiness tools.
- Allocate resources to secure grants to build emergency management capacity.
- Ensure financial systems & capacity can support surge operations when needed.
 - Auditing
 - Reporting
 - Financial controls
 - Staffing



Emergency Plan for Finance



Securing Physical and Digital Assets



Access

- Laptops & phones are encrypted
- Can you access systems if you have to leave your computers behind?

Records

- Store copies of key financial documents (insurance, payroll, vendor lists) in secure cloud storage.

Inventory

- Maintain an inventory of office equipment for insurance purposes.
- Ensure your insurance accurately reflects the Nation's assets, cover business interruption, considers disaster risks

Mitigation

Reducing the risk and degree of impact from an emergency in order to protect life, property, and reduce disruption.

Considerations & Lessons Learned

- Roadmap of applications for mitigation funding.
- Invest in seasonal hazard mitigation projects that offer long-term savings (e.g., fire fuel management, infrastructure maintenance/upgrades).
- Establish accounts with major suppliers to mitigate lengthy delivery/support during an emergency

Response

Actions during or immediately after an emergency to manage and reduce its impacts on life, property, and economic disruption.

Considerations & Lessons Learned

- Ensure systems are in place for fast, accountable spending.
- Track response costs accurately for reimbursement.
- Financial controls/ tracking need to be available in advance.
- Coordinate funding support for community members. Know your role during an emergency and where to go for updates.
- Coordinate with the Emergency Management team on spending.
- Ensure the community knows where to access assistance and help others.

SPOTLIGHT: MNP Support on EMCR Response Claims

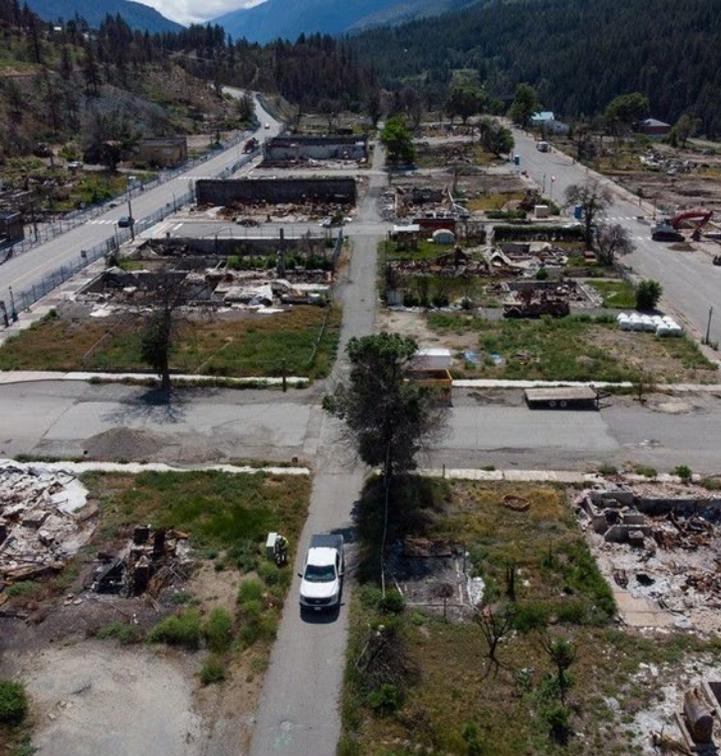
After the 2021 Atmospheric River event, each of EMCR’s activated regions received hundreds of claims from local authorities for financial reimbursement of costs related to immediate response activities. Typically, anything “incremental” to existing organizational efforts are eligible; however, it is critical to have a baseline established. Example of response activities include: debris removal, danger tree falling, sandbagging, and other contracted activities.

MNP helped EMCR adjudicate those claims, here’s what we learned:

- Many claims were not eligible. To ensure you know what is and is not eligible, seek pre-approval from your PREOC contact.
- There is a time constraint on eligible response claims – ensure you are aware of the “eligible event expenditures” window.
- Any “ad hoc” services provided by community members are recoverable at a blue-book value. Keep track of these services (e.g., use of excavator, trucks, generators, etc.)



<https://www.theweathernetwork.com/en/news/weather/severe/helene-versus-a-hellish-2021-bc-atmospheric-river-a-bigger-flooding-machine-hurricane-florida-north-carolina-georgia>



Recovery

Lengthier duration to repair or restore conditions to an acceptable (or pre-disaster) level through actions taken after an emergency.

Considerations & Lessons Learned

- Manage recovery budgets over the short- and long-term.
- Support financial reporting and funding claims.
- Oversee donation and recovery funding. Engage in decisions about rebuilding and restoring infrastructure.
- Access supports and resources through recovery coordination efforts.
- Help identify long term needs.

Community Emergency Event Checklist

PUBLIC ADMINISTRATION

1. Are you able to fulfill public administration and core office duties?
2. Are you able to issue and rescind evacuation orders and alerts?
3. Do you have a master contact list for key personnel including service providers?
4. Are there any administrative needs that may be helpful (e.g., operating line of credit, request for assistance, payment authority assistance, delegation matrix)?

Community Emergency Event Checklist

PUBLIC ALERTING / PUBLIC NOTIFICATIONS

1. Are you able to alert/notify the community at large should the current situation worsen?
2. Do you have a backup alerting/notification mechanism in case the primary mechanism relies on utilities or other networks that may be compromised?
3. Do you have a mechanism to provide ongoing information to community members (e.g., physical bulletin board, website with FAQs, WhatsApp group chat)?

Community Emergency Event Checklist

ADVANCED RECOVERY

1. Do you have capacity to prepare an application to funding partners to support advanced recovery efforts (e.g., application to the Ministry of Emergency Management and Climate Readiness (EMCR), application to Indigenous Services Canada (ISC))?
2. Are you able to track incremental efforts to support recovery efforts (e.g., staff overtime, contractor support)?
3. Are you able to issue purchase orders/contracts to purchase goods and services, including issuing payments to vendors?
4. Are you supporting community health and wellness (e.g., integrated health support, activity/entertainment, mental health programming)?
5. Are past records available or do they need to be re-generated (e.g., past bylaws, meeting minutes, council notes, contracts)?
6. Do you need a secure way to combine old records with new records generated (e.g., past records may be burned/damaged and need to be scanned into a new system, new records may require secure server connection/cloud access)?

EM Funding Opportunities: Priorities

01**Non-Profit Organizational Funding**

Canadian Red Cross, Mustard Seed, Salvation Army

02**Union of BC Municipalities**

Community Emergency Preparedness Fund. Community Resilience Investment Fund

03**Provincial EMCR Funding Programs**

Indigenous Engagement Requirement, Disaster Financial Assistance, Disaster Resilience Innovation Funding.

04**Federal Departmental Funding Programs**

Infrastructure Canada, Indigenous Services Canada, Public Safety Canada

05**Own Source Funding**

Internal budgeting

01 | Non-Profit Organizational Funding

- Tends to be invite-only ad hoc grant funding.
- Grant funding amounts based on degree of impact for a community.
- No structured grant amount allocation – may depend on fundraising availability and donation matching campaign.
- Approved grants tend to have strict use-by dates with required reporting.
- Examples:
 - Canadian Red Cross Wildfire Recovery and Resiliency Grant
 - Canadian Red Cross Community Preparedness and Stock Preparation Program
 - Canadian Red Cross Mental Health and Psychosocial Support



02 | UBCM Community Emergency Preparedness Funding Streams



Disaster Risk Reduction – Climate Adaptation

Reduce disaster risk from natural hazards. (Fall)



Volunteer and Composite Fire Dept Equipment & Training

Resiliency of fire depts to prepare for and respond to emergencies. Purchase of new or replacement equipment, training, operational costs. (Fall)



Indigenous Cultural Safety and Cultural Humility Training

Enhance cultural safety and humility in the delivery of local EM programs. Training, tools, and strategies to adapt EM tools to provide assistance to IGBs. (Fall)



Emergency Support Services Equipment & Training

Build local capacity through volunteer recruitment, retention, training, and equipment (Winter)



Emergency Operations Centres Equipment & Training

Build local capacity through volunteer recruitment, retention, training, and equipment (Winter)



Public Notification and Evacuation Route Planning

Public notification and evacuation route planning. (Ad Hoc)



Extreme Temperatures Risk Mapping, Assessment, and Planning

Develop knowledge, strategies, plans, to prepare, mitigate, and adapt to risk of temperature shifts over time. (Ad Hoc)

02 | UBCM Community Emergency Preparedness Funding Streams

Community Emergency Preparedness Fund Disaster Risk Reduction – Climate Adaptation 2024/25 Program and Application Guide (Updated August 2024)

Applications will be accepted July 1, 2024 to October 4, 2024 using the [LGPS Online Application Tool](#).

1. Introduction

The [Community Emergency Preparedness Fund](#) (CEPF) is a suite of funding streams intended to support First Nations and local governments to better prepare for disasters and reduce risks from **natural hazards** in a changing climate. Funding is provided by the Province of BC and is administered by the Union of BC Municipalities (UBCM).

As of July 2024, the funding streams include:

- Disaster risk reduction-climate adaptation
- Emergency operations centres equipment and training
- Emergency support services equipment and training
- Indigenous cultural safety and cultural humility training
- Public notification and evacuation route planning
- Volunteer and composite fire departments equipment and training

Please refer to [Appendix 1](#) for definitions of terms used in this guide. All defined terms are in **bold** in the Program Guide.

Background

Many communities across the province have experienced serious economic loss, social disruption, and damage to important infrastructure from **natural hazards** and climate-related disasters. Investing in **disaster risk reduction** and enhancing the **resilience** of communities will help reduce these impacts in the future.

Natural hazards can include earthquakes, tsunamis, floods, drought, heatwaves, debris flows, and landslides. Some **hazards** are slow in their onset (e.g., changes in temperature and precipitation leading to ecosystem impacts), while others happen more suddenly (e.g., earthquakes, floods, heat waves). Climate change increases the likelihood of weather-driven **natural hazards** occurring (e.g., debris flows, drought, wildfire), the severity of disasters, and the occurrence of cascading events.

Disaster Risk Reduction – Climate Adaptation (DRR-CA) Funding Stream

The intent of the DRR-CA funding stream is to support eligible applicants to reduce **disaster risks** from **natural hazards** and climate-related events.

Updated July 2024 - For the purpose of CEPF funding, proposed projects are required to reduce the risks of natural hazards and climate-related disasters in relation to existing community composition, land use, infrastructure, etc. Generally speaking, it is not the intent of CEPF to support recreational infrastructure or future or recent development in a known hazard area.

Community Emergency Preparedness Fund Volunteer and Composite Fire Departments Equipment and Training 2024 Program and Application Guide (August 2024)

Applications will be accepted July 1, 2024 to October 18, 2024 using the [LGPS Online Application Tool](#).

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Background

Fire departments provide fire protection services in designated areas. **Fire departments** may be organized differently but all structure firefighters in BC are required to meet the published minimum training standards.

The [BC Structure Firefighter Minimum Training Standards](#) include the requirement for **fire departments** to declare their **level of service**. This applies to all local governments, Treaty First Nations, and any independent society-run **fire departments**. The training standards are not automatically applicable on federal reserve lands and, for the purpose of CEPF funding, non-Treaty First Nations are not required to declare their level of service if they are not prepared to do so. This will not impact the review or scoring of applications.

Under the *Fire Services Act*, all fires must be reported through FIRES incident reporting to the Office of the Fire Commissioner (OFC).

Compliance with fire incident reporting is a requirement for eligible applicants under the 2024 Volunteer and Composite Fire Departments Equipment and Training funding stream intake.

For more information, please contact OFC@gov.bc.ca

02 | UBCM Community Resilience Investment Fund

- **Stream 1:** [FireSmart Community Funding & Supports](#) (FCFS). The FCFS program is administered by UBCM on behalf of the BC Ministry of Forests.
- **Stream 2:** [FireSmart Pilot Program for Regional District Cooperative Community Wildfire Response \(CCWR\) Organizations](#).
- **Stream 3:** [Crown Land Wildfire Risk Reduction](#) (CLWRR) The CLWRR program is administered through the Ministry of Forests in collaboration with the BC Wildfire Service (BCWS), Natural Resource Regions and Districts, BC Parks, and Mountain Resorts Branch.

Community Resiliency Investment Program
2025 FireSmart™ Community Funding and Supports
Application-based Funding
Program and Application Guide (March 2025)

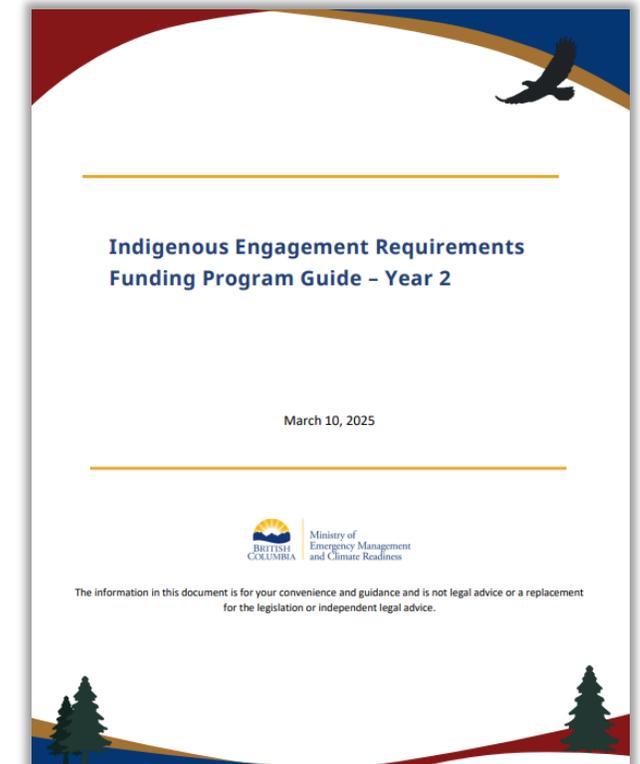
Community Resiliency Investment Program
2025 FireSmart™ Pilot Program for Regional District
Cooperative Community Wildfire Response Organizations
Program and Application Guide

Community Resiliency Investment Program
Crown Land Wildfire Risk Reduction
Program Management Standards and
Administration Guide: 2024 – 2025

03 | Provincial Ministry Funding Programs

Anecdotally, there are over 200 Provincial ministry funding programs. Programs vary in scope, eligibility, and timelines. In the context of Emergency Management, the Ministry of Emergency Management and Climate Readiness is the lead for these funding programs.

- **Indigenous Engagement Requirement (IER) Funding:** This funding will assist First Nations and local authorities to engage in activities outlined in the program guide under resources. The goal of this funding is to support capacity needs, relationship-building and collaboration.
- **Disaster Financial Assistance (DFA):** Event specific programming providing communities with financial assistance for damaged infrastructure.
- **Disaster Resilience Innovation Fund (DRIF):** Support community resilience and disaster risk reduction for hazards that include but are not limited to drought, extreme temperature, floods, geohazards, sea level rise, storms, tsunamis and seismic safety.



SPOTLIGHT: DFA Public

Eligible	Considerations
Rebuilding or replacing essential public infrastructure to the pre-disaster condition	Pre-disaster condition must be proven via maintenance records and records of amortization/ useful life
Removal of unusually heavy deposition in gravel beds, proven to be directly related to the event and supported by maintenance records	Landslides, land sloughing, or other geo-related
Insurance deductibles	If self risk-financing, will be ineligible
Costs of inspection, appraisal, planning, and design required to determine the cost of repair, rebuilding, or replacing infrastructure or essential materials	Pre-qualified surge team, if in-house team is capacity limited.

Financial assistance now available for flood-impacted people & communities

(flickr.com)

Disaster Financial Assistance (DFA) is available for eligible people, businesses and communities in the Lower Mainland that were affected by flooding due to the atmospheric river from Oct. 18-20, 2024.

This assistance is for flood-affected people and communities within the geographic boundaries of the following areas:

- City of Port Coquitlam
- City of Coquitlam
- City of North Vancouver
- District of West Vancouver
- District of North Vancouver
- Squamish First Nation

Eligible events

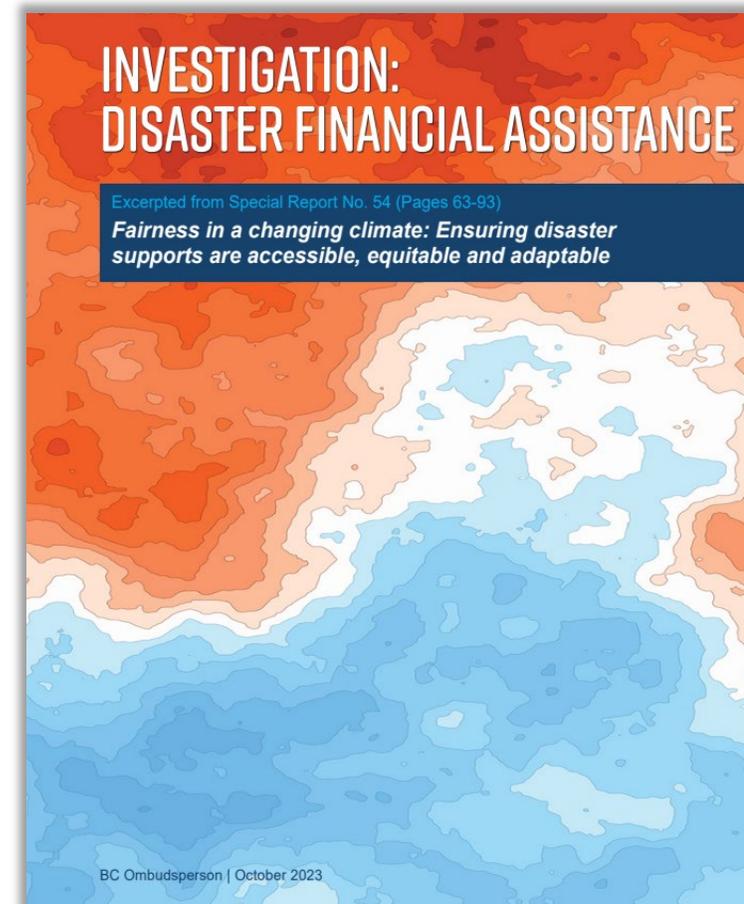
If you've recently experienced a disaster and it's not on the eligible events list, contact your indigenous or local government first.

There are no eligible events.

<https://news.gov.bc.ca/releases/2024EMCR0047-001600>; <https://www2.gov.bc.ca/gov/content/safety/emergency-management/local-emergency-programs/financial/communities-dfa>

SPOTLIGHT: DFA Public

Ineligible	Considerations
<p>Work undertaken as preventative measures to guard against future damage as a separate project, or part of a DFA project component</p>	<p>Prevention/ mitigation projects are ineligible. This is intended to be a restoration back to pre-disaster condition.</p>
<p>Repair, replacement or rebuilding of public facilities which:</p> <ul style="list-style-type: none"> • there is no proof of ownership, title or rights assigned • were not maintained or had significantly deteriorated before the disaster through neglect or undue wear and tear 	<p>Maintenance records is key. Burden of proof is on the local authority; DFA Public will actively deny if no records available.</p>
<p>Enhancements from pre-event functionality unless required by the prevailing codes in the area</p>	<p>No build-back-better allotted for in DFA Public; however, could combine funding with other sources.</p>



SPOTLIGHT: DFA Private

Following the 2021 Atmospheric River event, DFA Private received over 2300 applications – more than any prior year (avg 400 per year period) This unprecedented event and application backlog needed to be quickly addressed. EMCR engaged MNP for support.

MNP assembled a surge team and supported EMCR with adjudicating these claims, here's what we learned:

- Many DFA Private claims were not eligible. Common ineligible reasons included:
 - lack of documentation
 - structural damage that was not a primary residence,
 - Claim for non-essential items
 - insurance was reasonably and readily available (fire)



Financial assistance now available for flood-impacted people & communities

<https://news.gov.bc.ca/releases/2024EMCR0047-001600>

04 | Federal Departmental Funding Programs

Federal funding programs tend to flow through the Province; however, local authority understanding of federal programs may help provincial officials position requests for assistance.

- **Emergency Management Assistance Program (EMAP):** supports non-structural mitigation and preparedness initiatives through the **Non-Structural Mitigation and Preparedness (NSMP)** funding stream. This stream is proposal-based and funds non-structural projects undertaken by First Nations communities on reserve to prepare for and mitigate emergencies caused by natural disasters. Some examples of eligible activities include:
 - all-hazard risk assessments and mitigation plans
 - development and updating of emergency management and evacuation plans
 - drills and table top exercises for emergency and evacuation plans
 - emergency management training
 - search and rescue training
 - mental health training
 - 911 mapping
 - flood mapping
 - community alert systems

05 | Own Source Revenues

Internal budgeting processes can also fund Emergency Management initiatives. This tends to be challenging for local authorities due to accounting and budgetary constraints; however, if prioritized by decision makers, could be a funding source for projects.



Thank You!

Questions?

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