Sturgeon Regional

Emergency Management Plan

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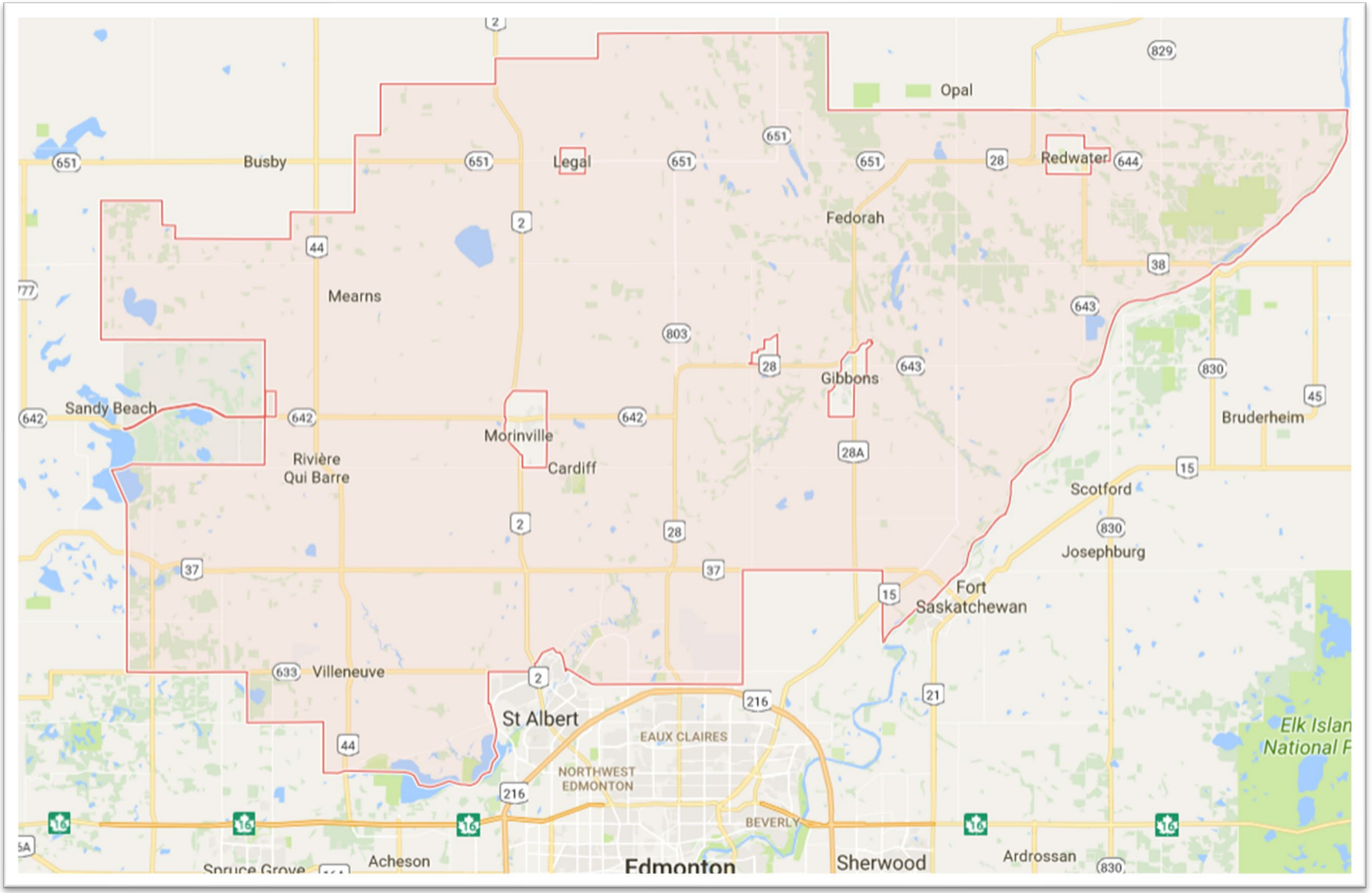
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Fort
Saskatchewan
Villeneuve
St Albert
EAUX CLAIRES
NORTHWEST
EDMONTON
BEVERLY
Acheson
Edmonton
Sherwood
Ardrossan

	STURGEON REGIONAL EMERGENCY MANAGEMENT PLAN
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Revision History

Rev #	Revision Date (dd/mth/yyyy)	Scope of Revision	Revised By
0	Aug 1, 2017	Initial Issue	
1	Apr 4, 2018	Table of Contents updated. Appendix 1 and Annexes A-F updated.	ERMC
2	Dec 20, 2019	Revision History Updated Agency/Committee Schedule Added Exercise Schedule Added Annexes A-F Updated All HRVAs Updated (section 8, Annexes) Section 10-3 (Dist List) Updated) Appendix 1 Updated Appendix 7 Updated (EM Act/Regulations) ESS Plan Created	J. Morin SREMP Coordinator
3	Mar 18, 2020	Sturgeon County Annex Updated to reflect personnel changes and bylaw amendment. Appendix 1(regional resources) updated to reflect County personnel changes.	J. Morin SREMP Coordinator
4	Dec 12, 2020	Revision history updated. Schedule removed in favour of comprehensive 2021 activities calendar. Annexes A-F Updated. Appendix 1 Updated. Section 10-3 Updated. Regional EM Partnership Agreement replaced to reflect financial threshold guidance.	J. Morin SREMP Coordinator
5	April 22, 2022	Revision history updated. Updated Section 8 Table 8-1: Regional HRVA Updated Appendix 7 - Regional Emergency Management Agreement to the 2020 version Confirmed/updated Annex A-F - Contacts & added evacuation maps Removed Contractor branded ECC forms. Renumbered Appendices	C. Rabien SREMP Coordinator

		Inserted link to ICS Canada forms (Appendix 4) Removed Contractor naming convention on SOLE forms (Appendix 3) Updated Regional Emergency Advisory Committee and Agency list (Appendix 1) Updated Contact lists (Appendix 1) Updated Regional ECC arrival expectations (2 hours) (Section 3) Updated who is responsible for setting up the ECC upon initial activation (Section 3) Updated Severe Weather plan (Section 6)	
6	May 19, 2022	Updated Appendix 1 and Section 10 (Legal info only) Updated Appendix 1 third party contractors	C. Rabien SREMP Coordinator
7	August 24, 2022	Updated Section 10 Administration Hard copies of plan destroyed in Redwater	C. Rabien SREMP Coordinator
8	October 6, 2022	Updated Appendix 1 – Reception Centre information	C. Rabien SREMP Coordinator
March 1, 2023		Removed version from footer and updated page numbering. Updated Appendix 1 (DDEM for the Town of Gibbons) Updated Section 10 REMP Distribution (Destroyed plans 2 & 3 from Bon Accord) Updated Appendix 1.4 Regional ECC Org Chart Updated section 3.4 Alberta Emergency Alert. Inserted new link to the National System	C. Rabien SREMP Coordinator
March 13, 2023		Updated Appendix 1 to reflect new SREMP Vice Chair Updated Section 10 REMP Distribution (Destroyed plans 13, 14, 15 from Legal)	C. Rabien SREMP Coordinator

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2.0 EMERGENCY MANAGEMENT ORGANIZATION

Section Two provides an overview of the Emergency Management Organization's structure and key elements.

SECTION 2– EMERGENCY MANAGEMENT ORGANIZATION

2.1 OVERVIEW

Each of the partners of the Sturgeon Regional Partnership Emergency Management Program are focused on continuously progressing toward a high level of emergency preparedness from a response-ready posture. This legislated requirement entails; developing, approving, leading, and implementing plans and programs that are designed to achieve both their individual municipal and collective regional emergency management goals, which are to:

1. Prevent *emergency*/disaster incidents whenever possible,
2. Strategically mitigate impacts with permanent or temporary resources,
3. Respond effectively to save lives, protect critical infrastructure, property, and the environment, and
4. Recover quickly and effectively thereby reducing the impacts on residents and municipal services.

This plan is not designed to replace existing procedures for managing normal day to day incidents in the municipalities. Normal day to day incidents are common occurrences that are managed effectively on a routine basis by Emergency Services and/or City departments.

During an *emergency*, municipalities will initially respond to and manage incidents within their jurisdiction and their capability, both from a resource and duration perspective. In these cases the affected municipality may activate the REMP, in whole or part, and mobilize a Municipal Emergency Coordination Centre (MECC). The MECC is led by an Emergency Coordination Centre Director, which in most cases is the Director of Emergency Management (DEM) for the affected community. The MECC may be staffed by members of the municipality and other members of the partnership.

If an *emergency*/*disaster* impacts or threatens multiple municipalities or requires more resources than any one of the municipalities can provide, the Regional Emergency Management Organization may be tasked with prevention, mitigation, preparedness, response, and/or recovery operations in accordance with the Regional Emergency Management Plan (REMP). In this case a Regional Emergency Coordination Centre will be established.

It is important to note that the Sturgeon Regional Partnership Emergency Management Program has established an organizational structure based on the Incident Command System (ICS). One of the benefits of ICS is that the organizational structure can expand or contract to meets the needs of the situation. In addition, whether a Municipal or Regional

Emergency Coordination Centre is activated, the functional roles and responsibilities are the same in each Emergency Coordination Centre.

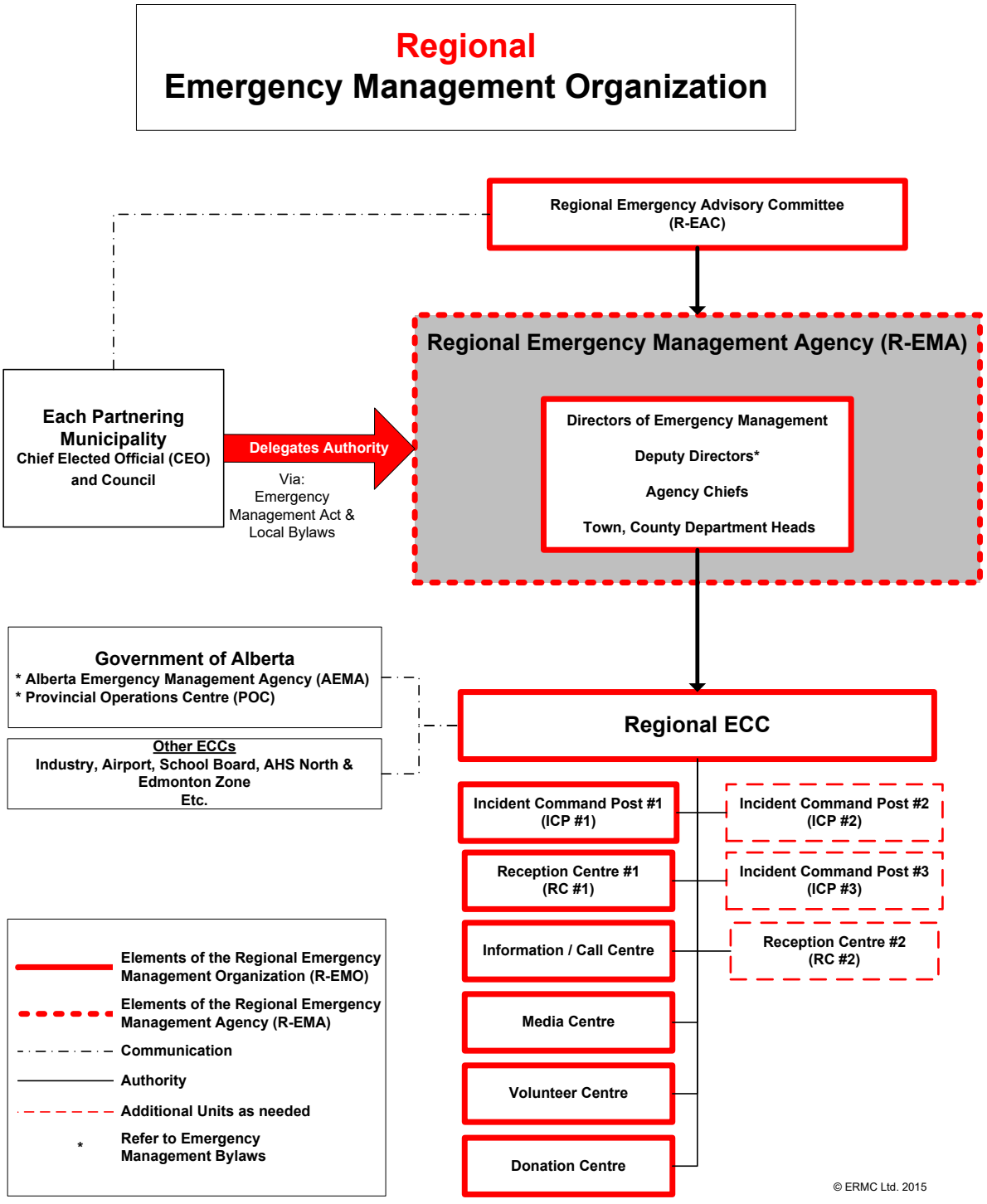
2.2 Governance During Emergency Response Operations

To provide governance and leadership, the Partnership has established the Sturgeon Regional Emergency Advisory Committee. This committee is comprised of a member of council, or alternate, from each of the partnering municipalities. The terms of reference for this regional committee are included in Section 9 - Governance. It is the responsibility of this member of council, or alternate, to communicate with their municipal council.
NOTE: This Regional Committee does not usurp or take away from the roles and responsibilities of each of the partnering emergency advisory committees.

In addition, the Partnership Agreement provides for the establishment of the Sturgeon Regional Emergency Management Agency, This agency is comprised of the Directors of Emergency Management and/or the Deputy Directors of Emergency Management and/or CAO from each of the partnering municipalities. The terms of reference for this regional agency are included in Section 9 - Governance.

Figure 2-1 illustrates the governance structure during emergency response operations.

Figure 2-1: Governance during Response Operations



2.3 Emergency Response Organization

2.3.1 Overview

The Sturgeon Regional Partnership emergency response organization is based on 3 core elements:

1. Incident Command Post
2. Emergency Coordination Centre (Municipal or Regional)
3. Elected Officials

The function of each element is as follows:

Incident Command Post (ICP)

The ICP is the physical location where control of the first response (*tactical*) activities, personnel, and communications at the emergency site takes place. The ICP could be a tent, mobile command post, the Incident Commander's vehicle or simply a spot where the ICP staff can be together. The ICP is supported by the ECC (when activated) and will be supported by mutual aid and contract resources as required.

Emergency Coordination Centre (ECC)

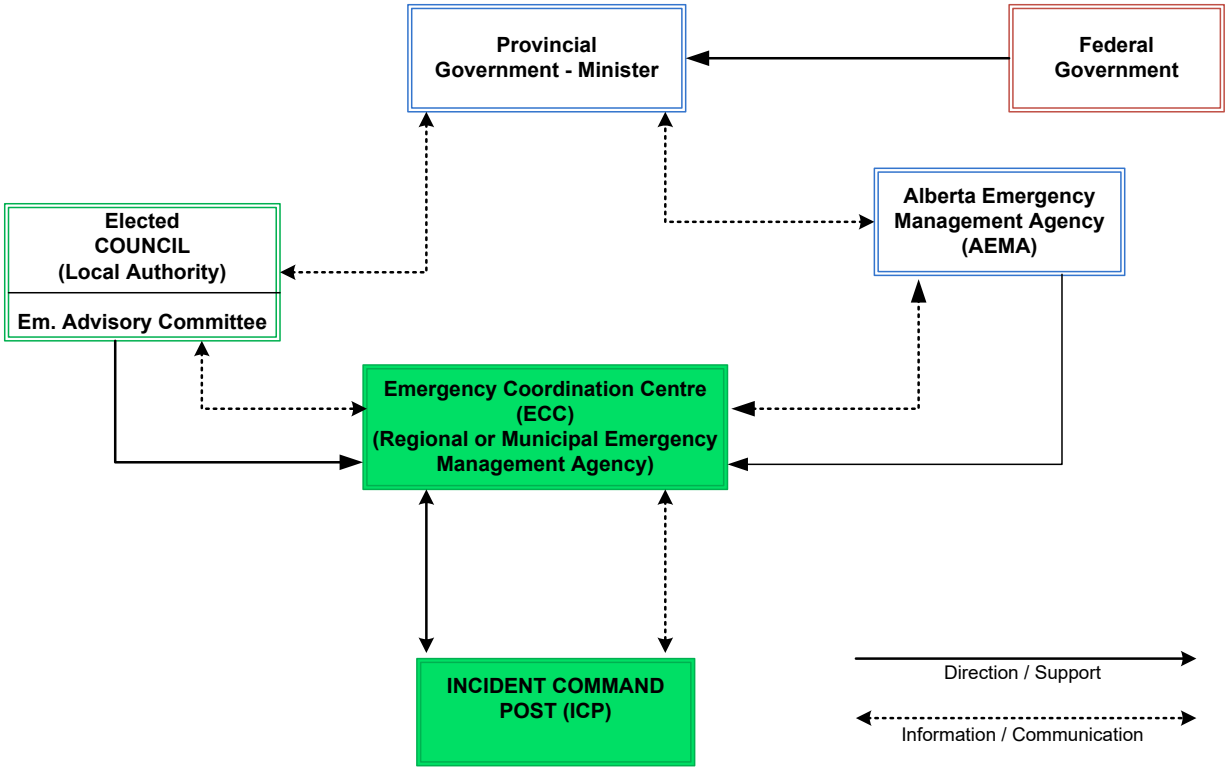
The ECC is established in a suitable location away from the incident site (e.g. municipal office) to manage the larger aspects of the emergency and to exercise the authority of the local officials.
The ECC functions as a point of coordination or "nerve centre", addressing the needs of the municipality as a whole as well as anticipating and supporting the needs of one or more incident sites. Coordination and dissemination of information is another critical function of the ECC.

Elected Officials

Acts as the governing authority supporting emergency response activities within each respective municipality and provides support to the ECC when the ECC needs additional resources and/or direction.

In addition this emergency response organization may interface with other levels of government or agencies dependent on the type of incident. Figure 2-2 broadly illustrates the relationship with these organizations.

Figure 2-2: Government Relationship in Emergencies



2.3.2 Sample Emergency Response Organization Charts

Figure 2-3 provides a sample illustration of the agencies/services that could be present at an Incident Command Post, and the hierarchical relationship between the agencies/services. Of note the Incident Commander will report to the Director of Emergency Management of the affected municipality if no Emergency Coordination Centre has been activated.

Figure 2-3: ICP Organization Example

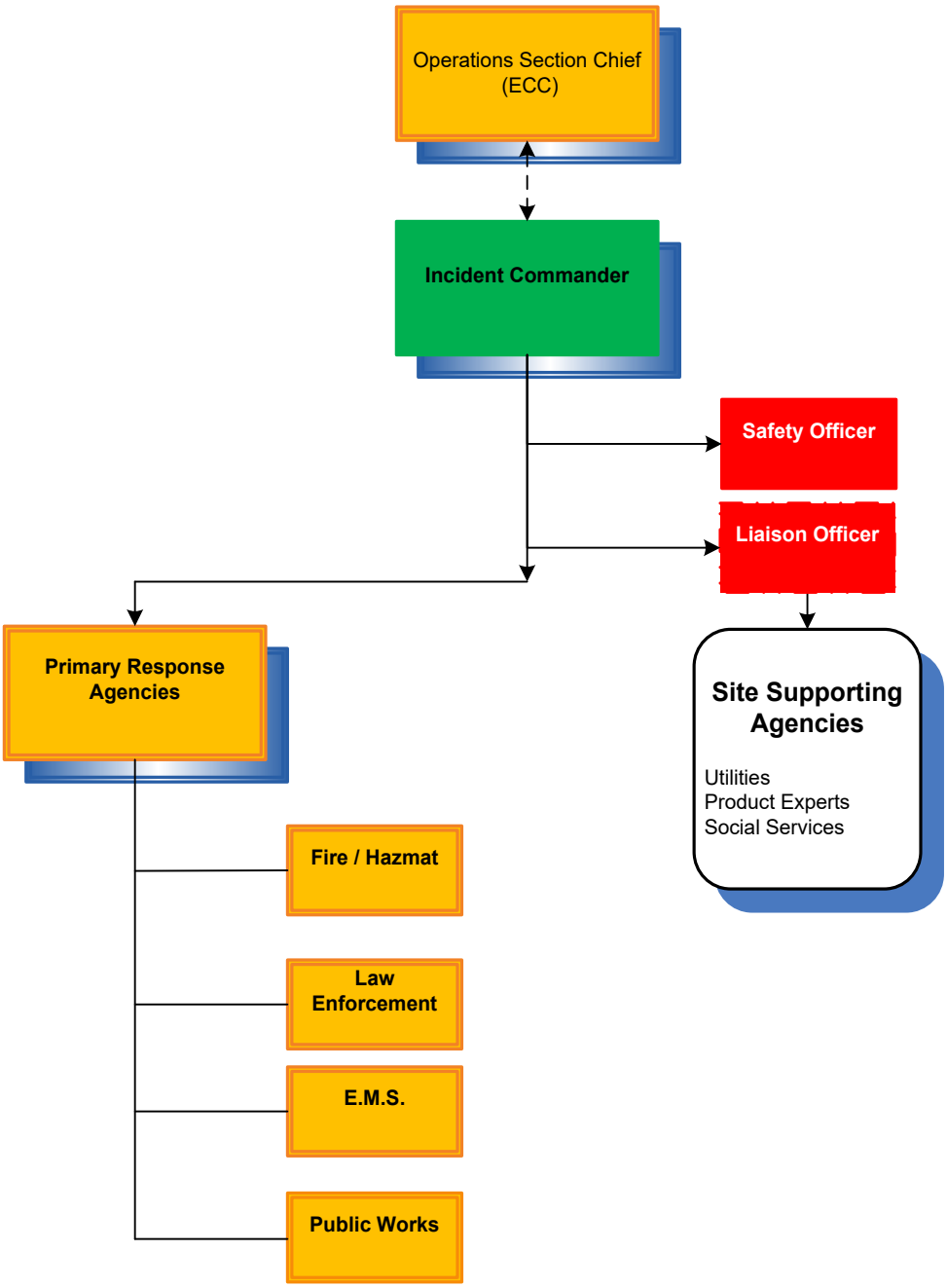


Figure 2-4 provide an illustrated example of a partially activated Emergency Coordination Centre.

Figure 2-4: Emergency Coordination Centre – Partial Activation

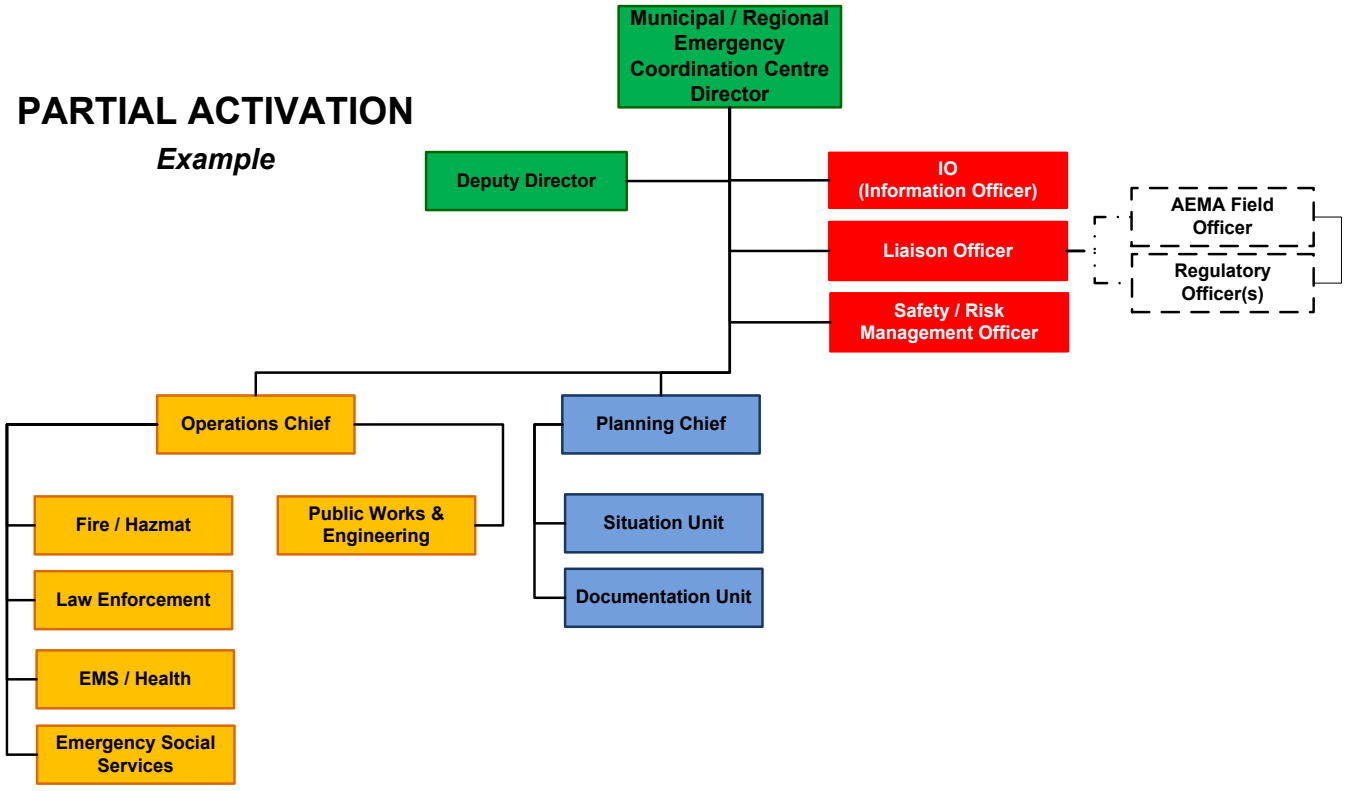
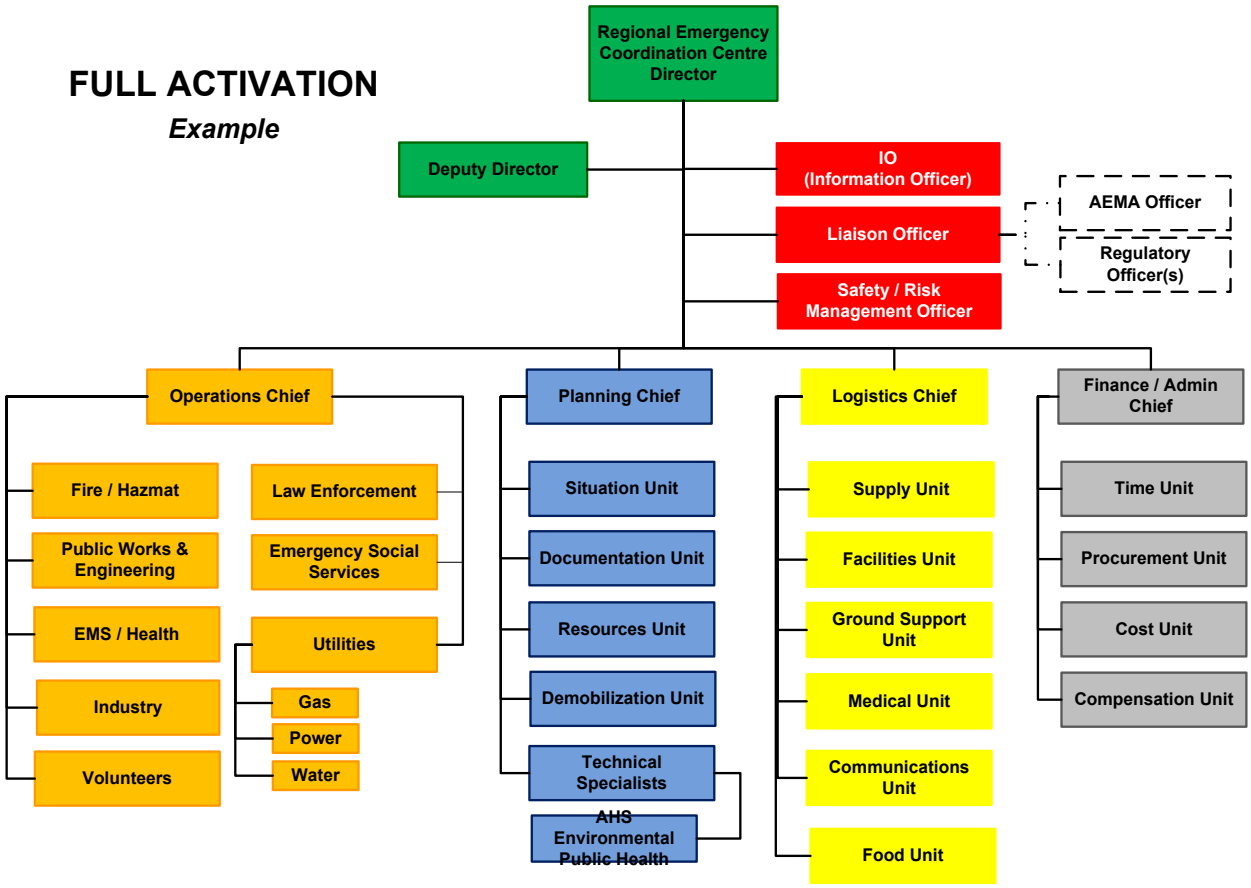


Figure 2-5 provides an illustrated example of a fully activated Emergency Coordination Centre. This example is more likely representative of a Regional Emergency Coordination Centre for a major incident or disaster.

Figure 2-5: Emergency Coordination Centre – Full Activation



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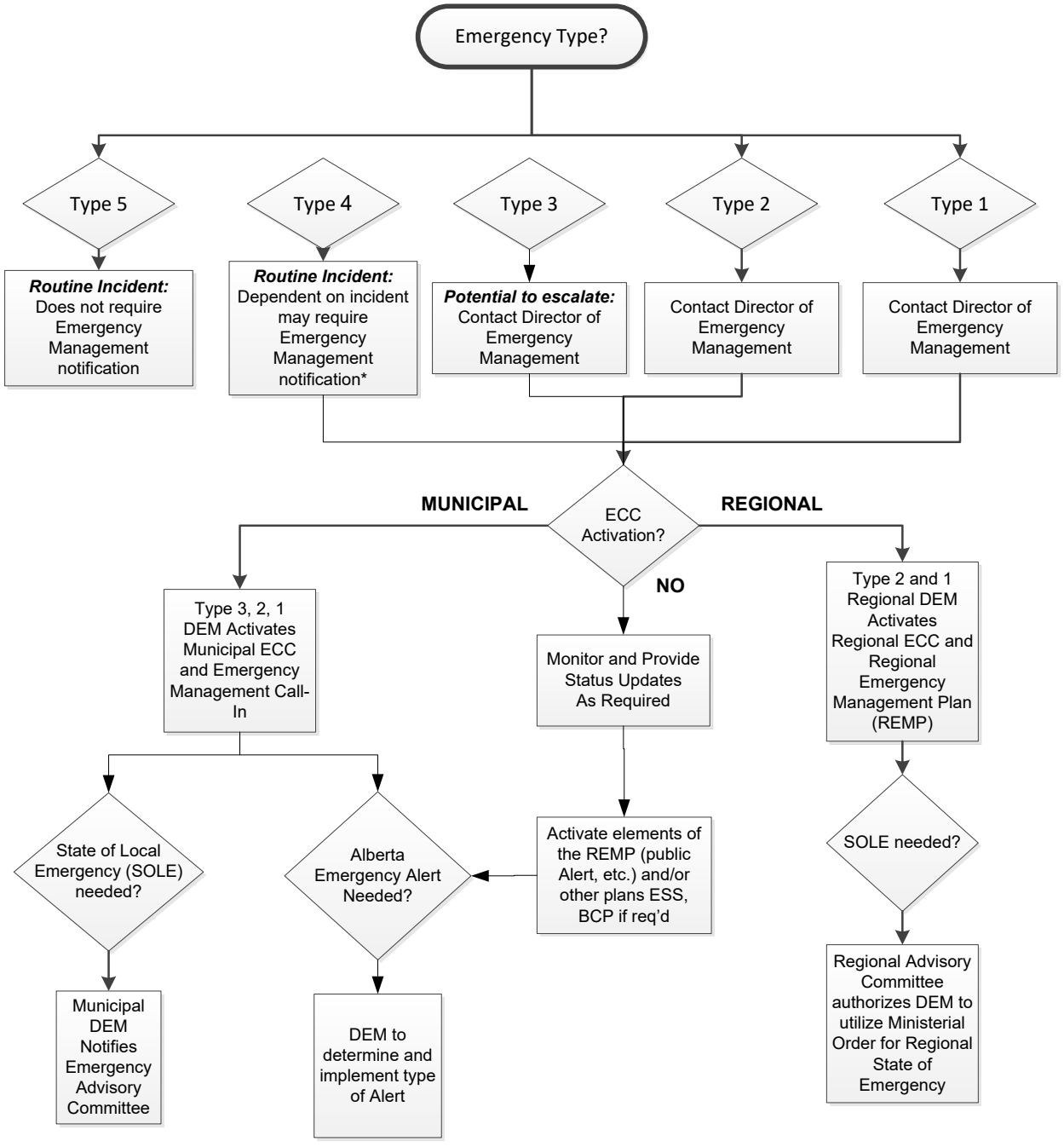
3.0 RESPONSE ACTIONS

Section Three outlines the actions and processes to be employed by the Director of Emergency Management and Emergency Coordination Centre (ECC) personnel during an emergency response or planned event.

The activation guide portion of this section focuses on the general response protocol (5 key steps) that should be followed when determining what level of support / involvement is needed when an incident or significant event occurs. The Managing Emergency Operations portion of this section focuses on the processes that an Emergency Coordination Centre would use to manage the Incident. The process for activating and then conducting Emergency Coordination Centre operations are summarized in the graphic below and in further detail through-out this section.

Figure 3-1: General Response and ECC Activation Guide



3.1 General Response Protocol

3.1.1 Overview

In every incident of scale, there are 5 key steps that should be followed when determining what level of support / involvement is needed. These steps are:

1. Initial Incident Assessment: The Incident Commander (IC) will size up the situation based on their protocols. The Incident Type will be determined based on the incident complexity (refer to Section 3.2). Notification of the Director of Emergency Management (DEM) takes place for Incident Types 1, 2, 3 and for certain Type 4 incidents.

2. Confirmation of Incident Type: Once the DEM has been notified of an incident of threat, they will confirm the Incident Type and initiate the subsequent Incident Type related actions. The Incident Type Guide in Section 3.2 provides support for confirming the Incident Type.

3. Determine Need for ECC Activation: As a direct result of the Incident Type, a Municipal or Regional ECC may be activated. The DEM will determine the type and scope of the ECC activation if required.

4. Determine Need for Public Alerting: After determining the nature of and the potential risks associated with the emergency (incident complexity), the DEM may determine the need that the public should be alerted to the danger. This alert may be a general warning, a need to evacuate or shelter-in-place message.

5. Should a SOLE be declared? The DEM may also recommend that a State of Local Emergency (SOLE) be declared by the local authority or Regional Advisory Committee. Declaring a SOLE allows emergency response agencies and personnel to take special measures to protect the public and manage the emergency.

The following sections outline these steps in more detail.

3.2 INCIDENT TYPING

3.2.1 Overview

It is important to strike the right balance when determining resources needs; both human and equipment. Having too few resources can result in loss of life and/or property, while having too many resources can result in unqualified personnel deployed without proper supervision

The Incident Commander (IC) will size up the situation based on their protocols and determine the need for Director of Emergency Management (DEM) notification.

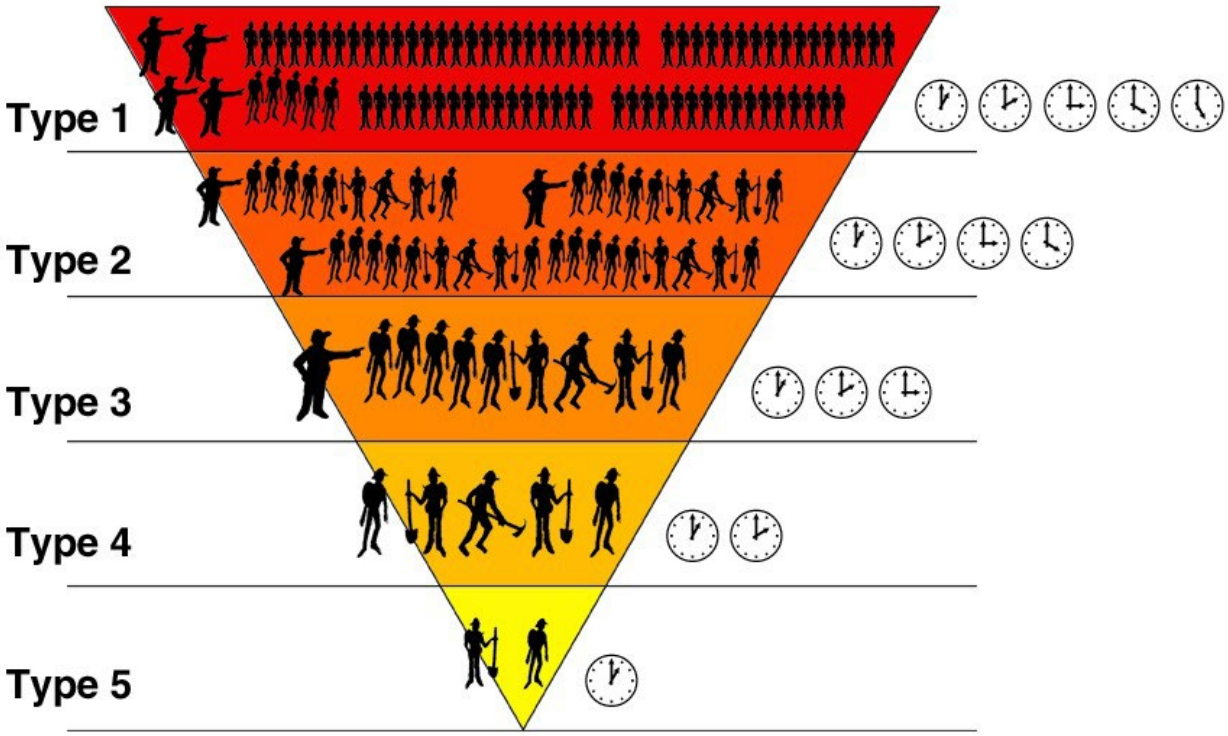
Any one or more of the following situations may necessitate the activation of all or parts of the Regional Emergency Management Plan (MEMP):

- An emergency incident that results in Emergency Services being deployed to the scene;
- A planned event with inherent risks associated with its size or type;
- A business continuity incident that interrupts the municipality's ability to maintain essential services;
- A threat to: people's health and safety, critical infrastructure, the environment, essential services, or systems

Based on the IC's incident size-up and typing the IC may call the DEM directly to advise them of the situation. ***Early notification is encouraged to allow the DEM to notify ECC stakeholders for standby or staging purposes.***

On notification of an incident or emergency, the DEM will confirm the incident type and initiate the subsequent level of related actions.

Figure 3-2: Incident Typing Guide



Incidents may be categorized into five types based on complexity.

Type 5 incidents are the least complex and Type 1 the most complex.

Resource (kinds and types)

Time Span/Operational Period

3.2.2 Incident Complexity

"Incident Complexity" is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

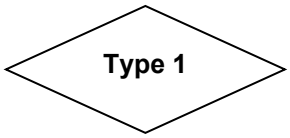
Incident complexity is considered when making incident management level, staffing, and safety decisions. It is important to strike the right balance when determining resources needs; both human and equipment. Having too few resources can result in loss of life and/or property, while having too many resources can result in unqualified personnel deployed without proper supervision

Listed below are factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

When complexity increases resource needs and ICS structure grow accordingly.

3.2.3 Type 1 Incident



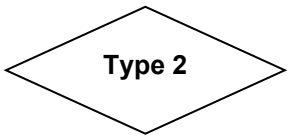
Typical Incidents: Evacuation and sheltering for specific parts of the impact area; community-wide threats such as a large hazardous materials spill, or severe storms.

Typical Notification: Mayor, Director of Emergency Management, fire departments, Emergency Medical Services (EMS) law enforcement, public works and public information office and other leadership will be notified and may be asked to be present at the Regional Emergency Coordination Centre (RECC).

The RECC is fully activated for any Type I situation. This is a large scale disaster or event that could seriously affect the health and safety of people, impact Critical Infrastructure, municipal services, and/or the environment. It would likely require a coordinated response from the Region, Emergency Services, external agencies, and local and provincial governments.

This is typically an incident of long duration, generally four or more operational periods.

3.2.4 Type 2 Incident

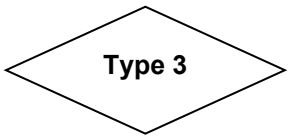


Typical Incidents: Tornado, train derailment involving hazardous materials

Typical Notification: Mayor, Director of Emergency Management, fire departments/EMS, law enforcement, public works and public information office.

This type of incident will require Emergency Management notification and activation of a MECC or the RECC. It is an incident or multiple incidents that will affect the health and safety of people, or causes substantial damage to Critical Infrastructure, property, and/or the environment. In addition to involving Emergency Services, municipal departments and/or mutual aid will be engaged. Generally, this is an incident of moderate duration, generally two or more operational periods and has the potential to escalate in scale.

3.2.5 Type 3 Incident



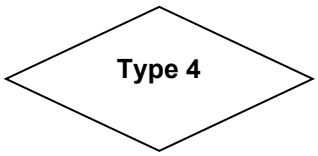
Typical Incidents: Severe weather system developing in area, escalating or immediate risk to impact area.

Typical Notification: Director of Emergency Management, fire departments, EMS, law enforcement, public works and public information office

This type of incident requires monitoring and public notification. The use of Alberta Emergency Alert (AEA) may be utilized dependent upon the incident. It is a situation that does not initially overwhelm municipal-wide

services. A municipality may have the capability to manage and control the incident utilizing its own resources and expertise. Generally, this is an emergency of short to moderate duration, generally two to three operational periods. Activation of the MECC is likely.

3.2.6 Type 4 Incident



Typical Incidents: Multiple vehicle crash, high profile visitor(s), multiple building fire, multiple injured persons, severe weather monitoring.

Typical Notification: Fire departments, Emergency Medical Services (EMS), law enforcement, municipal works, etc.

Resources vary from a single resource to multiple resource task forces of strike teams. Command and General Staff positions are activated (only if needed).

Incident is normally resolved to one operational period.

This type of incident may require notification of emergency management dependent on the severity/impact of the incident. An activation of the Municipal ECC is possible.

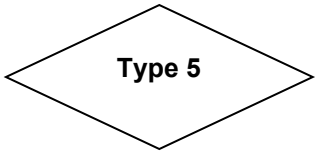
It is a situation confined to one site that does not overwhelm municipal-wide services, population or traffic.

One or more departments or agencies respond to handle the incident and an incident command post may be established. The normal operations of government are not affected.

Municipalities generally have the capability to manage and control the incident utilizing their own resources and expertise.

Limited assistance may be requested from other jurisdictions pursuant to established inter-local agreements. Generally, this is an emergency of short duration, generally one operational period (less than 4 Hours).

3.2.7 Type 5 Incident



Typical Incidents: Daily emergency responses, vehicle fire, an injured person, police traffic stop.

Typical Notification: Fire departments, Emergency Medical Services (EMS), law enforcement.

One or two resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.

Incident is normally resolved within a few hours after resource arrive on scene.

This type of incident will not require notification of emergency management or activation of the ECC.

3.3 ECC Activation

3.3.1 Overview

The DEM will determine the need for REMP activation and ECC mobilization based on the needs of Incident Command and the incident **COMPLEXITY**. The following options will be considered:

I. Monitor Situation and provide status updates to Chief Administration Officer/Mayor as required

II. Do not activate the Emergency Coordination Centre, but utilize the portions of the Regional Emergency Management Plan and/or other plans (Emergency Social Services, Crisis Communications Plan, Business Continuity Plan, etc.)

III. Activate the Emergency Coordination Centre and utilize Regional Emergency Management Plan and other plans (Emergency Social Services, Crisis Communications Plan, Business Continuity Plan, etc.)

3.3.2 Municipal ECC Activation

If the decision is to open an ECC, the Director of Emergency Management will confirm the Emergency Coordination Centre location:

Primary Municipal Emergency Coordination Centre: if it is safe to use and has not been affected by the emergency

Alternate Municipal Emergency Coordination Centre: automatic for any evacuation of the area where the primary Emergency Coordination Centre is located, or if the Emergency Coordination Centre is not safe to use due to access, structure, or threatening impacts from the incident.

The DEM will initiate the appropriate call-out for ECC personnel.

Names and numbers of individuals are located in Appendix 1 (Sturgeon Regional Contacts). Call-out procedures for each Municipality are contained in the respective Municipal Annex to this plan.

The following information should be communicated in the Call-out

1. The emergency type
2. The location of the ECC (primary or alternate)
3. Type of ECC (regional or municipal)
4. Any safety instructions
5. Any transportation instructions

3.3.3 Regional ECC Activation

Typical situations when a Regional ECC may be activated:

a. For an incident that is within one municipality's jurisdiction:
   i. The response/management needs of the incident exceeds the capabilities of the municipality having jurisdiction;
   ii. The duration exceeds what a single municipality can support
b. When two or more communities are impacted by the same incident or event.
c. Upon request of a Director of Emergency Management of any of the partner municipalities.

If a Municipal ECC was activated and a subsequent decision led to the activation of the Regional ECC, the former may remain active in a support role to the Regional ECC.

The initial Director of the Regional ECC should be the DEM of the most affected municipality. Similar to the process for activation of a Municipal ECC, the Director of the Regional ECC will confirm which designated Regional Emergency Coordination Centre location will be activated

The Director of the Regional ECC will then initiate the appropriate call-out for the Regional ECC (consider using Everbridge). The appropriate timeframe for an ECC member to arrive at the ECC is within 2 hours of the initial activation call.

Names and numbers of individuals are located in Appendix 1 (Sturgeon Regional Contacts). Call-out procedures for each Municipality are contained in the respective Municipal Annex to this plan.

The following information should be communicated in the Call-out

1. The emergency type
2. The location of the Regional ECC to be activated
3. Any safety instructions
4. Any transportation instructions

3.3.4 ECC Staffing

Whether discussing the Municipal or Regional ECC staffing the principles for staffing these ECCs are the same.

The Incident Command System assists the Director of Emergency Management to determine the best staffing levels for the incident. Every incident has certain major management activities or actions that must be performed. Even if the incident is very small, and only one or two people are involved, these activities will still always apply to some degree.
The following five primary management functions are the foundation upon which the Emergency Coordination Centre's organizational structure is based.

I. Command
II. Operations
III. Planning
IV. Logistics
V. Finance/Admin

The Director of Emergency Management needs to assess the level of support the Incident Command Post needs regarding these functions and also the activities that the Emergency Coordination Centre will need to support its responsibilities and actions. Section 2 – Organization provides detailed information on the organization structure of the ECCs.

Understanding that the Emergency Coordination Centre is based on the Incident Command System and that it is a modular organization and uses a manageable span of control, the Director of Emergency Management can activate as many positions as she/he think they require.

The term 'Go Big Early' describes the initial activation of the emergency response organization to a level that may be more than you eventually need. Get everyone in the room and if you don't require certain staff after the first few hours, release them. This is done for two reasons; to provide the work force that will enable the Director of Emergency Management to 'get ahead' of the situation, and secondly, as new information comes into focus, the staff may be required and they are already there and ready to act.

For the number of times that a Municipality will activate their Emergency Coordination Centre, it is very prudent to do this and can be used as a training situation / activation drill if all staff are not needed.

The next tool that helps the Director of Emergency Management determine the appropriate staffing level for the Emergency Coordination Centre is the Incident Type. After considering the complexity of the incident (impacts and response requirement of the incident), the Director of Emergency Management will activate a compliment of staff to reflect

the initial needs. More staff can be requested once more information is confirmed and staff can be released in the same way.

3.3.5 Notification of Emergency to Other Partnering Municipalities

It is the responsibility of a DEM to notify the other partner municipal DEMs of the following:

- When a DEM is made aware of an emergency having a significant impact on their municipality; and
- When a DEM is made aware of an emergency that they are dealing with that has the potential to impact other partner municipalities

3.3.6 Notification of Elected Officials

It is the DEM's responsibility to ensure that their respective Chief Administration Officer (CAO) or designate and/or Mayor are notified of a situation, whereby the following criteria apply:

- If an emergency requires the Municipal ECC to be activated.
- If an emergency requires the use of the Alberta Emergency Alert system.
- If the potential of a State of Local Emergency is determined, the CAO will notify the Municipal Emergency Advisory Committee (EAC) to attend a DEM led briefing
- If the emergency requires the Regional ECC to be activated

3.3.7 Establishing the ECC

<u>Setup of Emergency Coordination Centre</u>

Whether the Municipal or Regional ECC is activated, it is the first person on site who begins to set up the ECC.

Appendix 2 contains the information on the layout and Emergency Coordination Centre Set-up Checklist for each ECC.

<u>Situational Awareness</u>

All personnel arriving at an Emergency Coordination Centre may contribute to the gathering of Situational Reports, Mapping, Social Media, Photos/Video, etc. It is important to be aware of the importance of gathering quality, verifiable, and accurate information. Consider the following aspects of information related to the emergency:

Information Analysis:

- Who is the information coming from and is it verified or unverified?
- Does this information need to be acted on immediately?
- Is there something missing from, or questionable with, the information?

- How and where should the information be recorded?
- What information should be displayed for all Emergency Coordination Centre personnel?

3.4 PUBLIC ALERT

3.3.1 Overview

The DEM will determine whether an information alert or critical alert is issued through Alberta Emergency Alert. This alert may include; shelter in place, evacuation notices, or general notice.
Depending on the nature and scope of the incident, one or more methods may be utilized to notify/warn the public. When the decision to alert the public is made, the following options exist:

- Door to door
- Telephone calls
- Social Media, Municipal Websites
- Public Service Announcements
- Alberta Emergency Alert – radio, television, email, and texts (Information Alert or Critical Alert)
- Through NRCAER
- Sirens (as available)

3.5 ALBERTA EMERGENCY ALERT (AEA)

3.5.1 Overview

The Alberta Emergency Alert is a provincial public alerting system and enables suitably trained public officials ('Authorized Users') to alert Albertans to imminent, life-threatening disaster events so that those affected may take immediate protective action. The warnings issued by the Authorized User are instantaneously broadcast on television and radio in the area affected by the incident. Once trained, all the authorized user needs to activate the system is access to a touchtone telephone.

The Alberta Emergency Alert system can be activated for a variety of hazards, such as severe storms, flood, wildfire, hazardous material releases, water contamination and other threats to life and safety. Major police departments may also use the system to issue an AMBER Alert to the public when a child has been abducted and it is believed that his/her life is in grave danger.

Local government officials and key emergency management personnel within communities throughout Alberta are eligible to be nominated by their municipality and then trained to use the Alberta Emergency Alert.

All of the following conditions must be present:

1. The life or safety of people is at risk
2. The risk is imminent and impending

The warning may provide critical and/or life-saving information

Note: Use the website process if at all possible. Dial the Activation Line: -1-866-647-9276 and an operator will assist you. User Handbook can be found at: https://live.alertready.ca/ or call 1-866-647-WARN (9276).

Each community has identified a list of authorized users in their Annex to this plan.

3.6 SHELTER-IN-PLACE

3.6.1 Overview

Under certain circumstances it may not be possible for the residents to be safely evacuated in the face of a hazard (hazardous material release, tornado, active shooter, etc.). The decision to shelter-in-place instead of evacuating will be made by the Incident Commander (IC) and/or the Director of Emergency Management in support of the IC.

The IC will notify the Director of Emergency Management of this decision and utilize the Information Officer and Emergency Social Services (ESS) Director in the ECC to provide warning to the public and instructions for sheltering in place.

3.7 EVACUATION

3.7.1 Evacuation Stages

If time permits, an evacuation will follow the stages listed below.

Stage 1: Evacuation Alert

***Purpose**: An Evacuation Alert is intended to provide residents with the opportunity to prepare their homes and/or businesses, and to encourage closer attention to official communications channels. It may not always be possible to issue an evacuation alert.*

- Emergency officials will notify residents through various channels of the potential need to evacuate. Channels include the Municipal websites, social media sites, NRCAER, etc.

- Information will be provided about the nature of the hazard and suggested protective actions
- Situation updates on the potentially hazardous conditions will be provided on a regular basis

Stage 2: Evacuation Order

There are two types of Evacuation Orders: Voluntary and Mandatory.

Voluntary

A Voluntary Evacuation order is issued when emergency officials believe that public safety may be at risk and conditions could worsen very quickly and without notice. Residents with children, seniors, and/or residents with special needs are encouraged to leave as they may need extra time and/or support. Residents who choose to stay should be prepared to leave at a moment's notice. During a voluntary evacuation, evacuees are permitted to return to their homes.

- Emergency officials will notify residents through various channels of the voluntary evacuation order. Channels include the Municipal websites, social media sites, the AEA, etc.
- Information will be provided about the nature of the hazard and suggested protective actions.
- Situation updates on the potentially hazardous conditions will be provided on a regular basis.
- A soft perimeter will be established.
- Travel to and from the affected area will not be restricted during a voluntary evacuation.

Mandatory

A Mandatory Evacuation order is issued when emergency officials believe that the public is in danger and/or the Municipality is not able to provide basic services (9- 1-1 response, water and wastewater treatment, etc.). There will be no forced evacuations; however, a perimeter will be established and residents will not be permitted to re-enter the area until the order is lifted.

- Emergency officials will notify residents through various channels of the mandatory evacuation order. Channels include the AEA, Municipal websites, social media sites, etc.
- Information will be provided about the nature of the hazard, the reason for the evacuation order, and the delayed response if people choose to ignore the evacuation order.
- Situation updates on the hazardous conditions will be provided on a regular basis.

- A secure perimeter will be established as soon as possible.
- Travel to the affected area will be restricted during a mandatory evacuation.

Stage 3: All Clear

Purpose: The All Clear is issued when residents are able to return to the affected area. Depending on the nature of the emergency, this may be done in stages and/or with restricted re-entry.

- The All-Clear will be given by the Incident Commander, unless an ECC has been activated, in which case it will be given by the Director of Emergency Management for the affected municipality.
- Emergency officials will notify residents through various channels of the all clear and any conditions for re-entry. Channels include the Municipality's website, social media sites, AEA, etc.
- A perimeter will be maintained during initial re-entry for traffic control.

3.8 Declaration of a State Of Local Emergency (SOLE)

3.8.1 Overview

Declaring a SOLE allows emergency response agencies and personnel to take extraordinary measures to protect the public and manage the incident.

This section covers both the declaration of SOLE for a single municipality and for two or more municipalities. Each Municipality's Emergency Management Bylaw, which can be found in Section 6 of each Municipal Annex to this plan defines who has the authority to declare a SOLE and the powers of a SOLE. The Emergency Management Act provides additional reference information.

Declaring a SOLE for a Single Municipality

The DEM may recommend that at State of Local Emergency be declared. Based on information supplied by the DEM, the Municipal Emergency Advisory Committee (EAC) has the authority under the Emergency Management Act to declare a state of local emergency (SOLE) "***at any time when it is satisfied that an emergency exists or may exist in its municipality***".

Complete the following steps using the SOLE Declaration Guide found in Appendix 3 to this plan.

1. Contact authorized EAC members to declare
2. Fill out "SOLE" Declaration form and have it signed as per the Emergency Management Act.
3. Make public announcement of declaration and at a minimum, post it in public domain (e.g. on front door). The municipality's website as well as other available means should be used to notify residents.
4. Forward declaration to the Minister of Municipal Affairs via the Alberta Emergency Management Agency (AEMA)
5. Fax to: 780-644-7962 or provide copy to AEMA Field Officer

Note: all applicable forms for a SOLE (Declare, Announce, Renew and Terminate) are located in Appendix 3.

State of Local Emergency (SOLE) declaration for Two or More Municipalities

The Director of the Regional ECC may recommend that a State of Local Emergency be declared for two or more affected communities to the Regional Emergency Advisory Committee (REAC). Declaring a SOLE provides protection for the impacted communities, ECC and emergency response personnel. It also provides the authority for the Emergency Management Agency to take extraordinary measures to protect the public and manage the incident.

Based on information supplied by the Director of the Regional ECC; the REAC is given the authority under the *Emergency Management Act* to declare a SOLE "…at any time when it is satisfied that an emergency exists or may exist in two or more municipalities".

Complete the following steps using SOLE Declaration Guide

1. Contact authorized Regional Emergency Advisory Committee (REAC) members to declare;
2. Fill out SOLE form to include the municipalities impacted and have it signed by the REAC as per the *Emergency Management Act*.
3. Make a public announcement of the declaration and, at a minimum, post it in public domain (e.g. on Social Media). The municipal websites as well as other available means should be used to notify residents.

4. Forward declaration to the Minister of Municipal Affairs via the Alberta Emergency Management Agency (AEMA).
5. Fax to: 780-644-7962 or provide copy to AEMA Field Officer.

3.9 PROVINCIAL STATE OF EMERGENCY

3.9.1 Overview

The Alberta Emergency Management Agency (AEMA) is the coordinating agency accountable and responsible to the provincial government and to Albertans for effectively ensuring the protection of people, their property, their communities and industry, and their environment from the effects of emergency events. The Agency coordinates the Alberta Government's response for any emergency event which exceeds local resources or expertise or where assistance is requested by a local authority or private or public response agency.

During major emergencies or disasters, AEMA's Field Officers work with the municipality's emergency coordination centre and act as a provincial government liaison between the municipality and the provincial government, in the event that provincial or other resources are required.

During major emergencies or disasters AEMA staff will regularly consult with the DEM(s) of the affected community(ies) as they manage the response. The situation may arise where the affected community(ies) require significant assistance and/or where AEMA assesses the need for a state of emergency relating to all or any part of Alberta. The recommendation for a State of Emergency will be escalated within the Government of Alberta.

Alberta's Lieutenant Governor in Council may declare a State of Emergency for all or any part of Alberta. Only the Lieutenant Governor in Council can declare a State of Emergency in this regard and would do so at their discretion. If a declaration is made, the Minister of Municipal Affairs would have the powers outlined in Section 19 (1) of the Emergency Management Act to respond to the emergency. A Provincial State of Emergency that included the requesting municipality would supersede the Municipality's State of Local Emergency.

Note: Section 11(a) of the Emergency Management Act states: "The local authority of each municipality shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the Government assumes direction and control under Section 18."

This request for the Province to enact a State of Emergency in order to take control of the Municipality in order to manage an emergency/disaster, should be considered a last resort. During an Incident Type 1 or 2, the Director of Emergency Management can request assistance from the Province through the Provincial Operations Centre via the Alberta Emergency Management Agency's Field Officer.
If the Director of Emergency Management feels the support is inadequate they can attempt to contact the Managing Director of the Alberta Emergency Management Agency via the Provincial Operations Centre at: 1-866-618-2362 and request additional support.
If the Director of Emergency Management feels the support is still inadequate, they can ask the Mayor, or Deputy Mayor in their absence, to contact the Minister of Municipal Affairs at: 780-427-3744 (or 310-0000 toll-free) to request additional support.

The Director of Emergency Management may need Provincial support because:
"The Municipality/Region does not have the human resources to fill the required positions for the scale and/or duration of the emergency"; or
"The Municipality/Region requires specialized personnel with a higher level of training and experience to manage the complexities of the emergency"; or
"The Municipality/Region does not have the human resources to fill the required positions because too many of the staff have been impacted personally by the emergency and will not respond on behalf of the Municipality/Region"; or
"The Municipality/Region needs to staff a significantly sized business continuity team or renewal/recovery planning team and resources are needed for the Emergency Coordination Centre".
The Director of Emergency Management's request should include the type of staff required (by section or position if possible) and the expected length of deployment (for major disasters, staff rotation of 5-7 days should be requested as a minimum).

3.10 Managing Emergency Operations

3.10.1 Management By Objectives

Under ICS, the principle of Management by Objectives involves essential steps which are applied to all emergency events, regardless of size or complexity:

- Understand agency policy and direction
- Assess incident situation

- Establish incident objectives and set the priorities
- Select appropriate strategies
- Perform tactical direction including applying tactics that are appropriate to the strategies, assigning appropriate resources and monitoring performance
- Follow up as necessary

3.10.2 Operational Periods

- Length of time to achieve a given set of objectives
- Determined by ECC Director
- Initially 1-2 hrs for critical issues
- Ongoing length varies depending on objectives/priorities
- Commonly 8 to 12 hrs in length
- Not to exceed 24 hours

3.10.3 Initial ECC Briefing

Once the Emergency Coordination Centre is deemed operational, the ECC Director will deliver the initial briefing. The Initial Briefing, along with subsequent briefs, is led using the ECC Briefing Agenda. See Appendix 4.

The situation is summarized to ensure Emergency Coordination Centre personnel understand the situation. The Emergency Coordination Centre Director must ensure collective understanding of the situation before proceeding with developing the Incident Action Plan.

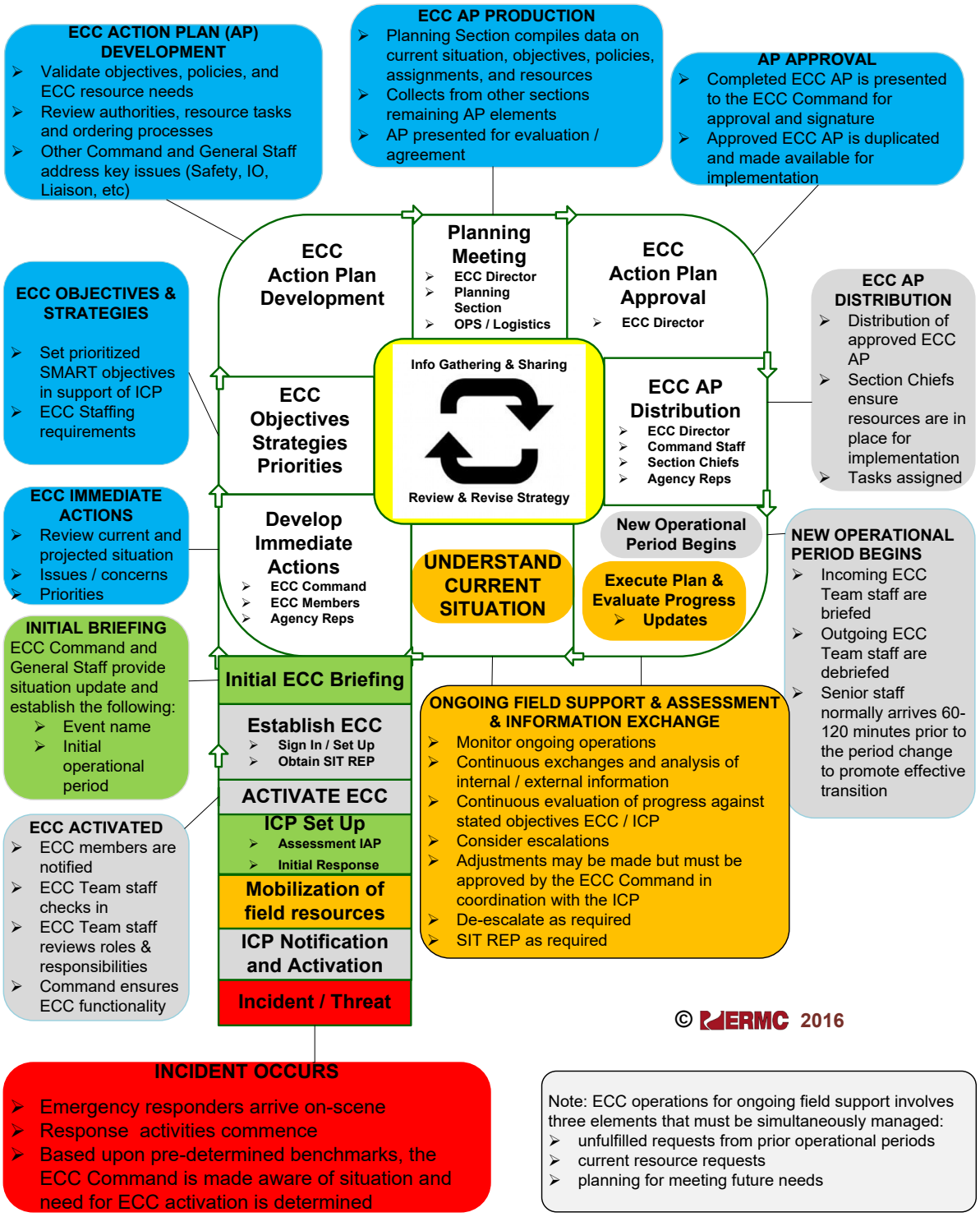
The initial briefing can be frontloaded with Emergency Coordination Centre personnel to gather and disseminate maximum information. Successive briefings can be scaled down to include only personnel in essential Incident Command System positions, who would in turn disseminate information out to their respective teams.

3.10.4 The ECC Planning "P"

ICS and the incident action planning process are used for all incidents in which the Sturgeon Region municipalities are engaged. The 'ECC Planning P' is a tool used in applying the principle of Incident Action Planning. Incident action plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support (ECC) activities.

The leg of the "P" denotes the actions leading up to the first ECC briefing and the circular portions of the "P" denotes the cycle of operations that continue in the ECC until the incident is resolved.

Figure 3-3: The ECC Planning "P"



3.10.5 ECC Action Plan

The ECC Action Plan is typically developed following the delivery of the Situation Summary.

The ECC Director leads the initial ECC Action Plan development session. The intent of this session is to identify what has occurred to date, establish priorities, ECC objectives and corresponding strategies as well as develop an organizational structure to ensure an effective response in keeping with the principle of Span of Control. This planning process is collaborative and should be used to capture as many "issues" as possible. This planning process follows the ICS "P.P.O.S.T." (**P**roblems, **P**riorities, **O**bjectives, **S**trategies, **T**actics) model.

Once the issues have been identified and prioritized, objectives will be established. Objectives should be "SMART" (**S**pecific, **M**easurable, **A**ction-Orientated, **R**ealistic, and **Time** Specific).

The ECC Director will assign a leader for each objective. The leader will manage and report on progress at update briefings. Once this list of objectives is populated, a strategy meeting should be held to determine "how" best to achieve the objectives.

Once the strategies have been determined, a tactics meeting is held to assign "who" will do what tasks in support of the strategy within a set timeframe.

The draft ECC AP is then reviewed at the Planning meeting where all the objectives, strategies, and major tasks are reviewed. Additional information can be requested to add to the ECC AP.

The next step is the creation of the formal ECC AP, which is reviewed and approved by the ECC Director. Mobilization and deployment of resources before the ECC AP is approved, is at the discretion of and must be authorized by the ECC Director.

The ECC AP's objectives and strategies are to be listed in the Master Event Log.

The ECC AP is then executed, outcomes evaluated and the process begins again.

3.10.6 Ongoing Briefings

The Planning Section Chief is responsible for on-going briefings which will need to be conducted frequently at the onset of an incident (i.e. every hour between briefs for the first three to six hours), and less frequently during a lengthy response (i.e. every two hours after the first six hours). Briefings should follow the Briefing Agenda (see Appendix 4)

Ongoing briefings are intended to be short and disciplined. The ECC Director (or Deputy Director) must be mindful to both solicit input from the team members and maintain discipline during these briefs.

If additional time is required to develop plans or sub-plans, people can work together following the briefing session.

3.10.7 Internal Communications

The ECC will determine the means by which to communicate messages. Options include the following:

- Written – email / texts / hard copy
- Verbal - Face to face communication among personnel in the ECC is critical
- Verbal - Telephone call out message system or radios

3.10.8 Documentation

Individual ECC personnel are responsible for filling in their respective Event Log – ICS 214 (see Appendix 4). Information on events, decisions, and actions taken are to be documented on these sheets and key information passed on to the Master Event Log recorder.

Documentation is not to be disposed of, regardless of the quality/appearance of the writing or typing. Individuals are also responsible to develop a system whereby they manage their own documentation. The ECC Director is responsible to ensure the Unit Logs are collected during and after a response, if the position of Planning Section Chief has not been delegated.

The ECC Director is also responsible to ensure that an Event Log – (see Appendix 4) is maintained at the ECC. Key events, actions, and decisions will be documented on this log.

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4.0 OPERATIONAL FACILITIES

Section Four defines the various incident management facilities that are currently available for the purpose of managing incidents.

4.1 EMERGENCY COORDINATION CENTRE (ECC)

4.1.1 General

Managing an *emergency* is a complex endeavor requiring a focal point for decision-making and centralized direction for Emergency Service and Emergency Management personnel.

There are two types of pre-designated Emergency Coordination Centres that may be activated; **Municipal Emergency Coordination Centres** (MECC) and a **Regional Emergency Coordination Centre (RECC)**. A Municipal Emergency Coordination Centre would typically be activated in support of a Type 1, 2 or 3 incident (refer to Section 3 – Response Operations, for a description of Incident Types). Activation of a MECC for a Type 4 incident is not usually expected. These are normally single jurisdiction incidents. Each Municipality has at least one designated Municipal Emergency Coordination Centre so they each have the ability to manage an incident from within their own jurisdiction. A designated Regional Emergency Coordination Centre may also serve as a Municipal Emergency Coordination Centre, if it is available.

Should the incident exceed the capabilities of a single jurisdiction, or affect, or potentially affect, multiple jurisdictions a Regional Emergency Coordination Centre would be activated. These incidents are classified as either Type 3, 2 or 1. As described below there is one primary and two alternate Regional Emergency Coordination Centres.

The ECC will use the Incident Command System (ICS), which is an emergency management system that assists with the effective coordination of response efforts by using an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to manage *emergency* operations.

4.1.2 Function

The function of the Regional and Municipal Emergency Coordination Centres are very similar. The difference is primarily that the Regional Emergency Coordination Centre is dealing with incidents of a larger scope and scale. The differences are defined below:

Regional Emergency Coordination Centre (RECC)

Activities within the facility include the overall direction and support for the Plan activation. Any one of the Directors of Emergency Management or Deputy DEMs that are members of the Regional Emergency Management Agency may serve as Regional DEM for the incident.

The Regional Emergency Management Agency is responsible for providing support, guidance, and non-tactical strategic direction to staff at the Incident Command Post(s) and other subordinate operational support Sites in the Region. The RECC is staffed by senior members of the various services and stakeholder entities referred to as the Regional Emergency Management Agency and because they have the authority and accountability for their department/agencies/community, will be able to provide expedient direction and decisions.

The Regional Emergency Management Agency carries out the powers and obligations of the Mayors/Reeve and Councils under the auspices of the Emergency Management Act for the Region. Once the Regional Emergency Advisory Committee (R-EAC) is established, there will be no need for any municipal Emergency Advisory Committee to continue active participation, as the R-EAC will contain council members from each municipality.

Municipal Emergency Coordination Centre (MECC)

Activities within the facility include the overall direction and support for the Plan activation. The Director of Emergency Management or Deputy DEM for the municipality having the incident will serve as DEM for the incident.

The Municipal Emergency Management Agency is responsible for providing support, guidance, and non-tactical strategic direction to staff at the Incident Command Post(s) and other subordinate operational support Sites in the community. The MECC is staffed by senior members of the various services and stakeholder entities, and because they have the authority for their department/agencies, they will be able to provide expedient direction and decisions.

Common Functions

Note: where “municipal or regional” is denoted below, regional implies the Regional ECC.

Primary functions of the ECC are, but not limited to, the following:

(a) Minimizing the impact of the *emergency* on:
   i. People
   ii. Critical Infrastructure
   iii. Environment

iv. Operations
v. Finances
vi. Business and Industry
vii. Reputation

(b) Executing strategic level *emergency* and business continuity plans that lead to successful *emergency* response efforts and maintenance of municipal or regional operations;
(c) Providing leadership and support to the Incident Command Post(s) and other subordinate Operational Support Sites in the community or region;
(d) Gathering, sharing, and disseminating information in an efficient and effective manor providing a single point of communication for response services and external entities;

Analysing information and making decisions governing the *emergency* response;

(e) Coordinating assistance and resources required by the Incident Commander(s) and other subordinate Operational Support Sites in the community or region;
(f) Coordinating communication between the various Emergency Services, municipal departments, and stakeholders;
(g) Providing accurate and official information for elected officials (via the CAO, Mayor, or Municipal or Regional Emergency Advisory Committee chair) and the public (via the media and emergency notification systems);
(h) Communicating with Provincial government and other external agencies, regulatory bodies, and key stakeholders;
(i) Act as a tactical Emergency Coordination Centre when an ICP is not established because of a wide spread *emergency* (i.e. Floods).

Each Regional Emergency Coordination Centre is a physical facility designed to be the central command and control centre as required that can operate for extended periods and during major emergencies and disasters that impact the County or Region. The Regional Emergency Coordination Centre needs to be housed in a safe, secure, and resilient building that can withstand extreme weather conditions, have redundant utility services, solid and reliable communication systems, adequate space for the various operational functions, and supplies and equipment to support an extended activation.

Municipal (Non-regional) Emergency Coordination Centres are not expected to replicate a Regional Emergency Coordination Centre from a functionality perspective, but must provide the basic requirements for a Municipal ECC.

Essential personnel, equipment, and supplies need to be designated and available well in advance of any *emergency*. Facilities, information technology, communication systems need to be maintained and updated

to reflect current best practices and maintain relevancy. Personnel need to be adequately trained and then maintain competency in *emergency* operations through a regularly scheduled exercise program.

The ECC is not designed or to be utilized for:

- Conducting extensive recovery operations during *emergency* operations
- An emergency shelter for the public or emergency responders

4.1.2 Staffing

The ECC staffing structure is based on the Incident Command System (ICS). The structure is modular, in that the staffing structure can be contracted or expanded as necessary during a response. This system has defined positions with roles and responsibilities, yet the organizational structure can be modified to fit the Region's or each municipality's needs. As long as the primary functional areas and a manageable span of control are maintained, the structure can be adjusted as needed during an *emergency*. Section 2, figures 2-4 and 2-5 provide examples of a partial and full activation of an ECC.

As one of the goals of the Regional Emergency Management Program is to provide a larger cadre of personnel trained to the same standard it is expected that staffing of functional roles need not be specific to personnel that work in a particular municipality.

The ECC Director (DEM) will determine the appropriate staffing level and organizational structure based on the emergency.

4.1.3 Location

The following are the locations of the pre-designated Regional and Municipal ECCs:

Regional ECC

Primary Location
Sturgeon County Protective Services HQ
54509, Range Rd 252, Sturgeon County

Should this location be unsuitable due to the nature of the *emergency*, one of the Municipal ECCs will be used as an alternate Regional ECC. Currently the Municipal ECCs that meet the minimum criteria include the Town of Morinville and the Town of Redwater.

Municipal ECCs

Town of Bon Accord
Town Hall, 5025 – 50th Ave, Town of Bon Accord

Town of Gibbons
Gibbons Town Office, 4807 – 50th Ave, Town of Gibbons

Town of Legal
Town Office, 5021 – 50th Street, Town of Legal

Town of Morinville
Civic Hall, St Germain Place, 2nd floor
10125 – 100th Ave, Town of Morinville

Alternate:
Morinville Fire Hall, 10021 – 100 Street, Town of Morinville

Town of Redwater
Town of Redwater Municipal Offices, 4924 – 47 Street, Town of Redwater, location to be confirmed

Alternate:
Gibbons Town Office, 4807 – 50th Ave, Town of Gibbons

Sturgeon County
Protective Services Headquarters
54509, Range Rd 252, Sturgeon County

Alternate:
Sturgeon County Centre, 9613 – 110 Street, Morinville

4.1.4 Infrastructure & Equipment

The ECC has extensive requirements to be able to function effectively. A detailed list of infrastructure and equipment is outlined in Appendix 2 - ECC Reference.

4.1.5 Communications Between Incident Site and ECC

Communication between ICP and ECC:
If the ECC is activated, the ECC Operations Section Chief and the Incident Commander are the primary communications link between the ECC and the ICP. The ECC Operations Chief will confirm at the onset of an incident that they have direct and clear communications with the Incident Commander.

Communication between ICP Operational Leads and ECC Directors:
The Operations section Branch Directors (Fire/Rescue, Police, EMS, etc.) in the ECC will confirm at the onset of an incident that they have direct

and clear communications with their respective Field Supervisors on their respective radio channels.
See the ICP/ECC Radio Communications Figure 4-1

4.1.6 Relationship: ICP - ECC

Staff at the ICP will develop a tactical Incident Action Plan to ensure that urgent situations are managed in as timely and efficient a manner as possible. It is expected that the ICP will communicate regularly with the ECC, and request support and direction when required.

The ECC has the authority to provide direction to the ICP, but this direction does not typically involve providing tactical direction. The scope of direction typically applies to the greater context of a situation. Examples are prioritizing resources if multiple incidents arise, coordinating evacuation efforts, and conveying strategic direction from the Emergency Management Agency.

4.2 INCIDENT COMMAND POST (ICP)

4.2.1 General

The Incident Command Post (ICP) is situated at or near the scene of an incident, and is the location from which the development, coordination, and execution of tactical plans occur.

4.2.2 Function

Primary functions of the ICP(s) are, but not limited to, the following:

(a) Minimizing the impact of the *emergency* on:
  i. People
  ii. Critical Infrastructure
  iii. Environment
  iv. Operations
  v. Finances
  vi. Business and Industry
  vii. Reputation
(b) Developing, coordinating, and executing tactical level *emergency* and business continuity plans that ensure the success of response efforts and ongoing municipal operations;
(c) Coordinating actions of Emergency Services personnel on-site;
(d) Coordinating efforts, gathering/sharing information with the ECC;
(e) Requesting and deploying resources as needed;

(f) Executing the Incident Action Plan with the various Emergency Services, County and Municipal departments, and stakeholders involved in the tactical management of the *emergency*;
(g) Working with 'on-site' Provincial government representatives, other external agencies, regulatory bodies, and key stakeholders.

The following are typical examples of activities that can be managed by the IC and assigned staff:

- Emergency Response Services:
- Firefighting operations
- Rescue, emergency medical care and casualty evacuation
- Ground / water search and rescue
- Security of the emergency site
- Evacuation of the immediate danger area
- Staging and deployment of all mutual aid and other resources
- Providing situation reports to the support command centre(s)
- Advising the support command centre(s) of the need to escalate the emergency level of an incident

4.2.3 Leadership

Leadership at the ICP is provided by the Incident Commander (IC). The Incident Commander is an agency chief (or designate) from the most appropriate agency based on the nature of the incident. If there are discrepancies in which agency will provide the IC, the DEM will appoint one. The DEM may also appoint an IC for various types of incidents not specific to one emergency response agency. IC(s) report to the ECC Operations Sections Chief.

4.2.4 Staffing

Anyone at an ICP is considered staff of the ICP. The Incident Commander will determine who is needed to support the execution of the Incident Action Plan and authorize only those people to attend the ICP.

In addition to Fire/Rescue, Police, and EMS service leads, the IC may require people from various municipal departments to participate in the ICP, such as:

- Public Works
- Utilities
- Others, as required

ICP Operations Section branches will be determined at the time of the incident and based on the Incident Action Plan Objectives.

4.2.5 Location & Setup

Given that emergencies vary from situation to situation, the ICP will be located in the general area of an incident. The Incident Commander determines the exact location of the ICP.

The ICP is typically situated in a safe, yet close enough location, to permit the Incident Commander to be able to effectively manage the response and maintain good communications and situational awareness. The Safety Officer should advise on associated hazards and risks and determine alternate ICP locations if the incident has the potential to escalate.

In addition to immediate safety concerns with the location of an ICP, the IC should consider:

- Access and egress
- Space for ICP vehicles/staff
- Wind direction
- Weather conditions
- Lighting

The ICP may not have any physical definition, and be comprised solely of people. Conversely, infrastructure and space may be used from which ICP members can work from. Examples range from a simple table, to the back of a truck, to a mobile command centre.

4.2.6 Communications

Communications for an incident in the Sturgeon region typically involve radios at the ICP and the use of 911 Dispatch. Interoperable communications is the ability of responders to communicate with each other during an emergency. Because of the use of different technology, protocols, and agency specific jargon, this is often difficult.

Interoperability between Fire/Rescue, Police, EMS On-site:

Field Supervisors from the various agencies will confirm at the onset of an incident that they have direct and clear inter-agency communications at the incident site.

Communication between ICP and ECC:

If the ECC is activated, the ECC Operations Section Chief and the Incident Commander are the primary communications link between the ECC and the ICP. The ECC Operations Chief will confirm at the onset of an incident that they have direct and clear communications with the Incident Commander.

Communication between ICP Operational Leads and ECC Directors:

The Operations section Branch Directors (Fire/Rescue, Police, EMS, etc.) in the ECC will confirm at the onset of an incident that they have direct and clear communications with their respective Field Supervisors on their respective radio channels.

See the ICP/ECC Radio Communications Figure 4-1

Communication between ICP and Media:

The Incident Commander will prepare and deliver any life safety messages for the public in immediate danger from the ICP. The IC may delegate this to an Information Officer (IO) or other designate at the ICP as appropriate.

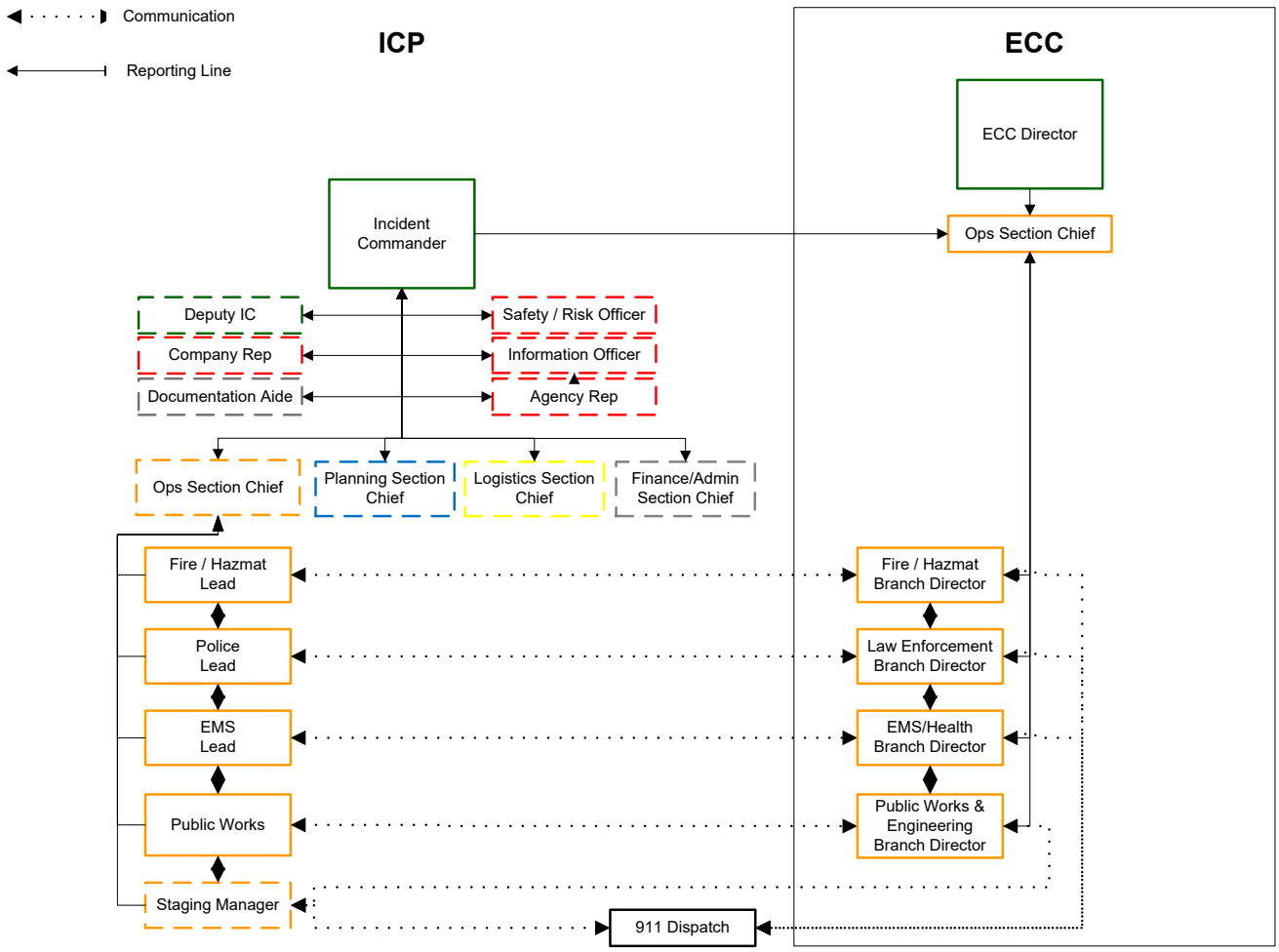
If an ECC is established, the IC should direct media to the Information Officer at the ECC for general information about the emergency. The IC will communicate any messages that the IO should relay to the media to further ensure incident scene safety.

4.2.7 Relationship ECC - ICP

Staff at the ICP will develop a tactical Incident Action Plan to ensure that urgent situations are managed in an efficient and effective manner. It is expected that the IC will communicate regularly with the ECC Operations Section Chief, and request support and direction when required.

The ECC has the authority to provide direction to the ICP, but this direction does not typically involve providing tactical direction. The scope of direction typically applies to the greater context of a situation. Examples are prioritizing resources if multiple situations arise, coordinating evacuation efforts, and parlaying direction from the Emergency Management Agency on major strategic decisions.

Figure 4-1: Interoperable Communications Governance during Response Operations



4.3 RECEPTION CENTRE (RC)

4.3.1 General

In addition to the ECC being activated, there may be a need to activate a Reception Centre (RC) if an evacuation occurs as a result of the *emergency*.

In the event that an emergency requires the evacuation of residents, a Reception Centre will be established. The primary purpose of the Reception Centre is to meet the basic immediate needs of evacuees and provide evacuees a location to seek shelter and obtain immediate emergency relief.
The Reception Centre provides for; reunification of families, food, clothing, transportation, and other personal services. All evacuees that attend the RC will be registered and provided with information regarding response/recovery activities. Overnight lodging can be accommodated at certain RCs.

The following services are available, as needed, at a Reception Centre:

- Reception Services (meet and greet, registration and inquiry, referral and information)
- Essential Services (food, lodging, clothing)
- Personal Services (medical and hygiene services, pet care, recreation, child care)

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to residents. Information on the location and contact information for pre-designated Reception Centres by municipality can be located in Appendix 1.

4.3.2 Responsibility

The Centre would fall under the direct jurisdiction of the Emergency Social Services Branch Director in the ECC. Non-Governmental Organizations, such as the Canadian Red Cross and the Salvation Army will be contacted for assistance.

4.4 VOLUNTEER CENTRE (VC)

4.4.1 General

In addition to the Reception Centre being activated, there may be a need to activate a Volunteer Centre. The Volunteer Centre is in essence a staging area for volunteers.

The purpose of the Volunteer Centre is to provide a location to register all volunteers, provide them with a briefing and safety information, any available personal protective equipment, and a location to obtain food and nutrition, bathroom and shower services, and a rest area between their shifts. It also allows for the organized deployment of these resources from a centre location.

4.4.2 Responsibility

The Volunteer Group Supervisor, who reports to Emergency Social Services Branch Director is responsible for the overall establishment and maintenance of the Volunteer Centre.

4.5 DONATIONS MANAGEMENT

4.5.1 General

During many large scale emergencies, it is common to have an overwhelming amount of community support in the form of donated items. There may be a need to activate a Donation Centre to manage this generosity. This Donation Centre would fall under the direct jurisdiction of the Logistics Chief, specifically, the Facilities Unit Leader, if activated during a response, but its effective conduct is the overall responsibility of the ECC.

The purpose of the Donation Centre is to provide a location to receive, sort, and distribute donated goods in a safe and organized manner.

4.5.2 Responsibility

The Facilities Unit Leader in the Logistics Section is responsible for the overall establishment and maintenance of the Donation Centre. The setup and operation of the Centre can be delegated to a Manager as available.

Details regarding the setup and conduct of the Donation Centre will be found under separate cover. It is recommended that this information be included in a Regional Emergency Social Services Plan (to be developed).

4.5.3 Location

The location of the Donation Centre will be confirmed by the Facilities Unit Leader in the Logistics Section with consultation with the Emergency Social Services Director at the time of activation. The location of the Donation Centre should be co-located or near the Reception Centre to aid in the access to these items by evacuees.

4.6 INFORMATION CALL CENTRE

4.6.1 General

In addition to the ECC being activated, there may be a need to activate an Information Call Centre. The purpose of this Centre is to provide a means for official information to be shared and accessed by the public in a timely and accurate manner.

The establishment of an Information Call Centre is the overall responsibility of the Municipal Emergency Coordination Centre or the Regional Emergency Coordination Centre during a response.

The specific telephone number to be used is dependent on which community(ies) are undergoing an incident. These contact numbers can be located in the resource section under “Information Call Centre”.

These numbers will also be used by the public during the recovery phase of an *emergency* to seek information and assistance.

4.6.2 Responsibility

The Communications Unit Leader in the Logistic section is responsible for the setup of the Information Call Centre. The Information Officer is responsible for the staffing and conduct of the Information Call Centre.

4.7 MEDIA CENTRE

4.7.1 General

In addition to the ECC being activated, there may be a need to activate a Media Centre. Each municipality’s Media Centre is under the jurisdiction of the Information Officer (IO) during a response, but its effective conduct is the overall responsibility of the ECC.

The purpose of this centre is to provide a means for official information to be shared and accessed by the media in an orderly and coordinated manner.

4.7.2 Responsibility

The Information Officer is responsible for the setup, staffing, and conduct of the Media Centre.

4.7.3 Location

The location of the Media Centre will be confirmed by the Information Officer at the time of activation.

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5.0 ROLES & RESPONSIBILITIES

Section Five outlines the roles and responsibilities of members of the Regional Emergency Management Organization. ICS responsibilities are outlined in checklist form and are a guide for ease of use. Situations will likely dictate that additional duties may arise, or that existing responsibilities be modified.

5.1 OVERVIEW

The Sturgeon Regional Partnership Emergency Response Organizations consists of three levels. They are:

- Incident Command Post (ICP)
- Municipal Emergency Coordination Centre (MECC)
- Regional Emergency Coordination Centre (RECC)

This section primarily covers the roles and responsibilities for ECC staff, but also includes the roles and responsibilities for the Incident Commander and Councils. Roles and responsibilities in this section cover all Levels of Emergency.

5.2 COMMON RESPONSIBILITIES

Checklist for Incident Command Post & Emergency Operations Centre Organization

Upon Notification

- ☐ Confirm
  - availability
  - reporting location and time
  - travel instructions
  - short description of the type and severity of the incident
- ☐ Monitor incident status via radio, media or other means, as possible

Upon Arrival

- ☐ Check in at designated location (ICP, Base, Staging Area, ECC)
- ☐ Receive briefing reporting location and time

Ongoing

- ☐ Participate in meetings and the operational planning process as required
- ☐ Prepare, organize and provide appropriate information to the Documentation Unit Leader
- ☐ Ensure compliance with all safety practices and procedures
- ☐ Complete necessary and required documentation and ECC or ICS forms, including your own Unit Log (Appendix 4 - ICS 214) and submit to immediate supervisor and/or Documentation Unit

- ☐ Ensure equipment is operational prior to each work period
- ☐ Brief replacements related to operations at shift changes
- ☐ Demobilize as directed
- ☐ Participate in the After Action process

5.3 General Leadership Responsibilities

Checklist for Incident Command Post & Emergency Coordination Centre Organization

Note: Unit Leader responsibility is that of the Section Chief until assigned.

- ☐ Attend briefing and establish need for section functionality
- ☐ Evaluate the current status of assigned area and resources
- ☐ Request additional resources as required through formal communications
- ☐ Conduct briefings to ensure understanding of the current ECC Action Plan (ECC AP or Incident Action Plan (IAP), dependent on location
- ☐ Assign duties to assigned staff
- ☐ Supervise and evaluate efficacy of assigned staff
- ☐ Utilize the accountability procedures employed on the incident
- ☐ Ensure full compliance with all safety practices
- ☐ Facilitate demobilization of resources within area of responsibility
- ☐ Debrief assigned personnel before demobilization
- ☐ Maintain unit records, including Unit Log (Appendix 4 – ICS 214) and submit as appropriate
- ☐ Perform personnel performance evaluation as required

5.3 COMMAND

5.3.1 INCIDENT COMMAND

Assigned: Primary Emergency Service lead
* Position may be assigned by ECC Director

Reports to: Director of Emergency Management or ECC Director (when the ECC has been activated)

Location: Incident Command Post

Role: The Incident Commander (IC) is responsible for the tactical management of the response to an incident or event and will co-ordinate the operations of the Emergency Services Chiefs at the emergency scene. The IC will follow their service's protocols and notify the DEM per incident complex matrix.

Responsibilities:

- ☐ Establish Incident Command and don IC vest
- ☐ Develop and inform ECC of communications plan (ICS Form 205)
- ☐ Obtain a briefing from the Director of Emergency Management and/or previous IC or assess the situation
    - Review the current situation status and initial incident objectives
    - Ensure that all local, Provincial and Federal agencies impacted by the incident have been notified
- ☐ Establish the appropriate ICS structure and staff positions as required (ICS Form 207)
- ☐ Establish Incident Objectives
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers
- ☐ Ensure adherence to the Operational Planning Process
- ☐ Establish level of planning to be accomplished:
    - Written Incident Action Plan (IAP)
    - Contingency Planning

- Formal Planning Meeting

☐ Determine information needs and inform staff of requirements

☐ Ensure Command and General Staff coordination

- Periodically check progress on tasks assigned to Command and General Staff personnel
- Approve necessary changes to strategic goals and IAP
- Ensure that Liaison Officer is making periodic contact with participating agencies

☐ Establish parameters for resource requests and releases

- Review requests for critical resources
- Confirm who has ordering authority within the organization
- Confirm those orders that require Command authorization

☐ Manage demobilization and release of resources as appropriate

☐ Prepare and participate in the planning process and meetings

☐ Approve and authorize the implementation of an IAP

☐ Establish operational period with Operations Section Chief

☐ Coordinate with outside entities as necessary

☐ Evaluate and ensure that incident objectives are being accomplished

☐ Ensure incident investigation occurs as necessary

☐ Ensure After Action process is completed and appropriate reports filed

5.3.2 DEPUTY INCIDENT COMMAND

Assigned: As assigned

Reports to: Incident Commander

Location: Incident Command Post

Role: The Deputy Incident Commander is responsible for assisting the Incident Commander (IC) with the tactical management of the response to an incident or threat by supporting the Emergency Management structure and processes.

Responsibilities:

- ☐ Don Deputy IC vest
- ☐ Obtain briefing from IC
- ☐ Perform specific tasks as requested by IC
- ☐ Ensure the appropriate ICS structure and staff positions are activated and functional
- ☐ Assist with establishment of Incident Objectives
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers
- ☐ Ensure adherence to the Operational Planning Process
- ☐ Perform the incident command function as per Transfer of Command protocol

5.3.3 DIRECTOR OF EMERGENCY MANAGEMENT (DEM)

Assigned: As assigned by each Council

Reports to: Elected Council (or Chief Administrative Officer if DEM does not normally fill this position)

Location: Emergency Coordination Centre

Role:

Responsibilities:

- ☐ Act as Director of Emergency Operations on behalf of the Emergency Management Agency
- ☐ Activate the Emergency Management Plan in whole or in part
- ☐ Notify members of the Emergency Management Agency
- ☐ Notify the AEMA Field Officer of the activation. If he/she is not available inform the Provincial Operations Centre Watch Station
- ☐ Co-ordinate all emergency services and other resources used in an emergency.
- ☐ Direct emergency operations consistent with the Emergency Management Act and with emergency management plan and bylaw
- ☐ Do all acts and take all necessary proceedings to cause any emergency plan or program to be put into operation
- ☐ Recommend a declaration of a “State of Local Emergency" to the Emergency Advisory Committee as required
- ☐ Communicate with elected officials through the Chief Administrative Officer
    - Determine schedule for daily communications with the Chief Administrative Officer, Commissioners and Council to advise and update emergency situation, priorities, objectives and response actions taken by operational Incident Command as supported by the ECC
- ☐ Assist in the support of Incident Command by disseminating

information in preparation for media inquiries

- ☐ Ensure key messages provided to the public through media, social media and Alberta Emergency Alert
- ☐ Resolve conflicts related to competition for limited resources based on response priorities
- ☐ Monitor and approve the organizational structure for response to the Incident. Proactively determine if existing municipal, regional and mutual aid resources are sufficient for the response. Work with Provincial Operations Centre to secure additional resources
- ☐ Work with the Chief Administrative Officer, Risk/Safety Officer, Planning Section Chief to develop strategies for the recovery/renewal priorities and the transition from response to recovery

5.3.4 EMERGENCY COORDINATION CENTRE (ECC) DIRECTOR

Assigned: This position is filled by the DEM or his/her designate or an assigned Deputy DEM

Reports to: Elected Council (or Chief Administrative Officer if DEM does not normally fill this position)

Location: Emergency Coordination Centre

Role: The ECC Director leads the overall response to the emergency. The ECC Director coordinates the efforts of the Emergency Management Agency and ensures that a response involving the Municipality / Region is being managed effectively. The ECC Director oversees all emergency operations and has the 'Strategic' view of these operations

Responsibilities:

- ☐ Don the ECC Director vest and obtain a formal briefing from the previous Duty Director and/or IC or complete an initial assessment of the situation:
  - Review the current situation status and/or establish initial incident objectives
  - Ensure that all local, Provincial and Federal agencies have been notified (if applicable)
- ☐ Activate appropriate Command and General Staff positions
- ☐ Brief command and general staff and give the initial assignments, including specific delegation of authority
  - Identify incident objectives and any policy directives for the management of the incident
  - Provide a summary of current organization
  - Provide a review of current incident objectives
  - Determine the time and location of first Planning Meeting
- ☐ Determine need for State of Local Emergency declaration and notify EAC
  - Meet and advise Emergency Advisory Committee with respect to a declaration of a State of Local Emergency according to Emergency Management Bylaw.

- Report situation update, ECC/IC priorities, objectives and strategies to CAO and Administrative Committee

☐ Name the incident (if not already done by IC)

☐ Establish meeting schedule with Incident Command

☐ Ensure the welfare and safety of all incident personnel

☐ Determine the need for Mutual Aid

☐ Approve and authorize implementation of the ECC Action Plan (EAP) – Appendix 4

- Review EAP for completeness and accuracy
- Verify that objectives are incorporated and prioritized
- Sign EAP

☐ Ensure adherence to the Incident Command System for the ECC (see Section 4.1.1)

☐ Establish level of planning to be accomplished:

- Written ECC Action Plan (EAP)
- Contingency Planning
- Formal Planning Meeting

☐ Determine information needs and inform staff of requirements

☐ Ensure Command and General Staff coordination

- Periodically check progress on tasks assigned to Command and General Staff personnel
- Approve necessary changes to strategic goals and EAP
- Ensure that Liaison Officer is making periodic contact with participating agencies

☐ Establish parameters for resource requests and releases

- Review requests for critical resources
- Confirm who has ordering authority within the organization
- Confirm those orders that require Command authorization

☐ Ensure Planning Meetings are conducted appropriately

☐ Supervise activity of all Command and General Staff

☐ Direct staff to develop plans and staffing or resource requirements

- Approve requests for additional resources and funding
- Manage release of resources as appropriate

☐ Approve the release of information by the Information Officer (IO)

- ☐ Confirm operational period
- ☐ Coordinate with outside entities as necessary
- ☐ Evaluate and ensure that incident objectives are being accomplished
- ☐ Ensure incident investigation occurs as necessary

5.3.5 Deputy Emergency Coordination Centre (ECC) Director

Assigned: To a DEM or Deputy DEM

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: The Deputy ECC Director manages the operational aspects of the ECC on behalf of the ECC Director. The Deputy Director is the active manager of ECC operations and the Director oversees these operations. The Deputy has the 'operational' view of the ECC and the Director has the 'Strategic' view of all emergency operations

Responsibilities:

- ☐ The Deputy Director will assume the Director's role when the Director officially transfers authority or is absent from the ECC.
- ☐ Don the ECC Deputy Director vest and obtain a formal briefing from the ECC Director and/or IC
- ☐ Support ECC Director in all aspects of managing the ECC operational responsibilities
- ☐ Ensure the ECC is appropriately equipped and that ECC members are executing their roles and are provided assistance/guidance as required
- ☐ Continuously monitor organizational effectiveness of the ECC
- ☐ In conjunction with ECC Planning Team, establish objectives and priorities in support of response efforts
- ☐ Ensure action plan objectives are accomplished
- ☐ Communicate key information to Master Event Log scribe for inclusion on Master Event Log (Appendix 4)
- ☐ Ensure functional sections provide key information to Master Event Log scribe
- ☐ Prepare for orderly and thorough handover to personnel for subsequent operational period(s)

5.4 COMMAND STAFF

5.4.1 INFORMATION OFFICER (IO)

Assigned: Communications Department representative

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: The Information Officer works with the ICP, ECC, and the Crisis Communications Team as necessary to coordinate and ensure the development and release of information about the incident to news and social media, incident personnel, and to other agencies and organizations as appropriate. Only one Information Officer will be assigned for each incident (Assistants may be assigned) and they will speak on behalf of the Municipality, ECC, and all assisting agencies involved in the tactical response. Upon consultation with the ECC Director, an additional spokesperson maybe used for specific messages.

Responsibilities:

- ☐ Obtain briefing from the ECC Director or the Incident Commander (IC)/Unified Command
  - Determine current status of the incident (Appendix 4 - ICS 209 or equivalent)
  - Identify current organization (ECC Organization Chart, ICS 201 and 203, resource lists, etc.)
  - Determine point of contact for media (scene or Incident Command Post)
  - Determine current media presence
- ☐ Arrange for necessary workspace, materials, telephones and staff
  - Organize, assign and brief assistants
  - Request additional staff through incident Chain of Command
  - Consider assigning Assistant Information Officers to:
    - Joint Information Centre
    - Field (Scene) Information

- Internal information

☐ Determine from the ECC Director or the IC/Unified Command the limits on information released

☐ Establish and maintain communication techniques such as:

a. Media conferences.

b. Developing and disseminating media releases.

c. Answering media questions.

d. Provide information through other methods such as web pages etc.

☐ Obtain ECC Director or IC/Unified Command approval for media releases

- Confirm details to ensure no conflicting information is released
- Identify site and time for press briefings and determine appropriate

☐ Assess the need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard or which may need advance notice in order to shut down processes

☐ Coordinate the development of door-to-door protective action statements with the Operations Section

☐ Participate with DEM in Chief Administrative Officer's briefing

- Determine constraints on information process
- Determine pre-existing agreements for information centres, etc.

☐ Obtain current incident status reports from Planning Section and coordinate a schedule for updates

☐ Release news to media and post information in the ICP, Reception Centres and other appropriate locations

☐ Manage media and public inquiries

☐ Coordinate emergency public information and warnings

☐ Establish any restrictions for media access

- ☐ Inform media and conduct briefings
- ☐ Arrange for tours and other interviews as per ECC/IC approval
- ☐ Obtain news media information that may be useful for incident planning
- ☐ Coordinate information releases with information staff from other impacted agencies and jurisdictions (ensure consistency of information being provided)
- ☐ Maintain current information summaries and/or displays
- ☐ Provide information on status of incident to Assistants
- ☐ Brief and advise ECC Director, IC/Unified Command on information issues and concerns
- ☐ Participate in operational planning process
- ☐ Establish communications link with an Information Centre when activated
- ☐ Prepare, organize and provide appropriate information to the Documentation Unit
- ☐ Respond to special requests for information
- ☐ Confirm the process for the release of information concerning incident-related injuries or fatalities
- ☐ Contact media to correct erroneous or misleading information being provided to the public via the media
- ☐ Staff social media for monitoring and response to postings
- ☐ Update off-site -incident agency personnel on a regular basis:
    - Utilize electronic mail for agency updates
    - Establish communications link to ICP for internal communications and updates
    - Provide standard statement which can be given to general requests for information
    - Log scribe

5.4.2 SAFETY/RISK MANAGEMENT OFFICER

Assigned: Refer to Appendix 1

Reports to: ECC Director
Location: Emergency Coordination Centre

Role: To ensure good risk management practices are applied throughout the response and that every function involved contributes to the management of risk.

Responsibilities:

- ☐ Obtain briefing from the ECC Director or Deputy and/or from initial Safety/ Risk Management Officer
- ☐ Provide advice on Safety issues; monitor safety in the ECC and reception centre
- ☐ Ensures that appropriate security measures are in place for ECC and reception centres
- ☐ Assess current situation with operations and planning sections to identify current activities, expected length of response, etc.
- ☐ Organize, assign and brief assistants where required:
    - from each discipline for multi-discipline incidents
    - at each site for multiple site high-risk operations
    - Establish reporting rhythm
- ☐ Request additional staff through incident Chain of Command
    - Assess the incident visually and identify associated hazardous situations
    - Identify appropriate Personal Protective Equipment (PPE), control zones and safety hazards
- ☐ Identify potentially unsafe acts and identify corrective actions immediately
    - Ensure implementation of identified corrective actions
- ☐ Brief Assistant Safety Officers prior to Planning Meetings
- ☐ Participate in Planning and Tactics meeting
- ☐ Assist in the development of the “Special Instructions” block of the

Assignment List (Appendix 4 – ICS 204) as requested by the Planning Section

- ☐ Review and approve the Medical Plan (Appendix 4 – ICS 206)
- ☐ Provide Safety Message (Appendix 4 - ICS 202/208) and/or approved document
- ☐ Develop the ECC AP Safety Analysis (ICS 215A) in collaboration with the Operations Section Chief
- ☐ Ensure personnel accountability is in place and effective
- ☐ Exercise emergency authority to prevent or stop unsafe acts
- ☐ Ensure working conditions are monitored and work/rest guidelines are adhered to
- ☐ Investigate (or designate) accidents within incident areas
    - Ensure accident scene is preserved for investigation
    - Ensure accident is properly documented
    - Coordinate with Incident Compensation and Claims Unit Leader, agency Risk Manager and Occupational Health and Safety (OH&S) Administration
- ☐ Recommend corrective actions to IC and agency involved
    - Coordinate critical incident stress, hazardous materials and other debriefings as necessary

5.4.3 LIAISON OFFICER

Assigned: Refer to Appendix 1

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: Only one Liaison Officer will be assigned for each incident and they will be the point of contact for all external agency representatives.

Responsibilities:

- ☐ Obtain briefing from the ECC Director or Deputy
  - Obtain summary of incident organization (Appendix 4 – ICS 201 and 203)
  - Determine companies / agencies / non-governmental organizations (NGOs) already involved in the incident. Are they?
    - Assisting (have tactical equipment and/or personnel assigned to the organization) Agency
    - Cooperating (operating in a support mode "outside" the tactical organization) Agency
- ☐ Organize, assign and brief assistants where required:
    - from each discipline for multi-discipline incidents
    - at each site for multiple site high-risk operations
  - Request additional staff through Incident Command
- ☐ Provide a point of contact for assisting and cooperating agency representatives
  - Establish workspace for the Liaison function and notify agency representatives of its location
- ☐ Identify all representatives from and maintain records of complete information for each agency (name, radio frequencies, phone numbers, cooperative agreements, resource type, number of personnel, condition of personnel and equipment and agency constraints/limitations)
  - Interview agency representatives concerning resources,

capabilities and restrictions on use—provide this information at Planning Meetings

- ☐ Collaborate with the Information Officer (IO) and ECC Director to coordinate media releases associated with inter-governmental cooperation issues
- ☐ Keep Cooperating/Assisting Agencies aware of incident status
- ☐ Monitor incident operations to identify current or potential inter-organizational issues and advise the ECC Director as appropriate
    - Bring complaints pertaining to logistical problems, inadequate communications and strategic and tactical direction to the attention of the ECC Director
- ☐ Brief the ECC Director on Cooperating/Assisting Agency issues and concerns
- ☐ Participate in the operational planning processes

5.4.4 LEGAL OFFICER

Assigned: Refer to Appendix 1

Reports to: ECC Director
Location: Emergency Coordination Centre

Role:
Responsibilities:

- ☐ Obtain briefing from the ECC Director and/or initial Safety/Risk Management Officer
- ☐ Organize, assign and brief assistants
    - Request additional staff through Incident Command
- ☐ Identify legal situations associated with the incident from response to recovery to mitigation
- ☐ Ensure legal documentation is recorded and filed (e.g. Declaration / Termination of a State of Local Emergency, Recovery)
- ☐ Ensure validity of Mutual Aid Agreements
- ☐ Ensure validity of Volunteer Agreements
- ☐ Ensure emergency management plan in compliance with standards, codes and best practices
- ☐ Establish litigation mitigation goals
    - reduced exposure to legal claims
    - improved life safety
    - enhanced property, image/reputation protection
- ☐ Identify potential liability for negligence
- ☐ Identify liability immunities
- ☐ Inform EAC on legal aspects in accordance with SOLE
- ☐ Work with Information Officer in respect to key messages communicated
- ☐ Brief ECC Director on Legal issues and concerns

5.5 OPERATIONS SECTION

5.5.1 OPERATIONS SECTION CHIEF

Assigned: Refer to Appendix 1

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: Organize and manage ongoing operations assigned to the Emergency Operations Centre. (Note: this does not include tactical activities at the site.) This position is focused on supporting the site and ensuring that other needs of the region are addressed.
An Operations Section Chief should be designated for each operational period and will have direct involvement in the preparation of the Incident Action Plan (IAP) for the period of responsibility and is responsible for carrying out the response activities as described in an ECC Action Plan (EAP).

Responsibilities:

- ☐ Obtain briefing from the ECC Director, Planning Section or other ECC management staff as appropriate:
  - Determine incident objectives and recommended strategies
  - Determine status of current tactical assignments
  - Identify current organization, location of resources and assignments
  - Confirm with Logistics resource ordering process
- ☐ Based on the needs, activate the appropriate groups. Upon ECC activation, the following groups will automatically be activated. Other groups may be activated as needed.
  - Fire & Rescue
  - Law Enforcement
  - Health Services
  - Essential Social Services
  - Utilities
- ☐ Develop and implement Operations portion of the ECC Action Plan

(EAP)

- ☐ Brief and assign Operations Personnel in accordance with the EAP
- ☐ Establish and demobilize Staging Areas
- ☐ Evaluate the situation and provide updates to the Planning Section
- ☐ Write formal Operations portion of the EAP in collaboration with the Planning Section Chief if directed by the ECC Director:
    - Identify assignments by Division or Group.
    - Identify specific tactical assignments.
    - Identify resources needed to accomplish assignments
- ☐ Coordinate with Safety Officer to carry out operational activities while complying with all safety requirements (Appendix 4 – Form ICS 215A)
- ☐ Ensure coordination of the Operations Section with other Command and General Staff
    - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate
    - Ensure resource ordering and logistical support needs are passed to the Logistics Section in a timely manner - ensure sanctioned ordering process is followed
    - Notify Logistics Section of any communications problems
    - Keep Planning Section up-to-date on resource and situation status
    - Notify Liaison Officer of any issues concerning cooperating and assisting agency resources
    - Keep ECC Director apprised of status of operational support efforts
    - Coordinate media field visits with the Information Officer (IO)
- ☐ Monitor and request resources needed to implement Operation's tactics as part of the EAP development (Appendix 4 – ICS 215)

- ☐ Keep Resources Unit up-to-date on changes in resource status
- ☐ Implement effective strategies and tactics to meet operational directives
- ☐ Make or approve expedient changes to the EAP during the operational period as required
- ☐ Monitor and evaluate the current situation status and make recommendations for use in the next operational period
- ☐ Prepare for and participate in the Tactics Meeting in collaboration with the Planning Section Chief, Safety / Risk Management Officer and ECC Director prior to the Planning Meeting (discuss strategy/tactics and outline organizational assignments)
- ☐ Hold Section meetings as necessary to ensure communication and coordination among Branches, Divisions and Groups
- ☐ Receive and implement Demobilization Plans (ICS 221)
- ☐ Participate in operational briefings as required

5.5.2 Fire/Hazmat Branch Director

Assigned: Fire Chief or Alternate

Reports to: Operations Section Chief

Location Emergency Coordination Centre

Role To support fire suppression response along with hazardous material incident response, rescue response etc. during an emergency situation.

Responsibilities

- ☐ Implement the fire related objectives identified in the Incident Action Plan
- ☐ Ensure fire department services are available to unaffected area of the municipality or municipalities
- ☐ If mutual aid system is activated, coordinate the use of area fire resources
- ☐ Activate Fire emergency response plans, as appropriate.
- ☐ Maintain contact with Fire Services Lead / IC at the incident site
- ☐ Provide advice to the ECC Director on matters pertaining to fire and firefighting resource capabilities
- ☐ Maintain liaison with other EMS and law enforcement services on matters of mutual concern regarding the incident site
- ☐ Prepare objectives for the fire branch (for outside of incident site) and forward to Operations Section Chief before planning meeting
- ☐ Facilitate and coordinate actions required to support the emergency response
- ☐ Coordinate search operations as necessary
- ☐ Refer all media contact to the Public Information Officer. Be prepared to speak on technical matters, when required
- ☐ Report to and advise the ECC Director on all matters related to fire services' activities
- ☐ Coordinate evacuation of buildings and residential areas as needed

- ☐ Maintain written records of all fire activities
- ☐ Participate in post incident debriefings

5.5.3 Law Enforcement Branch Director

Assigned: NCO in charge of RCMP Detachment

Reports to: Operations Section Chief

Location ICP and/or ECC

Role To coordinate operations of law enforcement services during an emergency situation.

Responsibilities

- ☐ Maintain contact with Police Services Lead at the incident site
- ☐ Maintain liaison with other Emergency Services on matters of mutual concern
- ☐ Facilitate and coordinate actions required to support the emergency response
- ☐ Coordinate police resources
- ☐ Ensure perimeters are established at emergency site
- ☐ Ensure crowd control at emergency site is taking place
- ☐ Ensure traffic at emergency site is being addressed and controlled if necessary
- ☐ Assess the need and request additional resources using mutual aid system
- ☐ Ensure continuance of ongoing Law Enforcement services availability within the municipalities
- ☐ Prepare objectives for the RCMP branch (for outside of incident site) based on the Emergency Coordination Centre plan and forward to Operations Section Chief before planning meeting
- ☐ Ensure objectives are implemented; report on progress to Operations Section Chief
- ☐ Work with other Operations section branches and groups to ensure coordinated actions, safety of personnel, etc.
- ☐ Provide security for protection of lives and property
- ☐ Assist in evacuation of buildings and residential areas as needed

- ☐ Coordinate assistance in casualty search operations
- ☐ Serve on behalf of the Medical Examiner (can move deceased persons from site with permission from the Medical Examiner)
- ☐ Report to and advise the ECC Director on all matters related to law enforcement activities
- ☐ Refer all media contact to the Public Information Officer. Be prepared to speak on technical matters, when required. (NOTE: RCMP Public Information Officer will work with Public Information Officer for the Emergency Coordination Centre to ensure appropriate release of information related to criminal or suspected criminal situations.)
- ☐ Participate in post incident debriefings
- ☐ Maintain written records of all police activities

5.5.4 Alberta Health Services (Ems) Group Supervisor

Assigned: AHS EMS Coordinator (on call)

Reports to: Operations Chief

Location Emergency Coordination Centre

Role The AHS representative will coordinate operations of EMS on site during an emergency situation.

Responsibilities

- ☐ Maintain contact with EMS Lead at the incident site
- ☐ Maintain liaison with other Services on matters of mutual concern
- ☐ Facilitate and coordinate actions required to support the emergency response
- ☐ Maintain written records of all EMS activities
- ☐ Report to and advise the ECC Director on all EMS activities
- ☐ Coordinate emergency medical services resources on site
- ☐ Confirm triage and treatment is occurring at the emergency site
- ☐ Liaise with hospitals for the efficient distribution of casualties
- ☐ Assess the need to request mutual aid resources if necessary
- ☐ Assess the need to request special health service resources at the emergency site, e.g. multi-patient units, air units etc.
- ☐ Obtain a casualty count and provide to the ECC
- ☐ Assist with the organization and transportation of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required
- ☐ Ensure that first aid supplies are available at the emergency area and the evacuation centres
- ☐ Maintain a written log of all EMS activities
- ☐ Participate in post incident debriefings
- ☐ Attend regular ECC briefings

5.5.5 Alberta Health Services (Public Health)

Assigned: AHS Public Health Officer

Reports to: Operations Chief

Location Emergency Coordination Centre

Role The AHS representative will provide public health expertise during an emergency situation.

Responsibilities

- ☐ Communicate with and advise the ECC Director on matters of public health and on remedial action necessary
- ☐ Liaise with the Medical Officer of Health and AHS regarding the response
- ☐ Keep the ECC Director informed on the status of resources and response activities of the Health Centre
- ☐ Develop a long-range operational plan for the Health Centre
- ☐ Prepare information on health hazards for release to the public, in consultation with the ECC Director
- ☐ Prepare and release to the public, information on related health hazards in consultation with the ECC Director
- ☐ Inform and liaise with the appropriate health care agencies as necessary
- ☐ Through the Medical Officer of Health, authorize the evacuation of premises where there are reasonable and probable ground to believe that a health hazard exists
- ☐ Liaise with the Director of Emergency Social Services/FCSS regarding the status of health inspections in reception centres
- ☐ Monitor reception centres to obtain status on food protection, potable water, hygiene, garbage and sewage disposal, pets, etc.
- ☐ Monitor the portability, quality and supply of drinking water
- ☐ Oversee water quality checks and arrange for alternate supply of potable water with the Public Works Department
- ☐ Monitor the disposal of human and organic waste

- ☐ Ensure food safety by inspecting, testing and destroying food thought to be contaminated
- ☐ Liaise with the Medical Examiner, as necessary
- ☐ Maintain liaison with other Services on matters of mutual concern
- ☐ Report to and advise the ECC Director on all EMS activities
- ☐ Participate in post incident debriefings
- ☐ Maintain a written record of all activities

5.5.6 Emergency Social Services - Branch Director

Assigned: Director FCSS

Reports to: Operations Section Chief

Location Emergency Coordination Centre

Role

A representative from Emergency Social Services works with the Operations Section Chief in providing support to the displaced citizens, and is responsible for all emergency social services of those impacted by the emergency. Most of this work is done through the various Support Centres in which the ESS Director is responsible for.

Responsibilities

- ☐ Report to the ECC Operations Section Chief and obtain a briefing
- ☐ Determine needs based on human impacts and establish ESS priorities that align with ECC Objectives
- ☐ Activate call-out for staff to establish Reception Centre(s), Volunteer Centre, and/or Donation Centre as required
- ☐ Activate Equipment and Supplies Delivery and Set-Up Protocol for Support Centre(s) as required
- ☐ Provide advice to the Operations Section Chief on the following:
    - Provision of food, clothing and emergency shelter for evacuees
    - Provision of registration and inquiry services for family reunification
    - Referring individuals to financial assistance
    - Provision of counseling, personal or referral services (with AHS)
- ☐ Participate as invited in ECC action plan development (Operations Section Chief speaks for all emergency services during the Briefing)
- ☐ Oversee operations of Reception Centres, Volunteer Centres, Donation Management Centres
- ☐ Coordinate and act as the liaison for NGO organizations assisting with the incident (work with Planning Resource Unit)
- ☐ Keep the ECC Director informed of current activities and the state of resources of the Social Services

5.5.6 Emergency Social Services - Branch Director

- ☐ Prepare objectives for the essential social services branch based on the Emergency Coordination Centre plan and forward to Operations Section Chief before planning meeting.
- ☐ Ensure objectives are implemented; report on progress to Operations Section Chief
- ☐ Prepare memoranda for the Public Information Officer recording important decisions made/action taken concerning Social Services
- ☐ Maintain written records of all Social Services activities
- ☐ Participate in post incident debriefings

5.5.7 Public Works And Engineering

Assigned: Refer to Appendix 1

Reports to: Operations Section Chief

Location Emergency Coordination Centre

Role To advise the ECC on matters pertaining to provision of municipal services and provide direction and assistance to all Public Works and Engineering departments during an emergency. Another role is to coordinate transportation resources for the response.

Responsibilities

- ☐ Maintain contact with Public Works department(s) at incident site
- ☐ Maintain liaison with other Services on matters of mutual concern
- ☐ Facilitate and coordinate actions required to support the emergency response
- ☐ Report to and advise the ECC Director on all matters pertaining to engineering, water treatment & distribution, sewage treatment & collection, public transit, waste transfer, and roads
- ☐ Provide and coordinate Public Works and Engineering resources on site to restore services
- ☐ Coordinate / establish transportation resources, liaising with transportation companies as necessary.
- ☐ Coordinate traffic management with other agencies as required
- ☐ Advise the Information Officer of any important operational decisions made or action taken concerning Public Works
- ☐ Liaise with companies that maintain current plans of gas and oil pipelines running through the affected area
- ☐ Ensure timely procurement of additional resources required for emergency response and site remediation
- ☐ Maintain a current status board of resources
- ☐ Provide assistance in cleanup and repair
- ☐ Participate in post incident debriefings

5.5.7 Public Works And Engineering

☐ Maintain written records of all activities

5.5.8 Utilities Group Supervisor

Assigned: Refer to Appendix 1

Reports to: Operations Section Chief

Location Emergency Coordination Centre

Role To advise the ECC on matters pertaining to provision of utility services and provide direction and priorities to all utility service providers for addressing outages and/or maintaining service.

Responsibilities

- ☐ Provide assistance and/or procedural guidance to the ECC Director and Operations Section Chief regarding utility issues
- ☐ Support the incident site, Incident Commander and utility needs/services.
- ☐ Work with other Utility Coordinators to ensure a coordinated response.
- ☐ Assess the incident situation status and impact or potential impact on utility services.
- ☐ Provide a utility situation report to the Operations Section Chief.
- ☐ Based on initial priorities of the Operations Section, prepare objectives/plan and provide to the Operations Section Chief
- ☐ Determine extent of damage on utility system(s) in impacted area; determine ability of system to provide service to areas outside of the incident site.
- ☐ Determine the impacts and dangers (current and potential) of the damaged utility system(s).
- ☐ Share damage, impact, and danger information with appropriate branches and sections.
- ☐ Determine and obtain the required utility personnel to implement objectives.
- ☐ Ensure support is provided to the utility providers to repair damaged systems and/or to put alternate delivery system in place.
- ☐ Ensure continuance of utility services outside of impacted area within the municipality

5.5.8 Utilities Group Supervisor

- ☐ Shut down utility services that may present a hazard
- ☐ Coordinate / establish emergency power, water & sanitation services
- ☐ Advise the Information Officer of any important operational decisions made or action taken concerning Utilities
- ☐ Participate in post incident debriefings
- ☐ Maintain written records of all activities

5.5.9 Volunteer Group Supervisor

Assigned: Refer to Appendix 1

Reports to: ESS Branch Director

Location Emergency Coordination Centre

Role To organize and, place and manage volunteers according to need and abilities.

Responsibilities

- ☐ Accept offers to volunteer and link with needs, as appropriate
- ☐ Report to Emergency Operations Centre and obtain briefing on situation
  - Assess if there are current or anticipated needs for volunteers
- ☐ Ensure volunteer registration process in place
- ☐ Establish communication with volunteer organizations and any other organizations that may be able to provide personnel resources
- ☐ Contact appropriate volunteers; Ensure volunteers are not called out for more than one task
- ☐ Process incoming requests for volunteers:
  - Identify the number of personal needed;
  - Identify any special qualifications or training.
  - Identify location and name of position/person volunteers should report to.
  - Ensure an orientation will be offered for volunteers after they report to location. If unit/section does not have an orientation, advise requesting unit/section of need for orientation and identify critical orientation elements. This orientation needs to include safety review and situation briefing.
  - Ensure there is a check-in process for volunteers.
  - Ensure volunteers will be provided with appropriate identification.
- ☐ After requests received, assess ability to fill request, determine expected arrival time, and update requesting party accordingly.

5.5.9 Volunteer Group Supervisor

- ☐ Establish and maintain a record of volunteers activated, where they are working, etc.
- ☐ Record and report all volunteer time and estimated costs if volunteers were paid, Financial services to ensure proper reporting to WCB (ensuring WBC coverage for volunteers).
- ☐ Participate in post incident debriefings
- ☐ Maintain written records of all activities

5.5.10 Generic Branch Director, Division/Group Supervisor

Assigned: TBD

Reports to: TBD

Location Emergency Coordination Centre

Role TBD

Responsibilities

- ☐ Obtain briefing from Branch Director or Operations Section Chief:
  - Determine resources assigned to the Division/Group
  - Confirm geographic boundaries or functional responsibilities of Division/Group
  - Confirm location and function of additional Divisions or groups operating adjacent to or within geographic location
  - Confirm tactical assignment
  - Confirm communication assignment
- ☐ Organize, assign and brief assistants
- ☐ Provide copies of the current ECC Action Plan (EAP) to subordinates
- ☐ Implement EAP with subordinates
- ☐ Supervise Division / Group resources, making changes as required
- ☐ Ensure subordinates observe required safety precautions
- ☐ Coordinate activities with adjacent Divisions / Groups
- ☐ Review Division / Group assignments and incident activities with subordinates; assign tasks
  - Determine need for assistance on assign tasks and make request for additional resources through Branch Director or Operations Section Chief
- ☐ Submit situation and resource status information to Branch Director or Operations Section Chief

5.5.10 Generic Branch Director, Division/Group Supervisor

- Maintain resource tracking system

☐ Report special occurrences or events (i.e. accidents or sickness) to your immediate supervisor

☐ Resolve logistics problems within the Division/Group

- Monitor communications and assess communication needs
- Ensure adequate food, liquids and rehabilitation
- Ensure personnel are aware of process for medical assistance

☐ Keep Resources Unit Leader informed (through chain of command) of the status of resources assigned

☐ Evaluate and implement Demobilization Plan (ICS 221) when appropriate

- Debrief with Branch Director or Operations Section Chief at shift change - include work accomplished/ left to be accomplished, operational difficulties, resource needs, etc.

☐ Participate in developing branch plans for the next Operational Period.

☐ Participate in post incident debriefings

☐ Maintain written records of all activities

5.6 PLANNING SECTION

5.6.1 PLANNING SECTION CHIEF

Assigned: Refer to Appendix 1

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: The planning section chief is a member of the general staff and is responsible for the collection, evaluation, dissemination, and use of information about the development of the critical incident and status of resources. Information is needed to:

- Understand the current situation;
- Predict the probable course of incident events; and
- Prepare alternative strategies and control the operations for the incident.

The Planning Section is responsible for preparing status reports, displaying situation information, maintaining status of resources assigned to the incident, and developing and documenting the Incident Action Plan based on guidance from the ECC Director

Responsibilities:

☐ Upon activation the following Planning functions should be automatically activated:

- Situation Unit
- Documentation Unit

☐ Obtain briefing from the Operations Section Chief and/or ECC Director. Determine the following:

- Current resource status (Appendix 4 – ICS Form 201 or ICS 204 for subsequent operational periods)
- Current status/intelligence (Appendix 4 – ICS Form 201)
- Current incident objectives and strategy
- Whether ECC requires a written ECC Action Plan (EAP)
- Time and location of first planning meeting
- Desired contingency plans

☐ Evaluate, organize, assign and brief Planning function positions as

appropriate.

- ☐ Gather, prepare and display incident information (Situation Status & Resource Status Boards)
- ☐ Coordinate with Operations and Logistics sections to collect resources availability, use and location information
- ☐ Establish and maintain resource tracking system
- ☐ Compile and display incident status summary information. Document on Incident Status Summary (Appendix 4 – ICS 209) (or other approved agency form)
    - Forward incident status summaries to DEM and/or designated staff once per operational period or as required
    - Provide copy to the Information Officer (IO)
- ☐ Obtain / develop incident maps
- ☐ Establish information requirements / reporting schedules for ECC
- ☐ Lead the Operational Planning Process
- ☐ Supervise preparation and distribution of the written incident action plan, if indicated. Minimum distribution is to ECC Director, Command Staff, General Staff and Operations personnel to the Division/Group Supervisor level:
    - Establish information requirements and reporting schedules for use in preparing the incident action plan.
    - Ensure that detailed contingency plan information is available for consideration by Operations and Command.
    - Verify that all support and resource needs are coordinated with Logistics Section prior to release of the Action Plan.
    - Include fiscal documentation forms in written Action Plan as requested by the Finance/Administration Section.
    - Coordinate Action Plan changes with General Staff personnel and distribute written changes, as appropriate.
- ☐ Meet with the Operations Section Chief and/or Command prior to the Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location

- ☐ Contemplate and formulate information on alternative strategies (best to worst case scenarios)
- ☐ Undertake long range response and recovery planning
- ☐ Provide cost estimates to the Finance Section
- ☐ Incorporate specialized plans (i.e. traffic, evacuation, environmental, and safety) and other supporting plans in the EAP
- ☐ Hold Section meetings as necessary to ensure communication/coordination among Planning Section Units
- ☐ Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Action Plan
- ☐ Determine the need for any specialized resources in support of the incident; discuss need with Operations and Command
    - Assign Technical Specialists where needed
    - Facilitate resource requests with Logistics
- ☐ Coordinate with the Information Officer (IO) on the current Situation Status and Resource Status so that release of incident information is accurate
- ☐ Advise General Staff of any significant changes in incident status
- ☐ Ensure that all staff observe established level of operational security
- ☐ Develop demobilization plan for the ECC and support centres
- ☐ Participate in ECC briefings
- ☐ Participate in post-incident debriefings
- ☐ Participate in follow-up activities as required
- ☐ Ensure the final incident documentation package is prepared and organized effectively

5.6.2 SITUATION UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Planning Section Chief

Location: Emergency Coordination Centre

Role: The Situation Unit Leader is responsible for collecting, analyzing and displaying incident information.

Responsibilities:

- ☐ Obtain briefing from Planning Section Chief
  - Review Incident Briefing (Appendix 4 – ICS 201) for incident status
  - Determine incident objectives and strategies
  - Determine necessary contingency plans
  - Identify reporting requirements and schedules (both internal and external to the incident)
- ☐ Collect and analyze incident information as soon as possible and on an ongoing basis
- ☐ Organize and staff Unit as appropriate
  - Assign field Observers
  - Request Technical Specialists as needed
- ☐ Supervise Technical Specialists as assigned (on very complex incidents it may be necessary to assign a Technical Specialist Supervisor)
  - Brief Technical Specialists on current incident status
  - Assign analysis tasks
  - Notify staff of timelines and format requirements and monitor progress
- ☐ Participate in the operational planning process and meetings as required by the Planning Section Chief
- ☐ Conduct situation updates at meetings and briefings as required by the Planning Section Chief
- ☐ Prepare and maintain Incident Situation Displays (these may be

maps, forms, weather reports, victim or damage assessment information and other reports from technical specialists)

- ☐ Provide photographic services and maps
    - Photographic services may be used to document operations and intelligence activities, public information activities and accident investigations
    - Ensure photographs are processed at the end of each Operational Period
    - Request or develop additional and specialized maps as required
    - Provide Incident Map(s) for ECC Action Plan (EAP)
- ☐ Collect and maintain current incident data as required by the ECC
- ☐ Request weather forecasts and spot weather forecasts as necessary, directly from Environment Canada
- ☐ Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies using Appendix 4 – ICS 204
- ☐ Determine and maintain appropriate map displays
    - Review all data for completeness, accuracy and relevancy prior to posting
    - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in the Planning area
    - Develop additional displays (weather reports, incident status summaries, etc.) as necessary
    - Ensure displays and maps are posted and kept up to date
- ☐ Prepare the Incident Status Summary (Appendix 4 – ICS 209) and other status reports, as assigned prior to each planning meeting. Provide copies to Command and General Staff
- ☐ Receive briefings and information from Field Observers

5.6.3 DOCUMENTATION UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Planning Section Chief

Location: Emergency Coordination Centre

Role: Responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Responsibilities:

- ☐ Obtain briefing from Planning Section Chief
    - Identify supervisor in organization
    - Identify work locations, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.
- ☐ Establish work area; ensure adequate duplication / printing capability for large-scale operations and adequate staff to assist in the duplication and documentation process
    - Request additional resources through Chain of Command
- ☐ Establish and organize incident files
- ☐ Distribute documents, such as the Action Plan and Situation Reports, as directed.
- ☐ Accept and file reports and forms submitted by incident personnel
- ☐ Check the accuracy and completeness of records submitted for files
- ☐ Retain and file duplicate copies of official forms and reports
- ☐ Ensure that legal restrictions on public and exempt records are observed
- ☐ Provide status reports to the Planning Section Chief and appropriate requesters
- ☐ Submit completed incident files to the Planning Section Chief

5.6.4 RESOURCE UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Planning Section Chief

Location: Emergency Coordination Centre

Role: Responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident(s), the impact that additional responding resources will have on the incident(s) and anticipated resource needs.

Responsibilities:

- ☐ Obtain briefing from Planning Section Chief
  - Identify work locations, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.
- ☐ Establish contact with incident information sources, such as, Operations Section Chief and initial ECC Director to determine what resources have been assigned to the incident, their status and location.
- ☐ Participate in the operational planning process and meetings as required
- ☐ Conduct resource status updates at meetings and briefings as required by the Planning Section Chief
- ☐ Compile, maintain and display resource status information on:
  - All tactical and support personnel and apparatus (including mutual aid or hired etc.)
  - Transportation and support vehicles
- ☐ Maintain master roster of all resources at the incident, including the total number of:
  - Personnel assigned to the incident.
  - Resources assigned to each Section and/or Unit.
  - Specific equipment/apparatus types.
- ☐ Review Incident Briefing form (Appendix 4 – ICS 201) for resource information

- ☐ Prepare and maintain the Incident Situation Display (organizational chart, resource allocation and deployment sections), using the Incident Briefing Form (Appendix 4 – ICS 201)
- ☐ Assist in the preparation of the ECC Action Plan (EAP)
    - Prepare Organization Chart (ECC Organization Chart, or ICS Form 207) and post in each room or area of the ECC
    - Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
    - Prepare Organization Assignment List (Appendix 4 – ICS Form 203).
    - Prepare Division/Group Assignment Sheets (Appendix 4 – ICS Form 204).
- ☐ Assist in identification of additional and special resources
    - Other disciplines
    - Technical specialists
    - Resources needed to implement contingency plans

5.6.5 DEMOBILIZATION UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Planning Section Chief

Location: Emergency Coordination Centre

Role: Responsible for assuring controlled, orderly, safe and efficient demobilization of incident resources.

Responsibilities:

- ☐ Obtain briefing from the Planning Section Chief
  - Determine objectives, priorities and constraints on demobilization
- ☐ Review incident resource records to determine scope of demobilization effort
  - Resource tracking system (ICS 215)
  - Check-in Forms (Appendix 4 – ICS 211)
  - Assignment list (Appendix 4 – ICS 204)
- ☐ Meet with agency representatives to determine
  - Agencies not requiring formal demobilization
  - Personnel rest and safety needs
  - Coordination procedures with cooperation or assisting agencies
- ☐ Identify surplus resources and probable release time(s)
- ☐ participate in the operational planning process and meetings as required by the Planning Section Chief
- ☐ Assess the current and projected resource needs of the Operations Section
- ☐ Evaluate logistics and transportation types and kinds required to support demobilization
- ☐ Determine logistical support needs of released resources (rehabilitation, transportation, equipment replacement, etc.)
- ☐ Establish communication links with offsite-incident organizations

and facilities

- ☐ Determine debriefing requirements
- ☐ Prepare Demobilization Plan (Form ICS 221)
    - General - Discussion of demobilization procedure.
    - Responsibilities - Specific implementation responsibilities and activities.
    - Release Priorities - According to agency and kind and type of resource.
    - Release Procedures - Detailed steps and process to be followed.
    - Directories - Maps, telephone numbers, instructions and other needed elements.
    - Continuity of operations (follow-up to incident operations):
        - Public Information
        - Finance/Administration
        - Other
    - Designate to whom outstanding paperwork must be submitted
    - Include demobilization of Incident Command Post (ICP) staff. In general, ICP and ECC staff will not be released until
        - Incident activity and work load are at the level the agency can reasonably assume:
        - Incident is controlled
        - Incident personnel are released except for those needed for final tactical assignments
        - Incident base(s) is reduced or in process of shut down
        - Planning Section has organized final incident package
        - Finance / Administration Section has resolved major known finance problems and defined process for

follow up

- Rehabilitation / Clean-up is accomplished or contracted
- Team has conducted or scheduled required debriefings

☐ Obtain approval of Demobilization Plan (ICS 221) from Planning Section Chief

☐ Distribute Demobilization Plan (ICS 221) as required

☐ Ensure that all Sections / Units understand their responsibilities within the Demobilization Plan

☐ Monitor implementation and assist in the coordination of the Demobilization Plan

☐ Brief Planning Section Chief on progress of demobilization

5.7 LOGISTICS SECTION

5.7.1 LOGISTICS SECTION CHIEF

Assigned: Refer to Appendix 1

Reports to: ECC Director
Location: Emergency Coordination Centre

Role: The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuelling, food service, communications, and medical services for incident personnel.

Responsibilities:

- ☐ Obtain briefing from Operations Sections Chief or ECC Director
  - Incident situation
  - Determine which incident facilities, including the Incident Command Post (ICP), have been/should be activated
  - Current equipment and supplies on site
  - Current priorities/objectives
  - Determine if there are any immediate needs for security, medical support for responders, communications, or facility safety.
- ☐ Organize and staff Logistics Section as appropriate
- ☐ Confirm resource ordering process
- ☐ Assess adequacy of current ECC communications plan/process
- ☐ Assemble, brief and assign work locations and preliminary work tasks to Section personnel
- ☐ Attend Planning Meetings as requested by the ECC Director
- ☐ Participate in the preparation of the ECC Action Plan (EAP)
  - Provide input on resource availability, support needs, identified shortages and response timelines for key resources

- Identify future operational needs (both current and contingency) in order to anticipate logistical requirements
- Ensure Incident Communications Plan (Appendix 4 – ICS 205) is prepared/updated
- Ensure Medical Plan (Appendix 4 – ICS 206) is prepared/updated
- Assist in the preparation of the Transportation Plan

☐ Research availability of additional resources

☐ Hold Section meetings as necessary to ensure communication and coordination among Logistics Section, Branches and Units

☐ Identify service and support requirements for planned and expected operations

☐ Estimate future service and support requirements

☐ Identify resource needs for incident contingencies

☐ Coordinate and process requests for additional resources

☐ Advise Incident Management Team (IMT) on current service and support capabilities

☐ Track resource effectiveness and make necessary adjustments

☐ Ensure formal communications between Logistics and other Command and General Staff

☐ Provide input to Demobilization Plan (ICS 221) as required by the Planning Section Chief

☐ Recommend release of unit resources in conformation with the Demobilization Plan (ICS 221)

5.7.2 COMMUNICATIONS UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief

Location: Emergency Coordination Centre

Role: Responsible for providing communication services during an incident.

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
- ☐ Organize and staff Unit as appropriate
  - Assign Communications Center Manager and Lead Incident Dispatcher.
  - Assign Message Center Manager and ensure adequate staff are assigned to answer phones and attend fax machines
- ☐ Conduct a communications assessment to determine what systems are currently working (radios, cell phones, computers, telephones, etc.) and to establish what is needed for the response. Assessment may include:
  - Location of the incident – does the location impact communication?
  - Expectations of the incident – expected to move, get bigger, etc.
  - Response plans – are we expecting more responders?
  - Identification of communication facilities in the area (e.g., towers, repeaters, etc.)
  - Emergency Operations Centre communication needs (e.g., phone load).
  - Current communication systems/frequencies in use; capabilities/limitations of the current system
- ☐ Prepare and implement Incident Communications Plan (Appendix 4 – or ICS Form 205):
  - Obtain current organizational chart.

- Determine most hazardous tactical activity; ensure adequate communications.
- Determine most critical communication needs; ensure adequate communications

☐ Support communications needs.

- Establish and post any specific procedures for use of Emergency Coordination Centre/Incident Command Post communications equipment

☐ Include satellite and/or cellular phones and pagers in the Incident Communication Plan (Appendix 4 – ICS 205) if appropriate

- Determine specific organizational elements to be assigned telephones
- Identify all facilities/locations with which communications must be established (i.e. shelters, press area, liaison area, agency facilities, other governmental entities, Emergency Operations Centre(s) (ECCs), etc.
- Identify and document all phone numbers
- Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls and report these numbers to staff and off-site parties (i.e. other local jurisdictions, provincial and federal bodies)
- Do not publicize outgoing call lines

☐ Activate, serve as contact point and supervise the integration of volunteer radio organizations into the communications system.

☐ Ensure radio and telephone logs are available and being used.

☐ Establish and maintain communications equipment accountability system.

☐ Provide technical information as required on:

- Adequacy of communications systems currently in operation
- Geographic limitations on communication systems

- Equipment capabilities and limitations
- Amount and type of equipment available
- Anticipated problems in the use of communications equipment

☐ Maintain records on all communications equipment as appropriate

☐ Recover equipment from Units being demobilized

5.7.3 SUPPLY UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief
Location: Emergency Coordination Centre

Role: Oversee the acquisition and distribution of equipment and personnel for the incident response. (Note: this is for equipment and personnel not provided through mutual aid.)

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
  - Determine charge code for incident
  - Confirm ordering process
  - Assess need for 24 hour staffing
  - Determine scope of supply process
- ☐ Organize and staff unit as appropriate:
  - Consider need for “lead agency” representation in ordering process
  - Consider dividing ordering responsibilities either by discipline or by category (i.e. equipment, personnel, supplies)
  - Response plans – are we expecting more responders?
- ☐ Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observe ordering system, process and chain of command
  - Establish clearly defined time when the Supply Unit will assume responsibility for ordering. This will require close coordination with Operations and Planning staff
  - Confirm process for coordinating contract related activities with the Procurement Unit
  - Confirm process for emergency purchase orders with Finance/ Administration Section
  - Confirm the type/kind and quantity of supplies enroute

from Resources Unit

- ☐ Receive resource orders from authorized incident staff. Document on Resource Order Form (Appendix 4 – ICS 208)
    - Determine specification (size, extra equipment, personnel protective equipment [PPE], qualifications, etc.)
    - Determine desired delivery time and location, person ordering and person to whom the resource should report or be delivered
    - Obtain estimated price for resources which expect reimbursement
    - Coordinate delivery of rented equipment to Ground Support Unit for inspection before use
    - Whenever possible talk with the ordering party to clarify types and amount of supplies or materials. Verify that the request has not been previously filled through another source.
- ☐ Arrange for receipt of ordered supplies. Work with Facilities Unit to identify and activate appropriate facilities for supply storage
- ☐ Review the ECC Action Plan (EAP) for information on operations of the Supply Unit
- ☐ Advise affected Unit or Section of any changes in arrival times for requested resources
    - Advise immediately if order cannot be filled
- ☐ Alert Logistics Section Chief of changes in resource availability which may affect incident operations
- ☐ Order, receive, distribute and store supplies and equipment
    - Coordinate with Facilities Unit on storage
    - Coordinate contracts and resource orders with the Finance/ Administration Section
    - Obtain resource name, number, identifiers, etc., along with estimated time of arrival (ETA)
    - Relay information to appropriate staff

- ☐ Coordinate donated goods and services from community groups and private organization. Link with Emergency Social Services Branch Coordinator
- ☐ Maintain inventory of supplies and equipment
- ☐ Coordinate re-servicing of re-usable equipment
- ☐ Submit reports to the Support Branch Director.

5.7.4 FACILITIES UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief
Location: Emergency Coordination Centre

Role: Provides facilities for the incident resources.

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
  - Expected duration and scope of the incident
  - Facilities already activated
  - Anticipated facility needs
- ☐ Obtain a copy of the ECC Action Plan (EAP) and determine:
  - Location of Incident Command Post (ICP)
  - Staging Area(s)
  - Incident Base(s)
  - Supply / receiving / Distribution Centres
  - Information / Media Briefing Centre(s)
  - Other incident facilities
- ☐ Determine requirements for each facility to be established
  - Sanitation
  - Sleeping
  - Feeding
  - Supply area
  - Medical support
  - Communications needs
  - Security needs
  - Lighting
- ☐ In cooperation with other incident staff, determine the following requirements for each facility
  - Needed space
  - Specific location
  - Access

- Parking
- Security
- Safety

☐ Plan, prepare and activate facility layouts in accordance with the above requirements

☐ Coordinate negotiations for rental office or storage space with Procurement Unit and specific facility manager

☐ Video or photograph rental office or storage space prior to taking occupancy

☐ Provide Base and Camp Managers and obtain personnel to operate facilities

☐ Provide sleeping facilities

☐ Provide sanitation and shower services as needed

☐ Provide facility maintenance services—sanitation, lighting and cleanup

☐ Demobilize base and camp facilities

☐ Restore area to pre-incident condition; take photograph or video

☐ Maintain Facilities Unit records

5.7.5 GROUND SUPPORT UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief

Location: Emergency Coordination Centre

Role: Responsible for the development of a ground transportation plan to meet the needs of the incident.

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
  - Fuelling needs of apparatus on incident
  - Transportation needs for responders
  - Location of Supply Unit receiving and distribution point(s)
  - Incident transportation maps and restrictions on transportation routes
  - Need for vehicle repair services and policy toward repair and fuelling of mutual aid and rental equipment
- ☐ Participate in Logistics Section / Support Branch planning activities
- ☐ Consider the need to use agency pooled vehicles or rental vehicles to augment transportation resources
- ☐ Ensure that the condition of rental equipment is documented prior to use; coordinate with Procurement Unit
- ☐ Support out-of-service resources according to agreement for mutual aid and rental equipment
- ☐ Notify Resources Unit of all status changes on support and transportation vehicles
- ☐ Arrange for and activate towing, fueling, maintenance and repair services.
- ☐ Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section
- ☐ Maintain inventory of support and transportation vehicles (ICS 215)

- ☐ Provide transportation services

- Review ECC Action Plan (EAP) for transportation requirements
- Review inventory for needed resources
- Report need for additional resources through Supply Unit. Include type/kind, time needed and reporting location in the request
- Schedule use of support vehicles
- Document time, mileage, fuel consumption, repair and other costs

☐ Implement Transportation Plan:

- Determine timelines.
- Identify types of services required.
- Assign resources required to implement Transportation Plan

5.7.6 MEDICAL UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief

Location: Emergency Coordination Centre

Role: Responsible for the development of the Medical Emergency Plan and arranging for appropriate support for incident responders.

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
  - Obtain information on any injuries that occurred during initial response operations
  - Establish communications link with Safety Officer
- ☐ Participate in Logistics Section / Support Branch planning activities
- ☐ Anticipate medical issues that may arise due to the type of response (e.g., hypothermia, heat stroke, exposure to hazardous materials, etc.).
- ☐ Determine level of emergency medical activities performed prior to activation of Medical Unit, including
  - Number and location of aid stations
  - Number and location of stand-by ambulances, helicopters and medical personnel to assign to the incident
  - Potential for special medical problems, i.e. hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
  - Medical supplies needed
- ☐ Respond to responder requests for medical treatment, and transportation
- ☐ If ambulance support is required, contact the EMS Group Supervisor to discuss needs
- ☐ Prepare the Medical Plan (Appendix 4 – ICS 206), including procedures for major medical emergency. This plan should be coordinated with the medical organization with the Health Branch of

the Operations Section. The plan may include:

- Medical Assembly Area
- Triage Area
- Ambulance Traffic Route
- Landing Zone for EMS helicopters (e.g. STARS) (incident and hospital)
- Aid Station Location(s)
- Hazard Specific information (Hazmat treatment, etc.)
- Closest Hospitals
- Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital

☐ Obtain Safety/Risk Officers approval for Medical Plan.

☐ Coordinate Medical Plan with health group.

☐ Respond to requests for medical aid/medical supplies.

☐ Notify Safety Officer and Logistics Section Chief of all accidents and injuries.

☐ Prepare and submit medical reports; provide copies to Documentation Unit.

☐ Provide briefing to relief on current activities and unusual circumstances.

5.7.7 FOOD UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Logistics Section Chief

Location: Emergency Coordination Centre and I

Role: Responsible for the provision of food services for response personnel.

Responsibilities:

- ☐ Obtain briefing from Logistics Sections Chief
  - Potential duration of incident
  - Number and location of personnel to be fed (ECC and Incident Command Post)
  - Meal schedule
- ☐ Determine method of feeding to best fit each situation and obtain bids if not done prior to incident (i.e. no pre-approved vendor list)
  - Determine and implement a process to ensure only authorized incident personnel are being fed
  - Coordinate with Procurement Unit
- ☐ Determine food service requirements for planned and expected operations
- ☐ Ensure sufficient potable water and beverages are available for all incident personnel
- ☐ Ensure that appropriate health and safety measures are taken; coordinate with Safety Officer
- ☐ Ensure food quality assurance
- ☐ Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief
- ☐ Supervise administration of food service agreement if applicable
- ☐ Supervise cooks and other food unit personnel if applicable
- ☐ Keep inventory of food on hand and receive food orders
- ☐ Provide copies of receipts and invoices to Finance / Administration Section
- ☐ Advise Supply Unit when food orders are complete

5.8 FINANCE / ADMINISTRATION SECTION

5.8.1 FINANCE / ADMINISTRATION SECTION CHIEF

Assigned: Refer to Appendix 1

Reports to: ECC Director

Location: Emergency Coordination Centre

Role: The Finance / Administration Section tracks incident costs (e.g., response, scene management, and removal) and accounts for reimbursements. The ECC Director often establishes this section when there are several accounting activities to perform (e.g., cost monitoring, personnel hours and reimbursement). If only one accounting activity is needed, a corresponding technical specialist position may instead be established in the Planning Section.

1. Ensure that administrative support is provided to the ECC; this will primarily entail supervising and delegating tasks to scribes
2. Support the ECC by providing financial advice and issuing financial authority to acquire resources

Responsibilities:

☐ Obtain briefing from ECC Director to determine:
- Incident objectives
- Anticipated duration / complexity of incident
- Participating / coordinating agencies
- Identify financial requirements for planned and expected operations

☐ Organize, staff and supervise the Finance / Administration Section as appropriate to meet the anticipated demands of the response.

☐ Ensure that funds are expended appropriately.

☐ Ensure that contracts are negotiated appropriately.

☐ Ensure that personnel and equipment time is accurately recorded.

☐ Coordinate and manage budget, spending limits and cost estimations.

☐ Assess the situation further:

- Identify financial requirements for planned response.
- Determine if any agreements are in place for use of facilities, equipment, and other resources needed for the response.
- Review copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Coordinate with Command and General Staff and Human Resources staff to determine the need for temporary employees.
- Identify applicable financial guidelines and policies, constraints and limitations.
- Ensure that proper tax documentation is completed.

☐ Develop an operating plan for Finance / Administration function on the incident

☐ Attend briefing with responsible Assisting/Cooperating Agency to gather information and to determine any cost-share agreements or financial obligation.

☐ Participate in operational planning process and meetings to gather information on overall strategies

- Provide financial and cost-analysis input
- Provide financial summary on labour, materials and services
- Prepare forecasts on costs to complete operations
- Provide cost benefit analysis as required
- Obtain information on incident status, planned operations, change in objectives, use of personnel / equipment / aircraft, and local agency / political concerns

☐ Manage all financial aspects of an incident; ensure all Sections and the Supply Unit are aware of the charge code

☐ Initiate, maintain and ensure completeness of documentation needed to support claims for emergency funds, including auditing

and documenting labour, equipment, materials and services

- ☐ Initiate, maintain and ensure completeness of documentation required to support claims for injury and property damage
- ☐ Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
    - Labour—with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers and consultants
    - Equipment—with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles and other
    - Materials and supplies purchased and/or rented, including equipment, communications technology, office and warehouse space and expendable supplies
- ☐ Review operational plans and provide alternatives where financially appropriate
- ☐ Assist Logistics Section in resource development
    - Identify vendors for whom open purchase orders or contracts must be established
    - Negotiate ad hoc contracts
    - Prepare work objectives for subordinates, brief staff, make assignments and evaluate performance
- ☐ Provide input in all planning sessions on financial and costs analysis matters
- ☐ Ensure that all personnel time records are transmitted to the appropriate representative
    - Notify Time Unit when emergency timekeeping process is in effect and where timekeeping is taking place
    - Distribute timekeeping forms to all Sections—ensure forms are being completed and submitted correctly
- ☐ Participate in all demobilization planning. Coordinate Finance /

Administration section demobilization

- Develop recommended list of section resources to be demobilized and initial recommendations for release when appropriate
- Release resources in conformance with the Demobilization Plan (ICS 221)

☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed

☐ Brief administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving the incident

5.8.2 TIME UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Finance / Administration Section Chief
Location: Emergency Coordination Centre

Role: Ensure time reports are kept for all personnel and equipment during the response (including hired, contracted or rented).

Responsibilities:

- ☐ Obtain briefing from Finance / Administration Section Chief; determine
  - Incident requirements for time recording
  - Required timelines for reports
  - Location of timekeeping activity
  - Number of personnel and rental equipment for which time will be kept
- ☐ Establish and maintain a file for personnel time reports within the first operational period
- ☐ Advise Ground Support Unit, Air Support Unit (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time
- ☐ Contact appropriate Agency representatives to determine agency-specific time-keeping constraints
  - Time records should be maintained for volunteer and mutual aid resources regardless of whether or not time will be reimbursed
- ☐ For each Operational Period, initiate, gather, or update a time report from all applicable personnel assigned to the incident
- ☐ Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
- ☐ Distribute all time documents according to company / agency policy
- ☐ Ensure all records are current and complete prior to demobilization

☐ Brief Finance / Administration Section Chief on current problems, recommendations, outstanding issues and follow up

5.8.3 PROCUREMENT UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Finance / Administration Section Chief

Location: Emergency Coordination Centre

Role: Negotiate and administer contracts and agreements.
Establish local sources for equipment, supplies, services etc.
Manage and account for all payments related to contracts and agreements

Responsibilities:

☐ Obtain briefing from Finance / Administration Section Chief; determine

- Charge code and delegation of authority to commit agency funds
  - If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident
- Whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group
- Status of bid process
- Current vendor list
- Current blanket Purchase Order (PO) list
- Timelines established for reporting cost information

☐ Determine purchase order (PO) process

☐ Create / obtain the Incident Procurement Plan; determine

- Necessary forms
- Who has purchasing authority
- Spending constraints
- Coordination of procurement process with Supply Unit
- Supply of emergency purchase orders (PO)

☐ Review equipment rental agreement and use statements for terms

and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

- ☐ Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.
- ☐ Draft Memorandums of Understanding as needed (obtain legal review and ECC Director's signature prior to implementation).
- ☐ Establish contact with supply vendors, as needed.
- ☐ Determine whether additional vendor-service agreements will be necessary.
- ☐ Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- ☐ Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting timeframes established for operational period.
- ☐ Verify all invoices. It is imperative that all contractors are accounted for and their time documented:
    - Coordinate with all Sections.
    - It may be helpful to assign one person (or more) to simply travel the incident and document everything they see being used.
    - Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- ☐ Complete final processing and send documents for payment.
- ☐ Maintain final incident receiving documents:
    - Obtain copies of all vendor invoices.
    - Verify that all equipment time records are complete.
    - Maintain comprehensive audit trail for all procurement documents.
    - Check completeness of all data entries on vendor invoices.
    - Compare invoices against procurement documents.

- Assure that only authorized personnel initiate orders.

☐ Provide briefing to relief on current activities and unusual events.

☐ Ensure that all expenditures and financial claims have been processed and documented.

☐ Ensure all Section documentation is completed and submit to Documentation Unit.

5.8.4 COMPENSATION CLAIMS UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Finance / Administration Section Chief
Location: Emergency Coordination Centre

Role: Manage the process for dealing with financial concerns arising from property damage, injuries or illnesses from the incident response.

Responsibilities:

- ☐ Obtain briefing from Finance / Administration Section Chief; determine
  - Determine accidents / injuries to date
  - Determine status of investigations
- ☐ Establish contact with Medical Unit Leader, Safety and Liaison Officers and Agency representatives
- ☐ Determine the need for Compensation-for-injury and Claims Specialists, and staff unit as required
- ☐ Ensure written authority is obtained for persons requiring medical treatment
- ☐ Ensure correct billing forms are prepared for transmittal to doctor and/or hospital
- ☐ Ensure all witness statements and statements from the Safety Officer and Medical Unit are reviewed for completeness
- ☐ Coordinate with Safety Officer (Command) to
  - Provide liaison with Occupational Health and Safety (OHS) Administration
  - Provide analysis of injuries
  - Ensure appropriate level of Personnel Protective Equipment (PPE) is being used, and that personnel have been trained in its use
- ☐ Maintain copies of hazardous materials and other medical debriefings; ensure that they are included as part of the final incident package

- ☐ Keep Finance / Administration Section Chief briefed on Unit status and activities

5.8.5 COST UNIT LEADER

Assigned: Refer to Appendix 1

Reports to: Finance / Administration Section Chief
Location: Emergency Coordination Centre

Role: Provides incident costs analysis, analyzes and prepares estimates of incident costs.
Records all costs data and maintains accurate records of incident costs.
Maintains list of all equipment and personnel requiring payment.

Responsibilities:

- ☐ Obtain briefing from Finance / Administration Section Chief; determine
  - Reporting timelines
  - Standard and special reports required
  - Desired report format
- ☐ Obtain and record all cost data
  - Agency equipment costs
  - Contract or mutual aid equipment costs
  - Contract or mutual aid personnel costs
  - Damage to facilities, infrastructure, equipment or vehicles
  - Supplies and food
  - Facility rental
- ☐ If cost sharing agreement is in force, determine what costs need to be tracked
- ☐ Identify in reports all equipment / personnel requiring payment
- ☐ Coordinate with Assisting/Cooperating Agency headquarters on cost reporting procedures
- ☐ Prepare incident cost summaries by operational period or as directed
- ☐ Prepare resource-use cost estimates for Planning Section
  - Ensure estimates are updated with actual costs as they become available

- Ensure information is provided to Planning according to Planning's schedule

☐ Make recommendations for cost savings to Finance / Admin Section Chief

☐ Maintain cumulative incident cost records. Cost should reflect each individual agency

- Agency, contract or mutual aid equipment and personnel costs and pay premiums (i.e. straight time, hazard, overtime), facility damage, supplies, etc.

☐ Ensure all cost documents are accurately prepared and documented appropriately

☐ Complete all records prior to demobilization

5.9.1 INDUSTRY/BUSINESS ADVISOR

Assigned: To be assigned, based on the situation

Reports to: To be assigned

Location: TBD – Communications with ECC are handled by the Liaison Officer

Role: To act as liaison with the ECC and to provide support in an emergency.

Responsibilities:

- ☐ Provide information about company operations to the ECC
- ☐ Identify hazards associated with company operations and facilities
- ☐ Assist in development of the ECC plan, as necessary
- ☐ Coordinate with other affected companies
- ☐ Mobilize company resources to assist in emergency operations
- ☐ Provide technical information and reference material at the request of ECC staff
- ☐ Maintain a written record of all company activities

5.9.2 ORGANIZATION INVOLVED

Assigned: To be assigned, based on the situation

Reports to: To be assigned

Location: TBD – Communications with ECC are handled by the Liaison Officer

Role: To act as liaison between the organizations that is primarily involved in the emergency and the ECC.

Responsibilities:

- ☐ Assist the ECC in designing a strategy to resolve the emergency situation
- ☐ Provide advice to the ECC Director in supporting the ECC response
- ☐ Provide updates to the ECC Director on the organization's progress
- ☐ Coordinate use of resources with ECC staff
- ☐ Provide chemical identity, MSDS & E/R documentation, properties and emergency medical information as necessary
- ☐ Coordinate media releases with the Information Officer
- ☐ Organize cleanup and restoration of the site in conjunction with the Public Works and Engineering representative

5.9.3 GOVERNMENT AGENCIES

Assigned: Alberta Emergency Management Agency Field Officer

Reports to: There may be representation from the following agencies, among others:

- Environment Canada
- Alberta Infrastructure and Transportation
- Transport Canada

Location: TBD – Communications with ECC are handled by the Liaison Officer

Role: To act as liaison between the Provincial or Federal Government and the ECC during an emergency.

Responsibilities:

- ☐ Assist in designing a strategy to resolve the emergency situation
- ☐ Advise and assist Municipal authorities in implementing their emergency plan
- ☐ Provide or arrange for the provision of on and off-site monitoring and evaluation of the threat
- ☐ Ensure that specialist advice, equipment, manpower and assistance with road closures are provided
- ☐ Ensure the safe removal of dangerous goods and post-event clean-up standards are met
- ☐ Monitor safety and health standards
- ☐ Provide liaison with federal and other outside agencies
- ☐ Assist the ECC:
  - ○ Recommendation to Declare a State of Local Emergency
  - ○ Authorize expenditure of Provincial Government Funds
  - ○ Liaise with other levels of Government e.g. Military, Transport Canada, etc.
- ☐ Determine requirements for additional equipment and resources
- ☐ Provide lists of resources, advisors and Provincial and Federal Emergency Response Agencies
- ☐ Assist ECC in decision making and long term planning
- ☐ Maintain a log on actions taken

5.9.4 School Authorities, Facilities, and Transportation

Assigned: To be assigned, based on the situation

Reports to: To be assigned

Location: TBD – Communications with ECC are handled by the Liaison Officer

Role: To represent the school board during an emergency

Responsibilities:

- ☐ Assist in designing a strategy to resolve the emergency situation
- ☐ Provide information to ECC Director on School Board activities
- ☐ Provide status of facilities and transportation
- ☐ Provide options regarding use of facilities and transportation
- ☐ Coordinate School Board personnel and activities with the ECC Director and staff
- ☐ Provide additional personnel to the ECC as required by the situation
- ☐ Dispatch maintenance personnel and expertise to incident site as necessary
- ☐ Be prepared to draft messages to the media through the Information Officer
- ☐ Keep a written record of all School Board related activities and actions
- ☐ Update School Board authorities of ECC actions and decisions

5.9.5 ALBERTA ENVIRONMENT AND PARKS

Assigned: To be assigned, based on the situation

Reports to: To be assigned

Location: TBD – Communications with ECC are handled by the Liaison Officer

Role: To provide advice and information to the ECC during an emergency that pertains to issues regarding the environment and natural resources.

Responsibilities:

- ☐ Assist in designing a strategy to resolve the emergency situation
- ☐ Advise the ECC of the impact of the emergency towards the environment and natural resources
- ☐ Coordinate with the Information Officer when addressing issues pertaining to the environment
- ☐ Provide information and data to the ECC Director regarding the environment and natural resources
- ☐ Advise ECC staff on how to mitigate potential impact on the environment and natural resources
- ☐ Ensuring ECC actions are harmonized with Federal and Provincial policies and programs
- ☐ Coordinate with government and external agencies, as necessary

5.9.6 AMATEUR RADIO EMERGENCY SERVICES (ARES)

Assigned: To be assigned, based on the situation

Reports to: To be assigned

Location: Emergency Coordination Centre

Role: To provide communications resources to the ECC during an emergency

Responsibilities:

- ☐ Provide radio operators to the ECC when requested
- ☐ Provide radio communications equipment to the ECC when requested
- ☐ Provide radio communications between ECC and ICP
- ☐ Be prepared to communicate with other agencies, upon request of the ECC Director
- ☐ Update the ECC Director on developments at the Incident site
- ☐ Maintain a point of contact with the ECC, likely the ECC Director or the Deputy
- ☐ Document actions and decisions made that are communicated using the radio
- ☐ Maintain and repair radio equipment, as necessary

5.10. MUNICIPAL COUNCIL

Role:

Acts as the governing authority supporting emergency response activities within each respective municipality and provides support to the ECC when the ECC needs additional resources and/or direction

Responsibilities:

- ☐ Be familiar with the Sturgeon Regional Partnership Emergency Management Plan and the Alberta Emergency Management Act
- ☐ On recommendation of the ECC Director, declare a State of Local Emergency
    - Ensure the Office of Municipal Affairs has been notified of the emergency
- ☐ Request assistance from senior levels of government when requested by the ECC Director
- ☐ If the CEO is unavailable, appoint a spokesperson for Council
- ☐ Ensure that the Council spokesperson speaks with both the ECC Director and the Information Officer prior to speaking with the media
- ☐ Ensure that Council members are apprised of Mutual Aid actions taken
- ☐ Participate in post incident debriefings
- ☐ Participate in follow up activities as required
- ☐ Ensure adequate records are maintained
- ☐ On recommendation of the ECC Director, declare that a State of Local Emergency to be terminated
- ☐ Participate as observers and/or participants in training and exercises

6.0 HAZARD SPECIFIC PLANS

Section Six outlines ECC considerations for common scenarios based on the HRVA.

The content in this section specifically applies to the ECC, which will be supporting the Incident Commander and 'front-line' activities.

The guidelines in this section are a supplement to the response procedures outlined in Section 3 (Response Actions). Multiple guidelines may be used in a complex incident matrix.

The guidelines in this section are not limiting. Users of this plan can use these guidelines as a foundation toward building action plans and tasks.

Hazard Specific Plans should be further developed in relation to current HRVA findings.

The following guidelines are covered in this section:

6.1 Evacuation
6.2 Shelter In Place
6.3 Re-Entry Plan
6.4 Dangerous Goods Incident Response
6.5 Pipeline Spill or Release
6.6 Utility Failure (Gas, Electrical, Water)
6.7 Healthcare/Hospital/Mass Casualty Support
6.8 Environmental Public Health Support
6.9 Infectious Disease Outbreak/Pandemic Influenza
6.10 Severe Weather (Ice Storm, Extreme Heat, etc.)
6.11 Train Derailment
6.12 Forest Fire/Interface Fire Response
6.13 Violent Act/Hostage Taking
6.14 Civil Disorder
6.15 Information Technology Cyber Attack
6.16 Aircraft Crash
6.17 Business Continuity General Awareness

6.1 EVACUATION

6.1.1 Overview

Various types of incidents may require the ECC to lead the evacuation of an area larger than the incident site itself. The ECC would determine the areas for evacuation with the Incident Commander and the emergency response personnel on scene.

Evacuees will be directed to Reception Centres. The details of opening and staffing of Reception Centres and the provision of emergency social services to support evacuees can be found in the Emergency Social Services (ESS) Plans for the various communities (under development).

6.1.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Ensure that an effective communications link exists between the ECC, Incident Commander, and Mutual Aid Providers
- Ensure that regular communications takes place with evacuated people, via RCMP, ESS and Information Officer (IO). Consider providing the following information:
    - Details about the situation
    - What responders are doing about the situation
    - If possible, how long people can expect to be evacuated
    - Any directions or guidance
    - The time of the next update
- Assess how long people may have to be evacuated
- Ensure the Information Officer is updating the public regularly
- Consider if transportation support is required to move evacuees
- Consider if a reception centre, or multiple, need to be opened
- Consider if a detailed re-entry plan is required and coordinate if needed; assign planning resources as necessary
- If a long term evacuation is required, confirm and arrange how basic needs are being provided (food, shelter, clothing, medicine, personal items). See ESS Plan.
- If a long term evacuation is required, establish a public liaison and communications linkages/mechanisms

6.2 SHELTER-IN-PLACE

6.2.1 Overview

Shelter-In-Place (SIP) is used when evacuation is not practical or safe. Several factors that may create a need for SIP are:

- Severe weather (tornado, extreme cold, winds, etc.)
- HAZMAT air/plume exposure
- Violent person/threatening condition
- Direction from authorities

The purpose of this procedure is to ensure that all residential/building occupants are able to remain safe within their residence or building and if necessary relocate to a "Safe Area" without delay in the event of these types of incidents.

Safe Area is defined as a location within a residence or building, usually an interior room (no external opening windows or doors) that can have all interior windows and doors closed.

6.2.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Determine the product/hazard details
- Determine if there is any air monitoring apparatus/data
- Assess the length of time before impacts
- Assess potential duration of SIP if ordered
- Assess risk between evacuation and SIP order
- Utilize Alberta Emergency Alert and Emergency Notification System
- Monitor and determine when the SIP order can be lifted
- Communicate the all safe order when hazard has passed

6.2.3 Shelter-In-Place Instructions

Maintaining a high level of community awareness with Shelter-In-Place information helps assure that, in the event of an incident, public safety officials and the community itself has the information and expertise they need to respond effectively to protect the public.

Steps to "Shelter-In-Place":

1. Go Inside. Verify emergency. Turn on local/TV
2. Close all windows and doors

3. If there is a severe weather event avoid rooms with external windows and seek shelter within interior rooms
4. If there is an environmental incident resulting in dangerous airborne contaminants immediately relocate to the Safe Area, by following the closest and safest route.
    - Turn off furnace/air conditioner/exhaust fans/close fireplace dampers
    - Enter and seal a small room. Seal doors and windows with duct tape or wet cloths. Breathe through a wet towel to filter air.
5. DO NOT use elevators
6. Continue to listen to radio or TV for further instructions. Keep phone lines free.

Unless told to do by authorities:

- Do NOT evacuate or travel
- Do NOT bring home children from school or other members from work
- Do NOT call 911 or other authority for information (instead: monitor radio/TV)

You will be safer inside...

A well weather-stripped building slows the movement of air into the building and any hazardous material that does enter is weakened when it mixes with the indoor air. It is imperative that you stay indoors, especially if you see a cloud, vapor, or smoke from the hazardous material outdoors or you can smell it indoors.

An adequate SIP room/location should be:

- Centrally located to allow quick access from any location
- Enclosed with solid walls and no windows
- Within a robust structure that will resist collapse
- If broadcasted via Alberta Emergency Alert re-locate to the safest floor level recommended
- Away from a lightweight roof and exterior glazing elements
- Avoid suspended ceilings

6.3 RE-ENTRY PLAN

6.3.1 Overview

In order to support a safe and orderly return of residents, a re-entry plan will be developed and activated by the ECC. The ECC will notify evacuees of the time that re-entry can commence and the procedure they are to follow.

6.3.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Site by site inspection of residence and businesses for health and safety
- Declare the re-entry date and time (Re-entry Day)
- Establish the priority and procedures for re-entry
- Coordinate and synchronize (as able) operations, planning, logistics, finance and administration activities with the POC
- Develop supporting plans to this plan and future plans as needed
- If required, provide Municipal Affairs with the status of damaged houses for re-occupation to support interim housing needs
- If required, establish the priority for the occupation of interim housing based on the needs assessment
- Support the re-establishment of essential businesses
- Activate a Disaster Assistance Centre in cooperation with AEMA and supporting agencies
- Coordinate and task agency partners to complete home inspections and restoration of utilities
- Police services will provide access control to ensure the safe and orderly movement of residents.
- If required, a Credentialing Centre will be activated to ensure returning residents have the appropriate identification and authorization before approaching Police road blocks.
- Coordinate area tours for residents (as needed)
- Coordinate site re-entry of damaged/uninhabitable homes
- Coordinate the procurement and assembly of re-entry kits for residents
- Implement a sanitation plan

6.3.3 Re-Entry Criteria

The decision by which the ECC will allow for the re-entry of residents must meet the following defined criteria:

- Water system functional and able to deliver water; under boil water advisory if necessary

- Sewage collection and treatment system functioning
- Essential Services including governance, utilities, 911 or replacement emergency number, and emergency services declared in operation by the Emergency Coordination Centre
- Perimeter fencing in place for high risk properties and/or areas
- Sufficient roadways are cleared, safe for public use and open
- Completed inspection and classification of homes to determine habitability
- Emergency Health Services declared in operation by Alberta Health Services
- Re-entry support including temporary housing and the applicable municipal Disaster Assistance Centre declared open by the ECC

6.4 DANGEROUS GOODS INCIDENT RESPONSE

6.4.1 Overview

Dangerous goods incidents are a dominant threat to the region and have been identified by the regional HRVA as a priority for preparedness, mitigation and response. A wide variety of hazardous materials are routinely transported through the area by both rail and road. The larger industries produce such products and transport on a regular basis. Many of the products are hazardous both as an individual product as well as being reactive when mixed or exposed to other materials. Procedures must be in place to respond to incidents, manage the affects, and conduct clean up and disposal.

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6.4.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Confirm the product and quantities
- Confirm if the spill or release is contained or not contained
- If the Incident Commander has not yet notified the AB Transportation Co-ordination and Information Centre (CIC) to report accidental or imminent accidental releases of dangerous goods notify them of the incident. Refer to Section 6.4.5 for contact information.
- Confirm that all threatened people are evacuated
- Does a greater area need to be evacuated?
- Activate Alberta Emergency Alert System as required
- Utilize mass notification strategy
- Gather additional product information (health effects, MSDS, etc.)
- Confirm if the cause of the spill/release was hostile or intentional
- Gauge the length of time people will have to be evacuated
- Ensure that an impact assessment is being completed (considering people, property, environment, and Municipal operations)
- Coordinate the follow-up investigation with the HAZMAT Investigator(s)
- Assist in coordinating the cleanup
- Determine the length of time the cleanup will take
- Ensure an approach is identified for communicating and explaining to residents what occurred
- Ensure liaison with Municipal Legal and insurers as necessary

- Report dangerous goods incidents in accordance with established provincial / federal procedures

6.4.3 Incident Commander (On-Scene)

The IC should consider the following when managing a response:

- Determine if evacuation or shelter-in-place is required
- Securing the site and road closures – traffic management plan
- Contact the AB Transportation Co-ordination and Information Centre (CIC) to report accidental or imminent accidental releases of dangerous goods. Refer to Section 6.4.5 for contact information.
- Determine the need for air monitoring and environment impact assessment
- Arrange for specialized equipment and response personnel if required
- Ensure the ongoing health and safety of workers at site
- Monitor site clean-up and restoration
- Provide situation reports to Municipal administration or ECC
- Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for other messages)

6.4.4 Industry

Industry should consider the following when supporting a response:

- Implement the company Emergency Response Plan where applicable
- Notify Municipal emergency services of actions being taken in response to the incident
- Provide chemical identity, MSDS & emergency response documentation, properties and emergency medical information to Municipal emergency services
- Provide subject matter expertise to the IC and ECC if necessary, to assist with the emergency response
- When appropriate, participate in Unified Command
- Design and implement a strategy for controlling the release after review with the Incident authorities
- Provide monitoring personnel and equipment
- Clean-up and remediate the site including disposal of contaminants

- Coordinate media releases with the Municipality / Region

6.4.5 Government of Alberta (GOA)

Within Alberta Transportation, the Co-ordination and Information Centre (CIC) is a 24-hour operation that supplies technical information to industry, the public and enforcement officials about the Transportation of Dangerous Goods (TDG) Regulations and all associated standards.

Emergency Reporting:

CIC will:

- Manage all TDG emergency calls and assess the severity of dangerous goods incidents.
- Provide assistance to emergency response personnel attending the scene of an incident in which dangerous goods are involved, or many become a matter of concern.

They are also the emergency response centre for reporting accidental or imminent accidental releases of dangerous goods during any aspect of transport as outlined in the Regulations.

Co-ordination and Information Centre (CIC) may be contacted directly by municipalities, by calling 1-800-272-9600 or (780) 422-9600 (24 hrs / 7 days a week).

In addition, Alberta Transportation has agreements with Environment and Parks (AEP) and Alberta Energy Regulator (AER), serving as a contact point for contraventions, spills, and complaints.

Alberta Transportation is the only jurisdiction in Canada that has dually appointed Provincial and Federal Dangerous Goods Inspectors that inspect dangerous goods facilities, monitor highway tank facilities and respond to incidents involving dangerous goods

The GOA should also consider the following when supporting a response:

- Advise and assist the Municipality / Region in implementing their emergency management plan
- Ensure that the industrial operator's emergency response plan has been activated and emergency response team has been dispatched
- Align public messages with the Municipality / Region and other involved agencies
- Provide or arrange for on and off-site monitoring and evaluation of the threat as required

- Ensure that specialist advice, equipment, manpower and assistance with road closures are provided if requested
- Ensure the safe removal of dangerous goods and post-event clean-up standards are met
- Facilitate the implementation of Mutual Aid Agreements with neighbouring municipalities if requested
- Monitor safety and health standards of workers and other outside agencies
- Liaise with federal and other outside agencies)

6.4.6 Government of Canada (GOC)

Requests for assistance from the Federal Government shall be directed to the Alberta Emergency Management Agency - who will coordinate requests for assistance from the Government of Canada through the Federal Regional Director, Emergency Preparedness Canada (EPC).

Canadian Transport Emergency Centre (CANUTEC) provides additional technical information on dangerous goods and communication links to international agencies.

CANUTEC may be contacted directly by municipalities, by calling collect to (613) 996-6666 (24 hrs).

6.5 PIPELINE SPILL OR RELEASE

6.5.1 Overview

As there are a number of pipelines that traverse the Sturgeon Region there is a possibility that there could be a pipeline spill or release which could have significant impact to the public and some of the communities within the region. Procedures must be in place to respond to incidents, manage the affects. The ECC must also be prepared to respond to these situations.

6.5.2 Identifying a Leak, Spill or Release

Pipeline leaks are extremely rare. However, accidents do occur. Pipeline leaks can be very dangerous, so protect yourself by being able to identify the signs of a leak.

Gas Leak or Release

If you notice any of the following signs, there may be a GAS leak.

- An unusual whistling, hissing or roaring sound can be heard nearby to a pipeline right of way or warning signs
- A smell of petroleum or mercaptan, which smells like rotten eggs. Mercaptan is added to natural gas, which is otherwise odourless, to give it a Sulphur-like odor to warn of a leak
- Vegetation can appear discoloured or damaged
- A build-up of frost on the ground or pools of liquid along a right-of-way
- Bubbles rising in free-standing water
- Isolated vapour or mist clouds

For crude and refined liquids emergencies

If you notice any of the following signs, there may be a leak:

- Brown of discoloured vegetation amid healthy plants
- Colourful sheens on water surfaces
- Fire at or below ground level
- Stains or pools of hydrocarbons not usually present in the right-of-way
- Bubbles coming from bodies of water
- Distinctive petroleum type odours

6.5.3 Initial Response Actions

In general, when faced with a possible pipeline leak,

- Leave the area immediately — if possible, walk into the wind for at least 750 metres
- Warn any others nearby to evacuate, particularly if there are children or others requiring assistance
- Extinguish any fires, smoking materials and potential ignition or spark sources – including any unnecessary electronic equipment

For Responders, use the Emergency Response Guidebook

- Approach with caution from upwind
- Isolate ad secure the area
- Implement Incident Command
- Identify hazards
- Identify & contact the pipeline operator (number on pipeline marker)
- An immediate concern during a spill or release is the safety of the public. While emergency services may evacuate the immediate area of the incident, the ECC will likely have to assist in recommending residents to evacuate or shelter in place.

Reporting a Pipeline Leak or Spill

Call the pipeline company — look for pipeline right of way and warning signs usually situated at road crossings, water crossings, railway crossing and on fencing and other noticeable points. Note that the markers are in the right-of-way and not right on the pipeline. Markers will include the product in the pipeline and the emergency phone number.

Many pipeline companies also participate in the “call before you dig” or “One Call” utility notification service. They can help determine who is the owner/operator of the pipeline

6.5.4 Pipeline Company Response Actions

Expected Response

Many of the pipeline companies are adopting the Incident Command System and generally speaking regardless of which company has an incident you can expect a similar response:

Company Responder immediate actions:

- Check in with Incident Command if it exists, otherwise the senior person of the responding team will assume IC

- Assess the situation
- Ensure the safety of workers/public in the area
- Notify the Pipeline Control Centre and/or Supervisor
- Take appropriate action to mitigate impact to life safety, the environment and property

The initial responders are trained in emergency response, defensive fire-fighting, safety and first aid.

Initial Response Team

- Initial Response Team may be company or contracted responders
- For small events, this team may be able to conduct the entire response themselves or may be relieved or replaced by a higher level of management within their Incident Management Team (IMT).
- For these events, the Incident Commander will often be from the pipeline company and he/she will be the prime point of contact for any local responders.

6.5.5 Pipeline Company Expected Actions

Industry should consider the following when supporting a response:

- Implement the company's Emergency Response Plan where applicable
- Notify the Municipality's DEM of actions being taken in response to the incident
- Provide chemical identity, MSDS, medical treatment guidelines & any other related documentation to emergency services
- Provide suitable representatives to the incident scene and Emergency Operations Centre if necessary, to assist in the emergency response
- In cooperation with local emergency services, develop an incident action plan for stabilizing the product release/emergency situation
- Provide monitoring personnel and equipment
- Clean-up and restoration of the site including disposal of contaminants
- Coordinate media releases with the Town's ECC Information Officer

6.5.6 ECC Required Information

If there is a spill or release that may impact the public, the following information must be obtained by the ECC:

- Name and telephone number of caller
- Type of leak:
  - Size of leak – small discharge of gas or large outflow.
  - Is the gas burning?
  - Is frost apparent at the leak or is a gas cloud forming?
- Location of Leak:
  - Distance from the public and the direction.
  - Distance from a highway and the direction.
  - Section, township, range, etc. if known.
  - Prominent land features nearby, e.g. river, lake, hill.
  - Are there any injuries or deaths?
- Weather – particularly wind direction and velocity
- Surroundings at leak site – proximity of houses and name of residents, other buildings, roads, railroad, power lines, etc.
- Are vapours or a gas cloud forming and drifting toward inhabited buildings?
- Confirm what area has already been evacuated by emergency services
- What occurred to start the leak and what was equipment involved, if any?
- Determine the product or hazardous material involved
- Has any other action been taken?

6.5.7 ECC Considerations

The ECC should consider the following when supporting ANY pipeline spill or release:

- Confirm if the spill or release is contained or not contained
- Confirm from the IC what specific resources may be necessary to assist in the response
- Ensure that all threatened people are evacuated
- Consider if a greater area needs to be evacuated
- Opening Reception Centres for evacuation
- Activate Alberta Emergency Alert System as required
- Gather additional product information (health effects, MSDS, etc.)
- Confirm if the cause of the spill/release was hostile or intentional
- Gauge the length of time people will have to be evacuated

- Ensure that an impact assessment is being completed (considering people, property, environment, and Town operations)
- Coordinate the follow-up investigation with the HAZMAT Investigator(s)
- Assist in coordinating the clean-up
- Determine the length of time the clean-up will take
- Ensure an approach is identified for communicating and explaining to residents what occurred
- Ensure liaison with community Legal counsel and insurers as necessary
- Report dangerous goods incidents in accordance with established provincial/federal procedures

6.6 UTILITIES FAILURE (GAS, ELECTRICITY, WATER, INFORMATION TECHNOLOGY (IT), PHONE)

6.6.1 Overview

Utilities and telecommunications failures occur regularly, in many cases, unexpectedly. Failures are mostly short term, but can be prolonged leading to major impacts to the public and the Municipality and/or Region.

6.6.2 ECC Considerations

The ECC should consider the following when supporting ANY loss of utilities:

- Health and safety implications of the situation
- General population
- Vulnerable populations (seniors, children, medically dependent, etc.)
- Confirm with utility provider, the cause (if known), potential length of the interruption, and any support required from the Municipality to rectify the problem
- Initial and on-going public notification regarding timeframe for resumption of services
- Assess the immediate impact on Municipal operations
- Assess the short and long term impact on Municipal operations
- Sheltering for residences affected for a prolonged period
- Immediate needs of people (i.e. food, clothes, lodging)
- Business Continuity Plan activated for IT/Phone impact
- If it is a telecommunications failure, confirm communications protocol, to include policy on personal cell phone usage and payment
- Means of regular communications if IT issue persists
- Cleanup activity coordination as necessary
- Confirm the cause, if applicable, to prevent recurrence

6.6.3 Gas

The ECC should consider the following when supporting a Loss of Gas response:

- Impacts on gas consumers
- Special messaging regarding safety of auxiliary heating sources (Carbon Monoxide poisoning)
- Assessing Critical Infrastructure sites for impacts (hospitals/care homes, schools, other utilities, government and public buildings

- Establishing a priority list for essential services (i.e. hospital, water treatment, etc.)

The Gas Utility is to control all gas facilities, plant and services, to ensure the safety of the public and emergency response personnel, which includes the following:

- Continuing or discontinuing gas supply to mains and services
- Advising customers on service interruptions and restoration plans
- Repairing facilities and gas infrastructure
- Providing technical expertise on gas related matters
- Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for other messages)

Roles and Responsibilities of the Gas Utility Supervisor in the ECC

- When notified that the REMP has been activated, a qualified individual reports as directed by the DEM to the ECC and assumes the Gas Utility Supervisor position
- Activates the Gas Utility's Emergency Response Plan
- Provides progress reports to the Utilities and Public Works Director in the ECC
- Receives media/public inquiries and periodic bulletins and announcements from the Gas Utility emergency line and works with the Information Officer to release information for the media/public

6.6.4 Electricity

The ECC should consider the following when supporting a Loss of Power response:

- Disruption of traffic, aviation, rail signals
- Disruption of other utilities / communications
- Trapped persons in electrically-operated devices
- Establishing an ICP for restoration of power at site of incident
- Establishing the ECC to ensure emergency services are available to the community and to provide coordination of response activities
- Assessing Critical Infrastructure sites for impacts (hospitals/care homes, schools, other utilities, government and public buildings

- Establishing a priority list for essential services (i.e. hospital, water treatment, etc.)
- Managing the allocation of auxiliary power if wide spread outages
- Protection of property (loss of electric security mechanisms)
- Assessing the need for auxiliary lighting

The Electric Utility will utilize their Electric Utility Emergency Management Plan to effectively respond to the incident, in accordance with:

- The applicable municipality's Business Continuity Plan
- Alberta Electric Utilities Emergency/Mutual Aid Agreements

Roles and Responsibilities of the Electric Utility Supervisor

- The Electric Utility will communicate regularly with the Electric Utility Supervisor in the ECC and coordinate plans, public messaging, and response activities with the ECC.

6.6.5 Water/Sewer

The ECC should consider the following when supporting a Loss of Water or Sewer response:

- Assessing Critical Infrastructure sites for impacts (hospitals/care homes, schools, other utilities, government and public buildings
- Establishing a priority list for essential services (i.e. hospital, water treatment, etc.)
- Disruption of other utilities
- Establishing an ICP for restoration of water/sewer at site of incident

The Water Utility will utilize their Water Utility Emergency Response Plan to effectively respond to the incident.

Roles and Responsibilities of the Water Utility Supervisor

- Water/Sewer Facility/Incident Site will communicate regularly with the Water Utility Supervisor in the ECC and coordinate plans, public messaging, and response activities with the ECC.

6.6.6 IT/Phones

The ECC should consider the following when supporting a Loss of IT/Phone services response:

- Assessing Critical Infrastructure sites for impacts (hospitals/care homes, schools, other utilities, government and public buildings

- Establishing a priority list for essential services (i.e. hospital, water treatment, etc.)
- Impact to emergency communication systems (including 911)

The IT/Phone provider will utilize their Disaster Recovery Plan/Emergency Response Plan to effectively respond to the incident.

Roles and Responsibilities of the Public Works and Utilities Director

IT/Phones representative will communicate regularly with the Public Works/ Utilities Director in the ECC and coordinate plans, public messaging, and response activities with the ECC.

6.7 HEALTHCARE / HOSPITAL / MASS CASUALTY SUPPORT

6.7.1 Overview

Situations, whether emergency or not, may involve serious injuries and/or fatalities. The Hospital itself may require support for an internal emergency. These scenarios may require ECC support in some capacity

6.7.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Confirm the circumstances and the cause
- Verify that the information is accurate
- Confirm the present location of the injured parties and/or bodies
- Is there is a continuing threat present that may further harm individuals
- Should the Worker's Compensation Board be notified?
- Should Alberta Occupational Health and Safety be notified?
- Will AB OH&S be involved with any follow-on investigation?
- Ensure the process for notification of next of kin is being led by the RCMP only
- Communication strategy required for public
- Ensure any Critical Incident Stress Management counseling is arranged as necessary

6.7.3 RCMP Expected Actions

In the event of a mass casualty incident, the RCMP, dependent on staffing, will be the lead agency for the provision of the following:

- Traffic control and securing the incident site, including routing for emergency vehicles
- Crowd control, including coordinate the convergence of media, photographers.
- Coordinate the protection of property
- Securing the scene for subsequent investigation
- Notification of Next of Kin for seriously injured of deceased persons

6.7.4 ECC Support for a Hospital Incident or Mass Casualty Incident

In the event it becomes necessary to implement the Alberta Health Services (Edmonton or North Zone) Emergency Plan; the Municipal / Regional ECC will provide assistance as available and as follows:

<u>Transport Assistance – Casualties / Hospital Patients</u>

The ECC Transportation Lead in Logistics will coordinate arrangements for Casualty Transport Vehicles with EMS, Transit, and other providers (as needed). Additionally;

- Coordination of casualty movement from the site will be under the direction of the on-site EMS Lead
- The EMS Lead will need to communicate with the Staging Manager on the movement of units in and out of the scene
- Transportation units, when deployed, must report to the staging area for further direction
- The transportation plan needs to consider access and egress of EMS to/from the casualty collection point
- Volunteers must be registered and provided with full instructions before they proceed with their task

Casualty Transfer at the Hospital

Volunteer Stretcher Bearers may be required to meet the ambulances and Casualty Transport Vehicles as they arrive at the hospital, remove the casualties, and take them to the designated triage areas. They should remain with the casualties until assigned to a treatment area, accompany casualties to the treatment area, and then return to the Casualty Reception Area with the equipment.

Security at the Hospital and Casualty Information Centre

- Volunteers are required to be posted as unarmed guards at:
  - Main entrance door
  - Emergency door
  - Other entrance doors
  - Casualty Information Centre
- Duties and instructions for volunteer guards, which will indeed include training, will be provided by the Hospital Administration

Traffic Control at the Hospital

Volunteers are required to control traffic to ensure emergency vehicles are unrestricted in their operation. Ensure appropriate high-visibility vests are used by these volunteers and work with Police services as directed

First Aid Volunteers at the Incident Scene

First-aid volunteers from the community may assist in casualty care on-scene. EMS Lead will be responsible for the coordinating of those services on-site.

Information Centre

The ESS Director will coordinate the Information Centre for relatives and friends of casualties. Volunteers may be required to manage the centre along with clergy and community health personnel.

NOTE: Communications between the Hospital and the Casualty Information Centre need to be structured and contain only factual and releasable information (i.e. Next of Kin Notifications will be done by the RCMP)

Public Information

News releases to the public and news media will be coordinated by the Municipal / Regional ECC Information Officer. Media will not be allowed in the Hospital or Information Centre.

- A Casualty Information Centre will be established for public information inquiries only and the Media should be directed to the Municipal / Regional ECC's Information Officer and / or the ECC Media Centre

6.8 ENVIRONMENTAL PUBLIC HEALTH SUPPORT

6.8.1 Overview

The Alberta Health Services Environmental Public Health Support Plan provides support to the municipality by assisting their emergency operations in an advisory capacity, as follows:

Advisory Functions:

- Hygiene
- Making water safe for human consumption
- Safe hygienic storage and distribution of food
- Sewage disposal
- Solid waste disposal
- Communicable diseases
- Safe, hygienic handling and storage of dead bodies
- Vector (disease transmission) control

Alert / Warning

- The ECC Director/ DEM will alert the Medical Officer of Health (MOH) if an emergency situation requires public health assistance

6.8.2 ECC Considerations

The ECC should consider the following when supporting a response to the above:

- Notify Minister of Health (MOH) with incidents that may affect the source, treatment, or distribution of potable water to the public
- Communication by the MOH to the public on 'Boil Water' advisories
- Environmental Public Health should be consulted when reception centres are utilized for feeding or sheltering evacuees
- Environmental Public Health should be consulted regarding the assessment of flood affected housing
- Ensure any Critical Incident Stress Management counseling is arranged as necessary

6.9 INFECTIOUS DISEASE OUTBREAK

6.9.1 Overview

An infectious disease outbreak is a situation whereby disease or illness is transmitted from one person to another either by direct or by indirect contact with contaminated objects. Health experts are constantly monitoring emerging diseases like a new strain of influenza, SARS, or other infectious agents the population has little to no immunity to.

Refer to individual community Pandemic Plans.

Similar response actions are required for other types of infectious diseases. The Medical Officer of Health will outline specific protection measures in which the public is to take.

Generally, infectious diseases are spread through three different mechanisms:

1. Airborne transmission
2. Droplet transmission
3. Contact transmission

More information about infectious diseases and how we can respond to them can be found at the following agencies websites:

- The Public Health Agency of Canada (PHAC)
- US Center for Disease Control (CDC)
- World Health Organization (WHO)

6.9.2 ECC Considerations

The ECC should consider the following when supporting a response to the above:

- Consult with specialists: AHS Public Health – Minister of Health (MOH)
- Consult the Pandemic Plan as necessary
- Confirm the extent of the illness within the community
- Confirm the cause of the situation
- Assess if the situation may escalate
- Assess the potential length of the situation
- Consider if quarantining residences is an option
- Consider potential for lock-down or shelter-in-place
- Consider the impact of continuing Municipal Services that interface with the public
- Conduct an operational analysis

- Consider the long term impact of a prolonged situation
- Confirm if additional security is needed
- Confirm that a patient tracking and surveillance plan has been established
- Confirm the immunization/medical plan, as necessary

6.10 SEVERE WEATHER

6.10.1 Overview

A severe weather event may impact the Region. Such events will likely impact multiple facilities and services for a prolonged period of time. Examples of events are tornados, snow storms, rain storms, and prolonged extreme cold or heat.

6.10.2 ECC Considerations

The ECC should consider the following when supporting a response to the above:

- Consider actions to keep people safe
- Consult with Environment Canada as necessary
- Coordinate cleanup operations “Debris management”
- Road clearing equipment and sand
- Assess the potential length of the situation, and begin planning ahead
- Coordinate a damage assessment, to include infrastructure, utilities, and IT
- Assess the short and long term impact on Municipal Services/Operations
- Consider recovery and business continuity issues
- Consider how to address any service interruptions
- Consider if immediate needs of people need attending to (i.e. food, clothes, lodging - ESS)
- Consider if long term sheltering is required
- Consider the impact of long-term evacuation
- Coordinate Critical Incident Stress counseling (for ECC members, front line responders have their own support services in place)
- Remember to take breaks while working in the ECC and encourage others to do so as well. Check-in with family while working in the ECC

6.10.3 Severe Weather Advisory System – Environment Canada

Severe weather watches and warnings are issued by Environment Canada. Alberta Alert also disseminates warnings and watches as requested by users.

The three levels of severe weather advisory messages are:

- Weather Watch
- Weather Warning

- Actual Event

Watches and Warnings

The weather office issues, and radio and TV repeat weather watches and weather warnings.

Remember - a "Watch" is advisory only. Nothing may happen but a watch could develop into a warning. Stay alert! Listen to your radio.

Remember - a "Warning" means that the event is imminent. Take precautions and listen to your radio.

Information

If you require information on any watch or warning you may call Environment Canada's Inquiry Centre at 1-800-668-6767 or email at enviroinfo@ec.gc.ca.

6.11 TRAIN DERAILMENT

6.11.1 Overview

A Train Derailment can occur anywhere along the rail tracks and when hazardous products are involved, an effective and immediate response is paramount.

6.11.2 ECC Considerations

The ECC should consider the following major **impacts** when supporting a response:

- Casualties / Injuries
- Fatalities
- Fire
- Explosions
- Hazardous Material / Dangerous Goods
- Environmental Impacts
- Evacuations / Shelter-In-Place
- Business / Stakeholder Impacts

The ECC should consider the following potential **actions** when supporting a response:

- Ensure other rail traffic has been warned / stopped
- Establish adequate communications with Rail Company and any contracted response company
- Ensure adequate evacuation and warnings if accident involves dangerous goods
- Understand requirements for rescue and fire fighting
- Determine transportation plan for emergency vehicles and evacuees
- Establish traffic control
- Establish crowd control
- Eliminate hazards from damaged utilities (power lines, gas, etc.)
- Consider potential need for a relief train or off-loading tanker trucks
- Determine if additional heavy equipment is needed
- Notify hospital of casualties including number & type
- Establish control routes for emergency vehicles

- Define the incident scene and establish a control perimeter
- Ensure scene is secured for subsequent investigation (TSB)
- Establish joint public communication messages (Railway and ECC)
- Set up an inquiry service (ESS and Railway)

6.12 Forest Fire / Interface Fire Response

6.12.1 Overview

In the event an uncontrolled natural cover fire is endangering populated areas, threatening lives, or causing extensive damage to property, municipal response will use the following procedure:

6.12.2 Alert / Warning

Procedures for alerting first response emergency services and warning the public are outlined in the Section 3 – Response Actions

6.12.3 Evacuation

Procedures for evacuation are detailed in Section 3 – Response Actions and Section 6.1

6.12.4 Mutual Aid Assistance

Procedures for accessing mutual aid assistance from other municipalities, provincial government or industry are provided in the Section 9.5.

6.12.5 Agriculture and Forestry – Wildfire Management Branch

Requests for assistance for fire suppression outside of Forest Protection Areas are actioned by Agriculture and Forestry as follows:

- Requests will originate with the Municipal DEM
- Assistance from Agriculture and Forestry may consist of a forest fire officer providing advice to the municipal response
- Subject to the availability of resources, at the time of request, Agriculture and Forestry may loan equipment or provide direct assistance in fire suppression (water bombers)
- If water bombers are on site, the "bird dog" officer, or forest officer-in-charge will report to the designated Incident Commander
- Costs incurred by Agriculture and Forestry will be borne by the requesting municipality

To access Agriculture and Forestry **assistance, the following procedure will be used:**

- Call the Municipal DEM
- Call Alberta Emergency Management Agency, 1-866-618-2362
- Information required when requesting Agriculture and Forestry assistance:
- Location of fire?
- Size of fire?
- What type of fuel is the fire burning in?
- Fire behavior (i.e., surface or ground fire, rate of speed)?

- What's at risk (i.e., life threatening - who and where, property - location and proximity to fire)?
- Manpower and equipment at fire?
- Radio frequency being monitored?
- In an emergency situation, a request may be verbally approved and followed up with a formal, signed request

6.12.6 ECC Considerations

The ECC should consider the following when supporting a response:

- Consider impacts related to: Casualties/deaths from fire or smoke, property damage, traffic and communications disruptions, potential loss of utilities (power lines, etc.)
- Accurate and timely weather/wind forecasts
- Control traffic and access routes
- Recruitment of firefighters
- Establish water points
- Establish transportation requirements & obtain vehicles
- Alert and Warning the public of the fire
- Establish first aid posts
- Light portable firefighting equipment
- Water bombers
- Bulldozers
- Tankers
- Power saws, shovels, axes, back tank & other hand tools for fire suppression
- Establish emergency feeding services
- Communications equipment

6.13 VIOLENT ACT AND / OR HOSTAGE TAKING

6.13.1 Overview

Extreme events such as 'active shooters' and hostage takings have occurred at facilities throughout North America. Whether the actual incident may be short or long in nature, the effects of the situation will be long lasting

6.13.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Confirm what areas are secure and what are not
- Make efforts to ensure that all threatened people are evacuated
- Does a greater area need to be evacuated / locked down / shelter-in-place?
- Is there a threat to other people, infrastructure/equipment, and operations?
- Confirm when the situation is under control
- Confirm the length of time people will have to be evacuated
- Confirm that approaches to addressing the threat have been initiated, including negotiation
- Is this event isolated, or could another similar event or 'copycat' event occur in the immediate future?
- Complete an operational impact analysis
- Long term impact of the situation on the community
- Confirm the motive for the incident
- Coordinate Critical Incident Stress counseling
- Identify an approach for communicating and explaining to the community what occurred

6.14 CIVIL DISORDER

6.14.1 Overview

Events such as protests or work stoppages have the potential to disrupt Municipal operations or damage its reputation.

6.14.2 ECC Considerations

The ECC should consider the following when supporting a response:

- If there is a threat to safety, ensure that personnel are moved to or remain in a safe location
- Confirm the cause of the situation
- Confirm if the situation is peaceful or hostile in nature
- Determine the potential for the situation to escalate
- Assess the potential length of the situation
- Confirm who will be the spokesperson for the Municipality with the parties involved
- Seek approaches to accommodation or resolution of the situation, including the communications strategy
- Confirm if the area has been isolated
- Consider security of the area and if additional resources are required
- Confirm the need and optics of a police presence
- Ensure regular patrols of the area take place
- Attempt to identify leaders and individuals causing the situation
- Complete an operational impact analysis
- Consider the impact of the situation on stakeholders
- Advise external stakeholders of the situation
- Ensure a communications strategy with the public is established
- Confirm issues regarding access and determine alternate approaches if needed
- Consider legal implications of any interaction or discussion with the people involved

6.15 Information Technology (IT) Cyber Attack

6.15.1 Overview

It is likely that attempts will be made to hack into and/or disrupt any one of the Sturgeon Region municipalities IT systems. If successful, major attacks can significantly impair a municipality's capacity to function.

6.15.2 ECC Considerations

The ECC should consider the following when supporting a response:

- Confirm that the IT Business Continuity Plan has been activated
- Assess the potential for the situation to escalate or immediately re-occur
- Ensure initial and continued notification of impacted people
- Confirm with service providers the potential length of the interruption
- Assess the impact on the particular municipality's operations
- Consider the IT requirements for the municipality's Essential Services
- For disruption of municipal operations, assist in facilitating communications and coordinating resources
- If an IT issue exists, confirm prioritized means of regular communications or an interim system to be used
- Confirm the cause and motive of the attack, if possible, to prevent re-occurrence

6.16 AIRCRAFT CRASH

6.16.1 Overview

An aircraft crash can be a very minor emergency or a major disaster depending on the type of craft, passengers, crash location, and cargo.

It is critical that accurate information about these details be understood as soon as possible so that adequate resources can be deployed quickly.

6.16.2 ECC Considerations

The ECC should consider the following possible major impacts when supporting a response:

- Casualties
- Fatalities
- Fires
- Explosions
- Hazardous Materials / Dangerous Goods
- Damage to property
- Nuclear cargo problems
- International implications
- Special cargo problems
- Sudden hospital requirements
- Disruption of traffic and communications
- Disruption of utilities

The ECC should consider the following possible actions when supporting a response:

- Establish adequate communications with the airport authority
- Determine the incident scene area and perimeter (debris field)
- Ensure scene is secured for subsequent investigation (Transportation Safety Board)
- Understand requirements for rescue and fire fighting
- Determine transportation plan for emergency vehicles and evacuees
- Notify hospital of casualties including type and number
- Establish temporary morgue
- Disposition of nuclear or special cargoes

- Establish traffic control
- Establish crowd control
- Eliminate hazards from damaged utilities (power lines, gas, etc.)
- Establish joint public communication messages (Airline and ECC)
- Set up an inquiry service (ESS and Airline)

6.17 Business Continuity General Awareness

6.17.1 Overview

While an individual community or Region focuses on dealing with the emergent issues associated with the incident there can also be an impact to municipal services. A number of communities have developed departmental business continuity plans and/or Disaster Recovery Plans (for Information Technology) to help with maintaining and, if necessary, restoring critical municipal services. These business continuity plans and Disaster Recovery Plans identify critical municipal services, strategies for how to continue these functions in the event of an interruption and roles and responsibilities of the individual community's Business Continuity Team.

What is important is that there be a coordinated approach in dealing with all issues related to an incident. The REMP should may be used as the overarching incident management system.

6.17.2 ECC Considerations

The ECC should consider the following possible major impacts when supporting a response:

- Essential Services (fire, EMS, police, government, utilities, water distribution, waste water treatment)
- Potential for life/safety issues from loss of services (i.e. natural gas in winter)
- Business / Stakeholder Impacts

The ECC should consider the following possible actions when supporting a response:

- Understand requirements for emergency services
- Determine current impacts
- Establish an incident action plan to support resumption of service activities
- Eliminate hazards from damaged utilities (power lines, gas, etc.)
- Notify Municipal/Regional leadership

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7.0 RECOVERY

Section 7 outlines Recovery activities that are typically initiated during the latter part of the response phase. It is highly likely that the emergency management organization will be the lead agency on a number of matters before any Business Continuity Plan is fully implemented.

7.1 RECOVERY ELEMENTS

7.1.1 Business Continuity

The responsibilities for directing business continuity falls to the respective municipalities' CAO and Managers in coordination with the Regional ECC. Business continuity plans provide a framework for maintaining and, if necessary, restoring critical municipal services during an interruption to regular business function. It identifies critical municipal services, strategies for how to continue these functions in the event of an interruption, and the roles and responsibilities of the individual municipality/agency's Business Continuity Team.

This BCP may be activated in conjunction with the REMP if the interruption is from a large-scale emergency.

7.1.2 Transition to Recovery

Recovery planning will begin during the initial stages of the *emergency.* The DEM of either the Regional ECC, if activated, or the Municipal ECC will identify when *emergency* operations have shifted focus to *recovery* operations.

7.2 RECOVERY PHASE

7.1.1 Overview

Recovery refers to the planning activities undertaken to restore, rebuild, and renew affected area(s). Long term recovery continues until the entire disaster area returns to its previous condition or undergoes improvement with new features that are less disaster prone.

Recovery activities should be initiated as soon as possible. Preferably, these activities should take place while response operations are still underway. Actions taken during response operations should be decided with post-incident recovery in mind.

Examples of recovery operations include:

- Repair of damaged property and infrastructure
- Restoration of services such as power, heat and communications
- Counselling Services

The DEM is responsible to ensure that recovery activities will be assigned to the appropriate agency or department. The Recovery Planning process is external to, but in alignment with, the ECC action planning process

There are two distinct areas of focus for recovery:

1) ***Municipal Service Recovery***
2) ***Community Recovery and Renewal.***

Municipal Service Recovery

The goal of municipal service recovery is to reduce the direct impact to residents by restoring critical municipal services. Examples of these services include but are not limited to the following:

- Responding to 9-1-1 calls
- Staff and operate the Emergency Coordination Centre to manage emergency situations
- Manage early warning systems
- Manage water and waste treatment and delivery systems
- Ability to maintain public safety

Municipal Services Recovery is supported by the Business Continuity Plan, within available resources.

Community Recovery and Renewal

Community Recovery and Renewal consists of the policies, plans, and procedures to restore the physical, social, and economic landscape of the Community when any of these has been affected by a disaster.

7.3 RESTORATION AND CLEANUP

The ECC Director must first approve restoration and cleanup of the incident when a State of Local Emergency is in effect. ECC Logistics will assist in coordinating this effort. Should there have been injuries or fatalities, it will be necessary to wait until the site(s) is released by the Office of the Medical Examiner or by Law Enforcement. If there is no investigation and the area impacted is not deemed a crime scene, the ECC Director must approve clearance of the site before cleanup is initiated.

7.4 RESUMPTION OF OPERATIONS

It is the responsibility of the DEM and CAO of each municipality to assess the impact of the *emergency/disaster* on their regular municipal operations, with the aim of resuming operations as soon as practicable following a response.

Towards the end of a response, the DEM will gather status reports of all sites and municipal departments impacted by the incident and report findings to the CAO. The CAO with assistance from the DEM will determine the course of action relating to resumption of normal

operations through employee notification regarding the municipality's business closures and recovery actions.

7.5 ECC Transition to Recovery Considerations

The ECC should be aware of and consider the following when transitioning from response to recovery

7.5.1 Establishment of a Recovery Assistance Centre

The DEM, in liaising with the AEMA Field Officer, will conduct an assessment of the situation and may recommend the establishment of a Recovery Assistance Centre. The Recovery Assistance Centre will be responsible for providing a range of resources and assistance, such as social services support, to residents and homeowners that have been affected by disaster situations.

7.5.2 Recovery Priorities

If the municipality suffers from widespread disaster or major emergency, the municipality must set priorities for:

- Preparation of a damage and loss assessment for Disaster Recovery Program
- Restoration of community services (utilities, transportation, community support services, schools, institutions, etc.)
- Resumption of business operations
- Rebuilding and restoration of social services/activities to pre-incident conditions

7.5.3 Disaster Recovery Program

The Provincial Government may authorize a recovery program after evaluation of all the circumstances following a widespread disaster. For obtaining appropriate disaster recovery assistance, take the following action:

- Immediately advise your AEMA Field Officer
- Without delay, collect all available information as to the extent of the problem, including the cause, the number of people, homes, farms, businesses and public property affected and in what manner. Record all costs related to emergency operations.
- Assist Government of Alberta Ministry departments in the collection of information and registration if a program is announced.

7.6 Public and Stakeholder Relations

When an incident results in significant impact to stakeholders, including the public, industry, government and the media, it will be necessary to

take proactive steps to keep these groups appraised of developments related to the event and recovery actions, and to work with them to assess their needs and abilities to contribute to recovery efforts.

The priority is to minimize the impact of the incident on stakeholders and to demonstrate to stakeholders that the regional and individual municipalities are concerned for the safety and interests of all stakeholders through the provision of timely and accurate information on:

- The impacts on municipal services and operations
- Recovery activities
- Expected timetable for restoration of affected municipal operations,
- Actions that the region/municipality(ies) are taking to prevent a recurrence
- Provision of counselling services to residents, staff and the general public affected by the incident

Stakeholder engagement activities may include:

- Determining with stakeholders the extent of their needs and their ability to contribute to solutions
- Other stakeholder consultations

Public affairs activities may include:

- Preparation of public service announcements and media releases
- Media briefings
- Site tours for media after situation has been deemed safe by Incident Commander
- Other public meetings with key stakeholders

7.7 EMPLOYEE AND VOLUNTEER ASSISTANCE

7.7.1 Employees

There may be delayed or long-term human impacts stemming from an emergency. Each municipality will encourage staff to access the Employee Assistance Program (EAP) and/or Occupational Health Program to address issues.

7.7.2 Critical Incident Stress

Critical Incident Stress is the reaction, emotional and psychological, that a person has to an emergency. While not all people are affected in the same way, some are impacted to the point that it impairs their ability to function properly. Examples of triggers are as follows:

- Trauma or stress arising from the event resulting in Critical Incident Stress
- Loss of employment capabilities due to destruction or work area, change of job location, or responsibilities
- Disruption of normal work processes
- Disruption or destruction of personal property

- Injury or illness of family

Each community should engage their EAP service provider and where necessary, Alberta Health Services (AHS) to provide Critical Incident Stress Debriefing services to employees, family members, and volunteers as necessary. The objectives of Critical Incident Stress Debriefings are to:

- Minimize the severity and duration of the trauma
- Normalize feelings and reactions
- Acknowledge each individual's personal experience
- Reassure that recovery is possible
- Provide support
- Refer those needing individual counseling

A Critical Incident Stress Debriefing should be offered within 24 - 72 hours after an incident, when those affected are most open-minded towards receiving help. In addition, it may be necessary to conduct an intervention while emergency operations are underway. An intervention will be necessary when it becomes obvious that an individual is not coping well with the situation.

7.7.3 Volunteers

The Workers' Compensation Amendment Act (Alberta) includes a provision whereby benefits under the Act may be extended to volunteers engaged in work related to an emergency.

Procedure: The following procedure should be followed:

- Ensure all volunteer emergency workers are registered when they start their emergency tasks.
- In the event that an emergency task-related injury is sustained by a volunteer, the appropriate Workers' Compensation Board report forms -- one completed by the volunteer as the "employee", and one completed by the municipality as the "employer." The completed forms are then forwarded to the Workers Compensation Board.

7.8 REPORTING

All emergencies shall be followed-up with the necessary authorities in order to:

- Ensure public safety
- Satisfy legal requirements
- Satisfy insurance requirements

The nature of the emergency event will dictate the extent to which external and internal reporting is required following an emergency. The Director of Emergency Management, in conjunction with ECC members, will determine the type of reporting that is required and will assign responsibility for these reports to various municipal departments or individuals.

As a courtesy, all agencies originally contacted are also contacted following an incident to formally indicate to them that their commitment to the incident has been fulfilled.

Groups potentially requiring reports are as follows:

- Worker's Compensation Board
- Occupational Health and Safety
- Municipal Mayors and Councils
- Benefit Plan/Insurance Claims (employees and 3rd parties)
- Situation reports for AEMA

7.9 LITIGATION AND INSURANCE

There may be litigation and insurance issues to deal with as a result of the emergency and/or the response. Legal Counsel should be contacted by the respective DEM if necessary during the response phase or as early as possible following an incident where a community's actions have or may potentially threaten or harm a 3rd party..

Insurance companies and government agencies may wish to conduct investigations of their own into an incident. Once they have shown their credentials they will be accompanied by the appropriate ECC or representative to the incident scene.

Any queries, request for compensation and/or insurance claims by third parties should be directed to the applicable legal counsel. Insurance claims made by municipal employees will be made through the normal municipal insurance procedures.

7.10 POST-INCIDENT INVESTIGATIONS

Following an incident where a fatality, a serious injury, suspected criminal or terrorist activity has occurred, multiple agency representatives will likely decide to carry out an investigation into either the extent or cause of the incident. In all cases, a representative from the affected municipality will work with that agency. After presenting their credentials and

recognition of authority, the representatives are to be afforded full co-operation in the performance of their duties.

Awareness sessions will be provided to site staff regarding investigation procedures. In particular, the difference between the approaches of the Municipality, Law Enforcement, Transportation Safety Board, and OH&S will be identified and discussed.

PARTICULAR CARE MUST BE EXERCISED TO ENSURE THAT ALL EVIDENCE IS IDENTIFIED AND SECURED TO PRESERVE ITS INTEGRITY. Where there is loss or damage to the municipality's property, evidence will not be disturbed until permission has been received from the Insurance Company adjuster or any government agencies with authority.

Incident investigations will be initiated as soon as possible following an incident. For every incident that has resulted in, or which might have resulted in an injury, an initial investigation will be initiated within one working day. Formal investigations will be completed promptly thereafter. Where possible, the investigation will be carried out by the representative who is familiar with the type of incident involved. The affected municipality(ies) may provide investigators and witnesses to be available to cooperate as necessary.

Other 3rd Party Investigations

Third party agencies, such as Police, Government and Insurance Companies may be required to investigate an incident site. It is important to cooperate with third party investigators. However, the municipality's personnel should be aware of its internal guidelines. Samples are as follows:

- Obtain credentials i.e. name, title, address and telephone number of all inspectors and immediately inform your supervisor before facilitating the investigation
- Ensure an appropriate Municipal representative accompanies the Inspector at all times. Never leave an Inspector unattended
- Always tell the truth
- Document all items of evidence that the Inspector has retained. Where possible, keep copies of the evidence provided to the Inspectors
- Wait until legal counsel is present before answering questions where the Inspector indicates that any statements may be used as evidence or indicates that you have the right to counsel

7.11 POST-INCIDENT REVIEW

7.11.1 Post-Incident Debrief

Immediately after the emergency or an exercise, the Incident Commander and ECC Director should review and evaluate the response with the personnel involved. In addition to the ICP and ECC debriefs, each municipal department that had an active role during the emergency should hold a debriefing immediately after the incident response (or when shift is completed). The ECC/ICP debriefings should include all response agencies or other industry personnel who assisted with the emergency.

During the meeting, the follow should be discussed at a minimum:

- Whether personnel were properly trained and responded effectively and timely according to predefined procedures
- Adequacy of resources responding to the incident
- Whether the equipment was effective and adequate
- How a recurrence can be prevented, considering the cause
- Recommendations on procedures that will improve the municipality's emergency response efforts in the future

7.11.2 Post-Incident Report

Following the above mentioned meeting(s), items will need to be documented. This feedback can be incorporated into the Post-Incident Report or documented separately. Regardless, content included will be as follows:

- A review of the events leading up to the incident
- A description of the incident and it's cause
- An analysis of the Incident response procedures, including an evaluation of the safety standards that were applied
- An appraisal of the municipality's shelter / evacuation response for the affected public (if applicable)
- An evaluation of the effectiveness of the command, control, and coordination of incident response activities
- An evaluation of the decision making methodology and its effectiveness
- An evaluation of the effectiveness of the notification and communication systems between the incident site and the ECC
- An appraisal of the effectiveness of any media or public relations efforts
- An assessment of any potential legal or environmental issues that may be raised as a result of the incident or as a result of response efforts
- A summary of current and future costs
- Recommendations for preventative or mitigating measures to prevent future incidents
- Any changes that may be required in the REMP to improve future responses

- An assessment of responder's education, knowledge, and training and if they were able to perform their duties based on this
- An assessment of the critical actions taken by responders and if they were proficient, competent, and credible

The post incident appraisal report should outline the strengths and weaknesses of the community/region's emergency response. This report will be directed to the attention of the Emergency Management Agency. It will be this committee's responsibility to ensure all recommendations for improvements to the REMP are incorporated where applicable and possible, and promptly communicated to the Emergency Advisory Committee.

8.0 PREVENTION, MITIGATION & PREPAREDNESS

Section 8 contains all the provisions necessary to develop and maintain the level of preparedness for the both the individual municipalities and the Sturgeon Region and ensure that the plan is relevant to for emergency management needs. It will also ensure the long-term survivability of the emergency preparedness program.

8.1 EMERGENCY MANAGEMENT PREPAREDNESS

8.1.1 Overview

While each municipality must be prepared to respond to emergencies in their respective community, there are considerable benefits and synergies to be gained by taking a regional approach to some emergency management programs. In particular it is recommended that public education and awareness, exercises, and training take a regional approach and become routine regional Emergency Management programs. The partner municipalities have the autonomy and are responsible to develop and execute training and preparedness programs. However, it is beneficial to taxpayers and stakeholders to share the costs of these programs and therefore every effort should be made to leverage collaborative regional training and program initiatives as routinely as possible.

There are two groups that share the responsibility for leading the planning and activities with respect to prevention, mitigation and preparedness for the Sturgeon region. The two groups are:

- Municipal Emergency Management Agency; and
- Regional Emergency Management Agency

The two groups have distinct responsibilities, and must work cooperatively to avoid unnecessary duplication of effort. In order to achieve this goal, each Municipal Emergency Management Agency of the partnership provides a member to participate in the Regional Emergency Management Agency. The responsibilities of each of these groups is delineated below.

8.2 REGIONAL EMERGENCY MANAGEMENT AGENCY

8.2.1 Overview

In order that the Regional Emergency Management Plan be current and operationally sound, it requires stakeholder agencies to remain conversant with its contents and committed to participation in annual emergency management training and exercises. Stakeholder agencies must also ensure departmental emergency response plans are in place, understood and kept current. The primary purpose of the Regional Emergency Management Agency is to be the primary leader in support of these objectives.

The Regional Emergency Management Agency will work collaboratively with stakeholder agencies to develop, implement, and maintain all emergency plans and programs for the Region. The Regional Emergency Management Agency leads planning activities with respect to prevention,

mitigation and preparedness and also engages relevant stakeholders, such as business and industry, government agencies, and regulatory bodies to ensure emergency plans are aligned and integrate with stakeholder plans. Regional Emergency Management Agency members are responsible to report back to their respective Municipal Emergency Management Agencies.

Regional Emergency Management Agency membership shall consist of one permanent member from each Partnering Municipality, who shall be either the Director or Deputy Director of Emergency Management or the Chief Administrative Officer.

Other stakeholders may participate in an advisory capacity only.

A copy of the terms of reference for the Regional Emergency Management Agency are appended to this plan, refer to Appendix 7.

The responsibilities of the Regional Emergency Management Agency are, but not limited to, the following:

- Conducting an annual meeting for review of the REMP
- Conducting an annual review of the Regional Hazard, Risk, and Vulnerability Analysis
- Recommending and/or implementing prevention, mitigation, response, recovery and preparedness strategies
- Ensuring the REMP and any supporting documents are updated routinely
- Ensuring provisions of the REMP harmonize with the municipal annexes of the same plan and are consistent with public safety principles as defined in the Emergency Management Act.
- Ensuring updates on the REMP are communicated through each Municipal Emergency Management Agency to:
    a) Municipal Councils, Administration and Leadership
    b) Mutual Aid partners
    c) Neighbouring/partnering stakeholders
- Planning and executing regional training, drills, and exercises
- Ensuring that all training and exercise documentation is maintained
- Reviewing applicable exercises
- Review actual emergency events, as soon as practical, after the event. Examine the incident and all facets of the response to it. This review shall include:
    a. An audit of the actual response versus the response plan;
    b. Identification of areas to improve the response system; and
    c. A plan to implement recommended improvements.
- Implementing strategies to maintain or improve response effectiveness
- Ensuring the Regional Emergency Coordination Centres (RECC)

are supplied/prepared at all times
- Liaising with any external agencies / industry organizations that may have a role in an emergency response involving the Region

8.3 MUNICIPAL EMERGENCY MANAGEMENT AGENCY

The purpose of the Municipal Emergency Management Agency is to ensure that each municipality has a group that can provide the expertise needed to develop, implement, and maintain emergency programs for their respective municipality. Each Municipal Emergency Management Agency is required to participate in the review of the Regional Emergency Management Plan and is required to ensure that the applicable municipal annex of this Plan reflects the unique and/or specific requirements/needs of their community.

The responsibilities of the Municipal Emergency Management Agency are, but not limited to, the following:

- Conducting a meeting at least twice a year as per terms of reference
- Conducting an annual review of the Hazard, Risk, Vulnerability Analysis (Refer to Section 4 of the applicable Municipal Annex to this REMP)
- Recommending and/or implementing prevention, mitigation, response , recovery and preparedness strategies
- Ensure appropriate procedures are in place for the protection of the public, such as alerting, evacuation, and shelter in place
- Ensuring that the applicable Municipal Annex of this REMP and any supporting documents are updated routinely
- Ensuring that staffing resources listed in the applicable Municipal Annex of this REMP are identified and trained to a minimum ICS Canada 200 standard
- Ensuring updates on the REMP are communicated to:
    a. Elected Council
    b. Municipal Administration and Leadership
    c. Mutual Aid partners
    d. Neighbouring/partnering stakeholders
- Planning and executing training, drills, and exercises
- Ensuring that all training and exercise documentation is maintained
- Reviewing applicable exercises
- Review actual emergency events, as soon as practical, after the event. Examine the incident and all facets of the response to it. This review shall include:
    a. An audit of the actual response versus the response plan;

b. Identification of areas to improve the response system; and
c. A plan to implement recommended improvements.

- Implementing strategies to maintain or improve response effectiveness
- Ensuring the Municipal ECC is supplied and prepared at all times
- Liaising with any external agencies / industry organizations that may have a role in an emergency response involving the municipality
- Identify critical infrastructure that needs to be considered during an incident, and create contingency plans to protect that infrastructure.

8.4 ECC Infrastructure Readiness

8.4.1 ECC Resources & Infrastructure

It is the Municipal Emergency Management Agency's responsibility to ensure that the Emergency Coordination Centre(s) within their jurisdiction (primary and alternate ECCs) are maintained in a state where they can be readily made available and functional. On a semi-annual basis, the following should be inspected and or tested as a minimum:

- Functionality of telecommunications (i.e. phones, radios)
- Functionality of computer systems
- Documentation and plans – for accuracy
- Administrative supplies
- Availability of infrastructure (i.e. fax, photocopier)

8.4.2 Related Emergency Plans

A hard copy of the following up-to-date plans will be kept at each ECC. Electronic copies, as available, will also be retained by each Municipal Emergency Management Agency.

- Crisis Communications Plan (when developed)
- Business Continuity Plan (when developed)
- Emergency Social Services Plan
- Utility Emergency Response Plans
- Pandemic Plan

8.5 HAZARD RISK AND VULNERABILITY ANALYSIS (HRVA)

8.5.1 Overview

Effective emergency response planning is dependent on knowledge of the types of situations that could result in emergencies affecting the communities within the Sturgeon region.

HRVA is an analysis and ranking of the risks and associated hazards and vulnerabilities (natural, technological and man-made) – that may impact one or more of the communities within the Sturgeon region. Each risk is ranked based on the probability of its occurrence and the severity of its impact.

Determining the risk that these hazards pose should dictate the emergency preparedness priorities for both the individual municipalities and the region as a whole and whether hazard specific response protocols or procedures need to be developed.

A subjective HRVA assessment was conducted in February/March 2016 with each of the communities. Risk assessments were determined by:

- conducting HRVA workshops with the individual communities
- consideration of historical data
- comparing data with surrounding communities
- analysis of provincial hazard and risk data.

The HRVA summary for each community can be found in Section 4 – HRVA Summary of the respective Municipal Annex to this plan. A summary of the top risks for the region is shown in Table 8-1.

For the hazards that cannot be mitigated away or brought under acceptable risk, response plans are developed and are included in this REMP in Section 6 – Hazard Specific Plans. These describe special response considerations, such the need to evacuate or shelter-in-place, as well as identifying agencies that may be required for the response. If the hazard is only applicable to a specific individual municipality this information can be found in Section 6 – Specific Municipal Contingency Plans in the Municipal Annexes of the REMP.

A standing agenda item at Municipal Emergency Management Agency meetings will require the assessment of emerging risks. These emerging risks should be checked against the contents of the REMP to determine if specific response procedures will need to be developed.

Table 8-1: Regional HRVA – Top 10 Risks

Ser	Category	THREAT	RISK RATING (Risk = likelihood x impact final, HIGHER numeric value = greater risk) Score 1 -25					
			Bon Accord	Gibbons	Legal	Morinville	Redwater	Sturgeon County
1	Human-Caused	Hazardous Material Transportation Accident- e.g environmental contamination, chemical spill	15	12	8	15	5	20
2	Natural	Blizzards/Massive Snowstorms/Ice Storms	9	8	9	16	12	9
3	Human-Caused	Active Shooter Incident	10	3	15	12	10	10
4	Human-Caused	Major Fire/Building Explosion	12	4	8	16	12	8

5	**Natural**	**Forest Fire/Wildfire/Grassfire**	**6**	**6**	**10**	**6**	**12**	**20**
6	**Human-Caused**	**Major Road Accident (Truck/bus) non-TDG**	**9**	**6**	**12**	**12**	**2**	**16**
7	**Natural**	**Pandemic/Infectious Disease Outbreak**	**10**	**2**	**12**	**12**	**4**	**15**
8	**Natural**	**Tornado or Severe Windstorm (F3)**	**9**	**2**	**12**	**16**	**5**	**8**
9	**Human-Caused**	**Loss of Natural Gas e.g Major or Minor Gas Line Break**	**2**	**2**	**8**	**12**	**8**	**15**
10	**Human-Caused**	**Cyber Attack - sabotage (business services unavailable > 48 hrs)**	**12**	**6**	**12**	**3**	**0**	**12**

8.6 TRAINING

8.6.1 Overview

Training is a critical component of emergency preparedness because it introduces and familiarizes personnel with their role in the event of an emergency. Training is a continuous process and must be provided to the appropriate level to:

- Emergency Coordination Centre (ECC) personnel
- First responders
- Elected officials and
- Municipal staff not directly charged with emergency response duties.

The Regional Emergency Management Agency will serve to coordinate training opportunities for the Sturgeon region, however, the responsibility for ensuring that the appropriate personnel receive training rests with the Municipal Emergency Management Agency.

Regular training opportunities will be provided for designated staff and dependent on the role will consist of the following elements:

- Incident Command System (ICS Canada levels 100-400)
- Emergency Coordination Centre Orientation
- Regional Emergency Management Plan Familiarization
- ECC Training (Managing Emergency Operations)
- Section-specific training, such as
    - ECC Director / Deputy Director Role
    - Information Officer Role
    - Operations Section
    - Planning Section
    - Logistic Section
    - Finance/Administration Section
- Public and Media Crisis Communications Training
- Alberta Emergency Alert (AEA)

The Regional Emergency Management Agency will identify training and resources needed to provide the necessary skills to those individuals tasked with various duties in emergency response. Where necessary, specialized training will be organized for people fulfilling specific job functions identified in the REMP (section-specific training identified above). The Regional Emergency Management Agency shall also ensure that a system is put in place to maintain training records that will cover emergency response training activities.

A summary of training, exercise and maintenance milestones is provided in Figure 8-1.

8.6.2 Incident Command

Personnel that may be required to participate in an Emergency Coordination Centre or respond to the scene of an emergency will be

System Training

trained in the principles of the Incident Command System (ICS) which is becoming the emergency management system of preference for both communities and businesses across Canada and the U.S.A. This training will equip emergency responders with enough knowledge of ICS to enable them to work effectively with emergency services personnel and/or Emergency Coordination Centre (ECC) personnel.

ICS level 200 is the recommended for all staff employed in an Emergency Coordination Centre.

8.6.3 ECC Orientation

ECC orientation training provides participants with details on information about the ECC location, briefing room, breakout rooms. Participants are in turn informed how the ECC is to be setup, including the use of status boards, electronic tools and on the use of relevant equipment and infrastructure.

This training is required initially and then every 3 years.

8.6.4 Regional Emergency Management Plan Familiarization

Basic information about the emergency plan is provided to all personnel who may be directly involved in emergency response activities. The training consists of an overview of the plan itself and actions that are expected from those personnel in an emergency.

This training is generally no more than 3-4 hours in duration and shall be provided to any personnel, including contract staff that may have to work in an ECC. This familiarization session should also be coordinated to be required in a new employee's orientation process.

Training is required initially and then refresher training is to be presented to personnel every 3 years.

8.6.5 ECC Training

Persons who have been identified as potential candidates to fill any of the ECC functions will be trained in managing emergency operations.

This one day workshop presents techniques and theories for managing an emergency coordination centre. Personnel assigned to the ECC will learn about and review the following:

- Goal and objective setting.
- Roles and responsibilities.
- Briefings
- Setting Objectives
- Action Planning Process
- Managing information flow.
- Decision making during emergency operations.

A table top exercise and communications drill are conducted to enable participants to practice the theories presented during the workshop.

Training will be provided to ECC members before being assigned to their tasks and every two years thereafter.

8.6.6 Section-Specific Training

Once designated ECC personnel have completed ECC training they will require training specific to their role. The purpose of these sessions is to provide participants with section-specific roles and responsibilities training as per the Regional Emergency Management Plan. The skills will be specific to each session so that, for example, the "Planning" session will focus on the planning process and associated tasks in the ECC, including the use of forms and other tools.

These training sessions run 2-4 hours dependent on the section being trained.
Training should take place every 3 years.

8.6.7 Public and Media Crisis Communications Training

Personnel designated with the responsibility of conducting communications with the Public or Media will be provided with specialized training appropriate to their assigned duties. This training will offer the basics of how an organization can be best equipped to deal with a crisis, because managing the information needs in a crisis can be demanding.

Discussions will involve a definition of crisis communications, what role the crisis management team plays, the importance of having a well-prepared crisis communication team during an emergency, the role the media will play in a crisis, how the public is impacted during a crisis, and issues management - identifying a crisis before it occurs.

8.6.8 Training with External Resources / Agencies

Joint training with external resources, agencies, industry, NRCAER, CREPP and/or contractors will be conducted whenever the opportunity presents itself. Personnel from these areas will be offered the opportunity to:

- Tour the municipality(ies)
- Review the Regional Emergency Management Plan.
- Participate in training activities.
- Participate in emergency simulations.

Personnel may be given the opportunity to take advantage of opportunities to participate in applicable training conducted by the Sturgeon region. Contractors/external resources may be given the opportunity to review basic information about the layout of the municipality(ies) and methods of conducting response operations deemed applicable to this REMP.

8.6.9 Volunteer Service Groups

Volunteer Service Groups with mutual aid agreements will receive basic emergency response training required for their respective area of service from their own service groups. When practical, they should be afforded

opportunities to participate in training and exercise activities with the municipalities within the region. All training for these groups will be provided by Emergency Social Services and Family/Community Support Services.

8.7 EXERCISES

8.7.1 Overview

Exercises are intended to accomplish a number of purposes. They are as follows:

- Validate the REMP or portions thereof
- Increase familiarity with the REMP.
- Increase confidence in using the REMP.
- Practice the management of a response
- Identify opportunities to improve emergency plans.
- Test equipment.
- Validate/test procedures and protocols.
- Develop working relationships with other emergency response organizations.

There are a number of different types of drills and exercises that can be organized:

- TableTop Exercise
- Activation Drill
- Functional Drill
- Full-Scale Exercise

A program of validating the REMP will be established in the form of various types of exercises and an annual audit initiated by the Regional Emergency Management Agency. For each exercise conducted, a report will be generated identifying the objectives of the exercise, important observations, and recommendations arising from the exercise. Exercises will be carried out on a regular basis according to a fixed schedule.

A summary of training, exercise and maintenance milestones is provided in Figure 8-1.

8.7.2 Tabletop Exercise

Table Top exercises are round table discussions of a potential realistic emergency situation. Participants are normally seated in a conference room, or the ECC, and are presented with a scenario. They are asked to use the means at their disposal to describe how they would respond to the scenario. Participants describe their activities, thus allowing the sharing of ideas.

The exercise is a theoretical exercise, and is conducted in an open forum, non-intimidating manner. No emergency response equipment or on-site requirement is required to simulate a response to an incident. This exercise takes between 2 to 4 hours, depending on the objectives, number of participants, and scenario.

Each municipality must participate in at least one Table Top exercise per year.

8.7.3 Activation Drill

This activity concentrates solely on the activation process of a response. Individual participants are called to respond to a fictional scenario, whereby they report to the ECC and set up the room. The process is repeated a second time if necessary.

8.7.4 Functional Drill

Drills are hands-on activities that test a certain element of the emergency response system, such as evacuation. Drills are based on a realistic scenario that could impact one or more municipalities. Drills will involve activating personnel to manage the described emergency. Personnel will be required to respond to an evolving emergency event run on real time. Stimuli for the events of the exercise will be scripted and simulators will provide the inputs to the organization via prompt cards, face-to-face communications from exercise controllers, telephone, and radio.

Drills can be designed to test one or more components of an emergency management system without involving other elements. For example, the drill can focus on specific parts of a response (i.e. briefing, Incident Action Plan development), or run-through a full response.

Frequency of drills will increase proficiency.

A drill for ECC personnel will be conducted a minimum of once per year. These drills may be coordinated with a full simulation exercise.

8.7.5 Full Scale (Mock) Exercise

A full scale mock exercise tests the complete emergency management organization. An actual incident is staged and the complete organization is mobilized to manage it. A simulation centre is used to generate interaction with the outside world. Community resources are invited to participate in the exercise simulation.

A full scale simulation should involve participation from emergency services, mutual aid, and any stakeholders that would respond to an emergency. This type of exercise normally requires significant planning and coordination efforts.

Figure 8-1: Summary of Training, Exercise and Maintenance Milestones

ACTIVITY	FREQUENCY
Training:	
REMP Familiarization	Yearly
ECC Orientation	Initial + every 3 years
ECC Training (Managing Emergency Operations)	Every 2 years
Incident Command System Training (ICS 100 – Online training) (ICS 200-300) – Classroom training	Ongoing
Section-specific training	Every 3 years for each section
Media & Public Information Training	Every 3 years
Exercises:	
Communications Test & ECC setup	Every half year
Table Top Exercise	Yearly per municipality
Functional Drill	Yearly
Full Scale Exercise	Every three years
Review & Updates:	
REMP	Yearly
Contact Information	Semi-annual
Inventory Inspection:	
Emergency Coordination Centre (ECC)	Quarterly
Alternate ECC	Quarterly

9.0 GOVERNANCE

Section Nine outlines the framework of the Regional Emergency Management Program, the Regional Emergency Management Plan (MEMP) and the emergency management organization. It highlights specific objectives and strategies to achieve those objectives as it pertains to the preparedness, mitigation, response and recovery pillars of emergency management.
The program philosophies, rules of engagement and principles for the regional emergency management program are delineated.

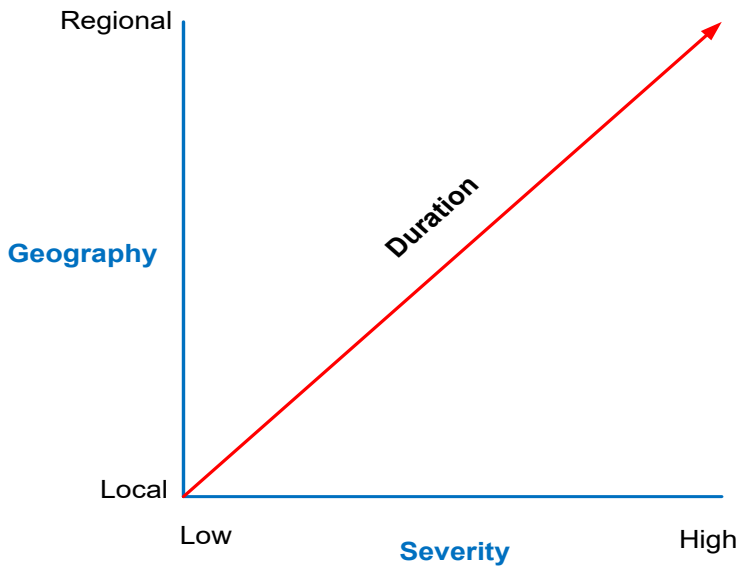
9.1 REGIONAL EMERGENCY MANAGEMENT PROGRAM

9.1.1 Philosophy

The underlying rationale for creating a Regional Emergency Management Plan (REMP) is that no single municipality has the capability to effectively respond to all types of incidents or disasters, either single or multi-jurisdictional. The member communities of this partnership acknowledge that a cooperative approach in dealing with significant incidents and disasters is in the best interests of the region.

The REMP builds on best practices in support of the overarching vision to build community resilience through regional collaboration. The REMP serves two key roles; first it acknowledges and defines how Municipalities will initially respond to and manage incidents within their jurisdiction and their capability, both from a resource and duration perspective. Secondly, should the incident impact more than one jurisdiction, or the duration exceeds what a single municipality could support, or the severity or impact of the incident exceeds the capabilities or resources of a single municipality this Regional Emergency Management Plan can be implemented to provide an appropriate response. This relationship is illustrated in Figure 9-1.

Figure 9-1 - Regional Collaboration Model



The Regional Emergency Management Plan (REMP) will serve the communities of the Sturgeon region as an operational guideline for managing an appropriate response to any emergency as identified in the Emergency Management bylaws of each of the municipalities that are members of the partnership. The REMP builds on best practices in support of the overarching vision to build community resilience through regional collaboration.

The REMP also defines the governance framework by which the parties as co-signatories to the Partnership agreement fund the Emergency Management program as required by the Emergency Management Act.
The partnering municipalities are:

- Sturgeon County
- Town of Bon Accord
- Town of Gibbons
- Town of Morinville
- Town of Redwater
- Town of Legal

9.1.2 Purpose

The purpose of the Regional Emergency Management Plan is to provide guidance on emergency operations, organizational structure, roles and responsibilities, and the coordination of resources necessary to execute the effective management of emergencies within the geographical boundaries of Sturgeon County and the Towns of Bon accord, Gibbons, Morinville, Redwater and Legal. This plan addresses incidents that may cause damage of sufficient severity and magnitude to warrant execution of all or part of this Plan.

This Plan has been designed to adapt to any emergency or crisis situation thus intended to:

a. Provide for prompt coordination of the Region's resources when an emergency/disaster is (or has potential to be) outside the scope of normal operations and,
b. Outline legislation and agreements indicating where authority lies in the event of an emergency or disaster and,
c. Define roles and responsibilities of agency representatives during an emergency/disaster and,
d. Detail how the plan will be enacted and maintained.

9.1.3 Application and Scope

Under the Emergency Management Act, Section 11.2
(1) "*A local authority shall maintain an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this Act*."
(4) "*For greater certainty, an emergency management agency may be maintained by and may act as the agent of more than one local authority."*

This REMP is structured such that core plan addresses the common elements of preparedness and response that are applicable both in a

local (municipal) and regional context. The Community Annexes to the plan include information and guidance that is specific to each respective municipality. The intent is that the core plan is to be used in conjunction with the Community Annexes.

This plan is not designed to replace existing procedures for dealing with normal day to day emergency situations that occur within the six municipalities. Following the initial emergency response, an on-site size-up will be conducted by the emergency services first responders or operational department lead. When it is determined that an emergency is beyond that of a type 5 or 4 response, they will, in consultation with other agencies as appropriate, determine the extent of the response that will be required to deal effectively with the emergency, and activate the appropriate response.

9.1.4 Authority

The plan is issued under the authority of the following:

- Emergency Management Act, R.S.A 2000, Chapter E-6.8;
- Emergency Management Bylaws of each member of the Sturgeon Regional Emergency Management Program:
  - Sturgeon County
  - Town of Bon Accord
  - Town of Gibbons
  - Town of Legal
  - Town of Morinville
  - Town of Redwater

9.2 COMPREHENSIVE EMERGENCY MANAGEMENT PROGRAM

9.2.1 Overview

The communities of Bon Accord, Gibbons, Legal, Morinville and Redwater and Sturgeon County are committed to the implementation of a comprehensive emergency management program. Comprehensive emergency management can be defined as the preparation for and the carrying out of all emergency functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. This consists of four related components:

- All hazards,
- All impacts,
- All phases, and
- All stakeholders.

9.2.2 All Hazards

As part of its emergency management program, the communities in the Sturgeon region will conduct an annual Hazards Risk and Vulnerability Assessment that may impact their community. These are ranked and

prioritized based on the severity of impact and the likelihood of occurrence in the Hazard, Risk, and Vulnerability Assessment.

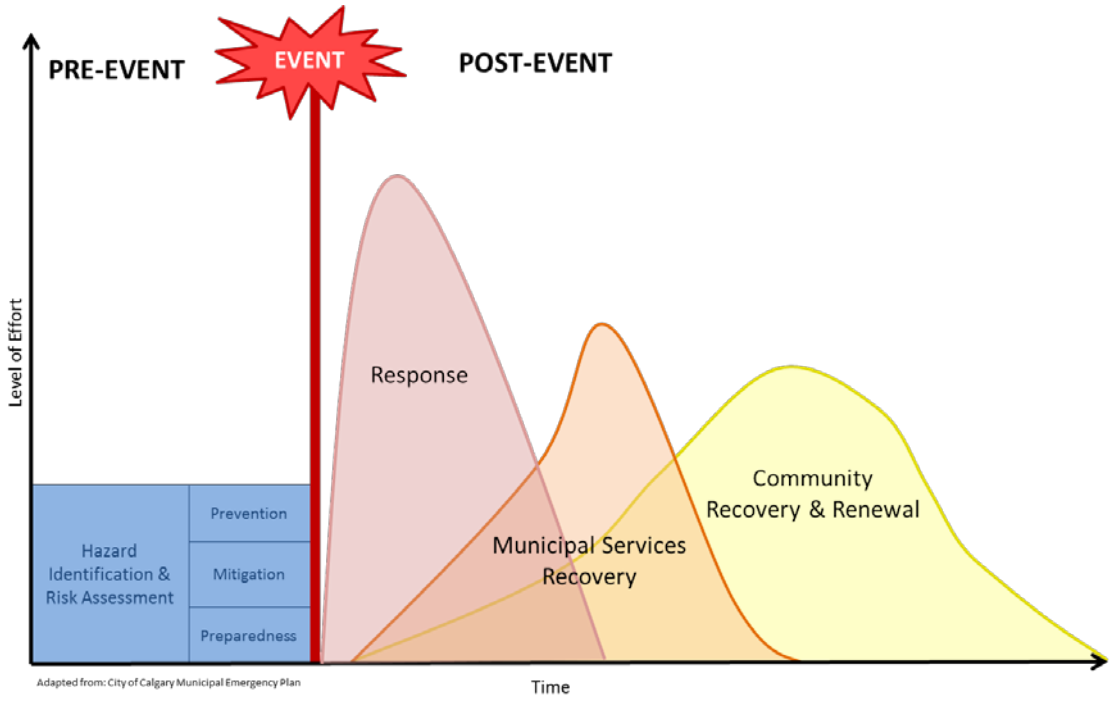
9.2.3 All Impacts

Emergencies and disasters can cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation of a certain activity to protect one aspect of society does not adversely affect another.
Just as all hazards need to be considered in developing response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed.

9.2.4 All Phases

Emergency management has four distinct phases that often overlap in practice but have specific goals and activities: mitigation, preparedness, response, and recovery. The relationship between these phases is demonstrated in the following diagram.

Figure 9-2: Emergency Management Phases



9.2.4.1 Hazard Identification & Risk Assessment

The identification of hazards is the first step in developing appropriate mitigation and response plans. Although there are some similarities in

how the the communities in the Sturgeon region react to all emergencies, there are also important distinctions that are addressed in hazard-specific plans.

The specific documents that address all-hazard planning within the communities in the Sturgeon region include the following:

- Hazard, Risk, and Vulnerability Assessment
- The Sturgeon Region Emergency Management Plan (this document) which includes general response guidelines similar for each emergency)
- Business Impact Analysis
- Community Mitigation Plan (identification of mitigation strategies for high impact, high probability events)
- Hazard-Specific Plans, including but not limited to:
    - Severe Weather Plan
    - Forest / Wildfire Response Plan

9.2.4.2 Mitigation

Mitigation consists of those activities designed to reduce the likelihood of an emergency and/or limit the severity or magnitude of the consequences. Prevention and mitigation activities are undertaken before an emergency. Both the communities and residents have specific responsibilities for mitigating the damage of an emergency.

Community examples: *FireSmart program initiatives; conservative land use planning.*

Resident examples*: Cleaning eaves troughs before spring; shovelling snow away from home; using fire-resistant building materials.*

9.2.4.3 Preparedness

Preparedness activities increase the capacity of each community and its residents to respond when a disaster occurs. This involves a continuous cycle of planning, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during a response.

Preparedness occurs at the following levels:

- Individual (resident)s
- Business/Industry
- Municipal
- Regional
- Provincial
- Federal

The communities of the Sturgeon region incorporate the following preparedness measures into their emergency management program:

- Developing emergency plans;
- Establishing mutual aid agreements with key partner agencies;
- Training internal and external response personnel;
- Conducting exercises to reinforce training and test emergency plans;
- Evaluating and assessing effectiveness as part of its continuous improvement;
- Stocking the Emergency Coordination Centres, Fire Halls, and other key response facilities with the necessary emergency equipment;
- Implementing redundancies within its critical services (e.g. IT, water, sewage); and
- Providing all-hazard education campaigns to residents and business to encourage preparedness at the personal and household level.

Community level examples: *Emergency Coordination Centre; Wildfire Response Plan; annual emergency exercises*
Resident examples: *Preparing a 72-hour kit[1]; developing a family emergency plan; registering for Alberta Emergency Alerts; stay informed about local hazards.*

[1]Public Safety Canada: http://www.getprepared.gc.ca/cnt/hzd/bfr-eng.aspx

9.2.4.4 Response

Response actions are carried out immediately before, during, and after an event for the purpose of saving lives, preventing further impact to the affected area, and protecting property and the environment. In order to determine objectives and resource allocation during a response, critical municipal services are provided according to the following priorities:

1. Protect all lives while ensuring the safety of responders
2. Protect critical infrastructure
3. Protect property
4. Protect the environment
5. Reduce economic and social losses

Instructions for managing these activities during activation are provided within the supporting documents that accompany this plan, including:

- Crisis Communications Plan (to be developed)
- Regional Emergency Social Services Plan (to be developed)

9.2.4.5 Recovery

Recovery refers to the activities undertaken to restore, rebuild, and renew an affected area following an emergency. There are two distinct areas of

focus for recovery: municipal service recovery and community recover and renewal.

Municipal Service Recovery

The goal of municipal service recovery phase is to reduce the direct impact to residents by restoring critical municipal services. Examples of these services include but are not limited to the following:

- Delivery of utility services
- Ability to maintain public safety

Municipal Services Recovery is supported by the Business Continuity Plan within each municipality.

Community Recovery and Renewal

Community Recovery and Renewal consists of the policies, plans, and procedures to restore the physical, social, and economic landscape of the affected municipality when any of these has been affected by a disaster.

9.2.5 All Stakeholders

Comprehensive emergency management relies on all stakeholders, both internal and external, to be engaged in the preparation for and the carrying out of all functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. Effective emergency management requires the coordination and collaboration among all levels of government, the private sector, and the general public.

9.3 EMERGENCY MANAGEMENT ORGANIZATION

9.3.1 Overview

The emergency management organization of each of the Sturgeon municipalities is focused on continuously progressing toward a high level of emergency preparedness from a response-ready posture. This legislated requirement entails; developing, approving, leading, and implementing plans and programs that are designed to achieve the following emergency management goals, which are:

1. Prevent emergency/disaster incidents whenever possible,
2. Strategically mitigate impacts with permanent or temporary resources,
3. Respond effectively to save lives, protect critical infrastructure, property, and the environment,

4. Recover safely and effectively thereby reducing the impacts on residents and City services.

Each of the Sturgeon municipalities is also part of a geographically greater emergency management organization, called the Regional Emergency Management Organization. The Regional Emergency Management Organization is a collaboration and alignment of efforts between the Sturgeon municipalities. If an *emergency*/*disaster* impacts or threatens multiple municipalities or requires more resources than any one of the municipalities can provide independently, the Regional Emergency Management Organization may be tasked with prevention, mitigation, preparedness, response, and/or recovery operations in accordance with this plan as supported by bylaws and the Partnership Agreement.

On an ongoing basis, the Municipal and the Regional Emergency Management Organizations conduct prevention, mitigation, preparedness activities in relation to their respective scope. The Municipal EMO scope is focused specifically on their separate community and the Regional EMO on the Sturgeon region. For example, plans and programs for wildfires, severe storms, tornados, etc. will be addressed by the Regional EMO rather than each of the Region's municipal EMOs separately.

9.4 MUNICIPAL EMERGENCY MANAGEMENT GOVERNANCE STRUCTURE

9.4.1 Municipal Emergency Advisory Committee

Under the Act, Section 11.1(1):
"*Each local authority shall appoint an emergency advisory committee consisting of a member or members of the local authority…to advise on the development of emergency plans and programs.*"

The constitution of this committee is specified in the Section 6 of each Community Annex and each community's emergency management bylaw.

9.4.2 Municipal Emergency Management Agency

Under the Act, Section 11.2(1):
"*Each local authority shall maintain an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this Act.*"

Composition of the agency for each Partnering municipality will be in accordance with their municipal emergency management bylaw.

9.4.3 Director of Emergency Management (DEM)

The Director of Emergency Management is responsible the following activities, as described in Section 11(2) of the Act:

a) prepare and co-ordinate emergency plans and programs for the municipality;

b) act as director of emergency operations on behalf of the emergency management agency;

c) co-ordinate all emergency services and other resources used in an emergency; and

d) perform other duties as prescribed by the local authority.

During an activation of the Emergency Management Plan, the Director of Emergency Management is the delegated agent of the Local Authority to manage the response to the event.

It is highly recommended that Deputy Director(s) of Emergency Management be designated to assist the DEM; as well as ensure continuity during absence or long-term incidents.

9.5 Regional Emergency Management Governance Structure

9.4.1 Overview

In accordance with the Sturgeon Regional Emergency Management Partnership Agreement, dated November, 14, 2016, attached at Appendix 7, the partnering municipalities have agreed to adopt a regional emergency management plan and to develop a regional framework for emergency management.

9.4.2 Regional Emergency Advisory Committee

To provide governance and leadership, the Partnership has established the Sturgeon Regional Emergency Advisory Committee, hereafter referred to as the “committee”. This committee is comprised of a member of council, or alternate, from each of the partnering municipalities. The terms of reference for this regional committee are included in Appendix 7. It is the responsibility of this member of council, or alternate, to communicate with their municipal council.

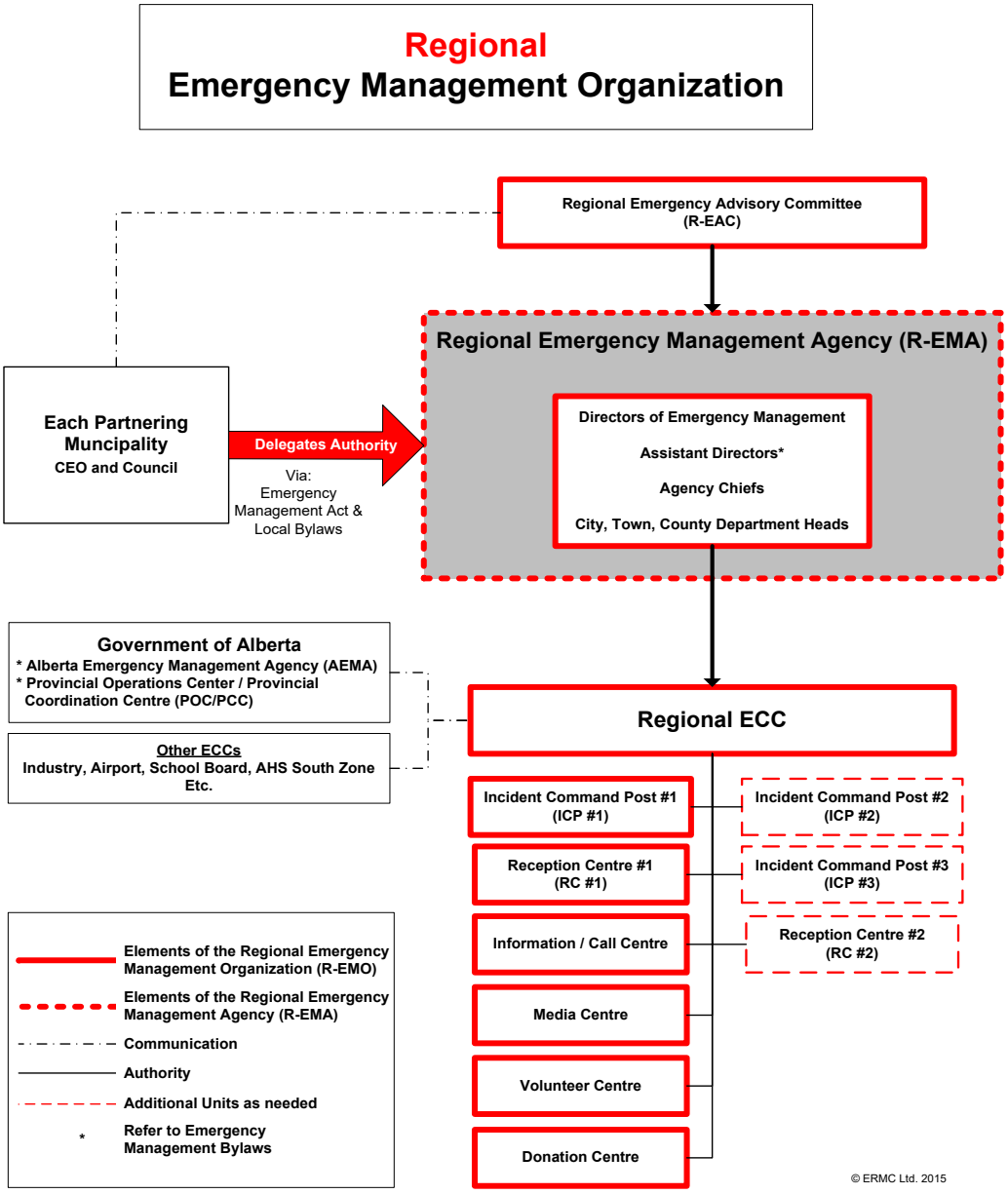
NOTE: This Regional Committee does not usurp or take away from the roles and responsibilities of each of the partnering emergency advisory committees.

9.4.3 Regional Emergency Management Agency

The Partnership Agreement provides for the establishment of the Sturgeon Regional Emergency Management Agency, hereafter referred to as the “Agency”. This agency is comprised of the Directors of Emergency Management and/or the Deputy Directors of Emergency Management and/or CAO from each of the partnering municipalities. The terms of reference for this regional agency are included in Appendix 7.

Figure 9-3 illustrates the Regional Emergency Management Organization and relationships.

Figure 9-3: Regional Emergency Management Organization & Relationships



9.4.4 Delegation of Authority

Incidents in a Single Jurisdiction

There are currently no provisions in place for the delegation of authority from one partnering municipality to another in the response to emergencies. Each of the partnering municipalities must understand that regardless of any support provided through the Partnership Agreement, the municipality of jurisdiction remains responsible for the direction and control of the emergency response unless the Government of Alberta assumes direction and control under section 18 of the Emergency Management Act.

Incident in Multiple Jurisdictions

During a Regional incident (two or more municipalities impacted) a duly authorized Director of Emergency Management (DEM) shall serve as the RECC Director regardless of the location of the incident. The Regional Emergency Coordination Centre (RECC) will be activated to co-ordinate all emergency services and other resources used in an emergency.
Under a Ministerial Order, the Region has created a Regional Emergency Management Agency (R-EMA) to carry out the duties and responsibilities for its local authorities.

What is important is that the Regional Emergency Coordination Centre (RECC) is still accountable to Mayors and elected officials.

9.5 SUPPORT REQUESTS

9.5.1 From Within the Partnership

Support from the Partnering municipalities may take the form of:

- Resources;
- Personnel; and
- Facilities (Regional ECC, Reception Centres, etc.)

Requests for support within the Partnership shall be initiated by the jurisdictional DEM or Deputy DEM based on the need. The DEM or Deputy DEM of the jurisdiction receiving the request will provide the approval prior to release of the support requested.

9.5.2 Requests for Support Outside the Partnership

Support from municipalities outside the partnership and/or industry may take the form of:

- Resources;
- Personnel; and

- Facilities (Reception Centres, etc.)

Requests for assistance outside the partnership can be requested in accordance with existing mutual aid or assistance agreements.

10.0 ADMINISTRATION

Section 10 describes the administrative procedures involved with keeping this plan updated and relevant. It includes information regarding the review of the plan, revision process and distribution of the plan are also delineated in this section.

10.1 Plan Development and Maintenance Responsibility

As defined in Section 8 of this plan the Regional Emergency Management Agency is responsible for the development and maintenance of the Regional Emergency Management Plan. The task of actually developing or revising the plan may be delegated, but it is the Agency's responsibility, under the leadership of the Chair of the Regional Emergency Management Agency to ensure that the REMP meets the Agency's desired standard

10.2 Plan Review and Updating

10.2.1 Overview

The Plan will be reviewed annually by the Regional Emergency Management Agency. Details on the REMA is found in Section 8 – Prevention, Mitigation and Preparedness. It is ultimately the Chair of the Regional Emergency Management Agency's responsibility to ensure that the REMP remains current.

The REMP will be reviewed as follows:

- Annually (except for Resource & Contact Information, which is updated semi-annually)
- After an emergency, following an After Action Review
- As directed by the Regional Emergency Management Agency.

An annual review of the REMP will be completed no later than March 31 of each year. Manual holders are invited to submit a Revision Request Form 10-1 to the Regional Emergency Management Agency if they notice that pertinent information is incorrect, incomplete, or omitted. A sample of the Revision Request Form can be found in this section. Items that will be reviewed are:

- Changes to the REMP content.
- Changes in Contact Lists.
- Changes in hazards.

The annual review will take the following into consideration:

- Training
- Exercises
- Actual Incidents

10.2.2 Revisions Requests-

To initiate changes or add new material, manual holders can:

1. Complete a Revision Request Form (see Form 10-1)

2. Attached the suggested change(s)
3. Email a request to a member of the Regional Emergency Management Agency (structure), or any of the DEMs.

The Regional Emergency Management Agency reviews and considers all material for inclusion or revision in the REMP. Originators will be advised of the final disposition of the request. Approved material will be published as a revision. Revisions will be distributed to each individual manual holder, who will incorporate the material as it is received.

10.2.3 Control Sheets

Each revision is accompanied by a numbered control sheet which:

- Lists the section, subject and page numbers of the pages being superseded.
- Briefly describes the reason for the change

10.2.4 Filing Revisions

When a revision is received and to be put into effect:

- Read the text of the revision carefully.
- Check Controls and Acknowledgement Sheet to ensure that all the listed pages have been received.
- Remove and destroy the superseded pages.
- Insert the reviewed pages in the proper place.
- Record the revision number and state on the Revision Control Record, located at the front of the manual (See Form 10-2).
- Complete the Controls and Acknowledgement sheet, sign and return to the EPT.

10.2.4 Revisions - Major

A record of all major revisions will be kept. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised, including semi-annual updates of contact information. Such revisions will be documented in the chart at the beginning of this document, and dates and revision numbers in each section header/footer will be identified (see this page for an example).

10.3 PLAN DISTRIBUTION

Paper Copies

Copies of the REMP are distributed according to the following Distribution List. Each copy is numbered, will be receipted and the person responsible for it is shown beside its location. (See Form 10-3) Distribution List – Paper Copy. The document, in its entirety, should not be copied, shared, or reproduced without the consent of the Regional Emergency Management Agency as it contains confidential information.

Electronic Copies

All personnel who have been identified as recipients of a paper copy of the REMP will also have access to the electronic copy of the plan. The electronic access will be in read only format. The Regional Emergency Management Agency has the authority to provide electronic access to the plan for other designated responders.

Vetted Copies

The Regional Emergency Management Plan, less confidential information may be made available to the public via each municipality's website. Information will be disclosed in accordance with Alberta's Freedom of Information and Protection of Privacy Act (the FOIP Act).

10.4 REFERENCES

The following references were used in the development of this plan:

- Province of Alberta, Alberta Emergency Management Agency – Alberta Emergency Plan
- CAN/CSA Z731-03, A National Standard of Canada – Emergency Preparedness and Response
- CAN/CSA Z1600-08, A National Standard of Canada – Emergency Management and Business Continuity Programs
- ICS Canada – ICS Material and Forms 2013

Form 10-1 REMP REVISION REQUEST FORM

TO: Regional Emergency Management Coordinator (through the DEM or Deputy DEM)	Request Date:

SECTION #: **SUBSECTION NUMBER:**

DESCRIPTION OF REVISION: _____

REQUESTED BY: _____

Email ADDRESS: _____

Phone No:

Request Acknowledgment	_____	**Approval Date**	_____
Request Numbered and Logged	_____	**Revision Number**	_____
Review Date	_____	**Revision Date**	_____
Correspondence Required	**Y / N**	**Issue Date**	_____

Submitted by:

Form 10-2 REMP REVISION CONTROL

Revision No.	Date of Revision	Scope of Revision (Including Section, Page, & Subject)

I have received and filed the above noted revisions:

Name: _____ Date: _____

(Please print)

Form 10-3 REMP DISTRIBUTION LIST – COPY (Paper Copy)

COMMUNITY	LOCATION	POSITION/ROLE	Copy #
Town of Bon Accord	ECC Supplies	ECC copy	1
Town of Bon Accord	DEM's Office	Binder destroyed. Available online in SREMP ECC Vault	2
Town of Bon Accord	CAO's Office	Binder destroyed. Available online in SREMP ECC Vault	3
Town of Bon Accord	DEM's Office	Mayor's copy	4
Town of Bon Accord	DEM's Office	Spare	5
Town of Gibbons	Council Office	Council	6
Town of Gibbons	CAO's Office	CAO – Farrell O'Malley	7
Town of Gibbons	Emergency Supply Locker	ECC	8
Town of Gibbons	Emergency Supply Locker	ECC	9
Town of Gibbons	Assistant CAO's Office	Assistant CAO	10
Town of Legal	DEM / Town Office	DEM – Robert Proulx	11
Town of Legal	DDEM / Town Office	Deputy DEM – Mike Gagne	12
Town of Legal	ECC Town Office	Binder destroyed. Available online in SREMP ECC Vault	13
Town of Legal	ECC Town Office	Binder destroyed. Available online in SREMP ECC Vault	14
Town of Legal	Assigned SREAC Rep / Town Office	Binder destroyed. Available online in SREMP ECC Vault	15
Town of Morinville	Morinville RCMP	SSgt Chris Palfy	16

COMMUNITY	LOCATION	POSITION/ROLE	Copy #
Town of Morinville	Morinville Fire	Fire Chief – Brad Boddez	17
Town of Morinville	DEM/CAO	Stephane Labonne	18
Town of Morinville	Deputy DEM	Iain Bushell	19
Town of Morinville	ECC Kit		20
Town of Redwater	Town Manager's Office	Binder destroyed. Available online in SREMP ECC Vault	21
Town of Redwater	Bylaw Enforcement Officer	Binder destroyed. Available online in SREMP ECC Vault	22
Town of Redwater	Deputy DEM's Office	Diane Pysmeny	23
Town of Redwater	ECC	Binder destroyed. Available online in SREMP ECC Vault	24
Town of Redwater	ECC	Binder destroyed. Available online in SREMP ECC Vault	25
Sturgeon County	ECC Cabinet		26
Sturgeon County	Sturgeon County Advisory Committee representative		27
Sturgeon County	CAO / DEM		28
Sturgeon County	Deputy DEM		29
Sturgeon County	Deputy DEM		30
ERMC	ERMC Office	No longer in business.	31

APPENDICES

APPENDICES Table of Contents

(Press 'Ctrl" + Click to follow link)

The appendices to the SREMP include the following:

1 – Resources and Contact Information
2 – Emergency Coordination Centre References
3 – State of Local Emergency Forms
4 – ICS Forms
5 – Glossary and Abbreviations
6 – Legislation, Partnership Agreement, Mutual Aid Agreements
7 - Reference Documents

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

(Press 'Ctrl" + Click to follow link)

Appendix 1.1 Sturgeon Regional Emergency Advisory Committee – Membership

Appendix 1.2 Sturgeon Regional Emergency Management Agency – Membership

Appendix 1.3 Regional Command Contacts

Appendix 1.4 Regional Command Staff

Appendix 1.5 Regional General Staff

Appendix 1.6 Regional Fire Services

Appendix 1.7 Regional Law Enforcement

Appendix 1.8 Alberta Health Services

Appendix 1.9 Rail

Appendix 1.10 Heavy Industry

Appendix 1.11 3rd Party Contractors

Appendix 1.12 Hospitals

Appendix 1.13 Regional Reception Centres

Appendix 1.14 Regional Volunteer Services

Appendix 1.15 Provincial Government

Appendix 1.16 Federal Agencies

Appendix 1.17 Non-Government Organizations

Appendix 1.18 Mutual Aid External to Partnership

Appendix 1.19 Utilities

Appendix 1.1 Regional Emergency Advisory Committee

(Appointed members are highlighted)

Appointed or Alternate	Name / Role	Contact Information (Business / Cell)	Email Address
	Bon Accord		
Appointed	Lynn Bidney (Councillor)	780-720-3858	lbidney@bonaccord.ca
Alternate	Greg Mosychuk (Mayor)	780-935-9546	gmosychuk@bonaccord.ca
Alternate	Brian Holden (Councillor)	780-893-8344	bholden@bonaccord.ca
Alternate	Tanya May (Councillor, Deputy Mayor)	780-916-8085	tmay@bonaccord.ca
	Gibbons		
Appointed	Dan Deck (Mayor/Chair)	780-271-4326	ddeck@gibbons.ca
Alternate	Jay Millante (Councillor)	780-236-4325	jmillante@gibbons.ca
	Legal		
Appointed	Trina Jones (Mayor)	780-965-2396	tjones@legal.ca
Alternate	Pat Hills (Councillor)	780-292-5770	phills@legal.ca
	Morinville		
Appointed	Maurice St. Denis	780-974-4038	maurice.st.denis@morinville.ca
Alternate	Jenn Anheliger	780-340-7296	jennifer.anheliger@morinville.ca
	Redwater		
Appointed	Joanne Williams (Councillor)	780-914-8083	jwilliams@redwater.ca
Alternate	Joe Melnik (Councillor)		jmelnick@redwater.ca

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

Appointed or Alternate	Name / Role	Contact Information (Business / Cell)	Email Address
	Sturgeon County		
Appointed	Dan Derouin (Councillor)	587-986-1431	dderouin@sturgeoncounty.ca
Alternate	Jason Berry	780-999-2381	jberry@sturgeoncounty.ca

Other non-voting members who may participate in an advisory capacity

	Name / Role	Contact Information (Business / Cell)	Email Address
Chair of SRE Mgmt Agency	Pat Mahoney (DEM & Mgr Protective Services)	780-939-8411 / 780-818-5066	pmahoney@sturgeoncounty.ca
Vice-Chair of SRE Mgmt Agency	Brad Boddez (Fire Chief / Manager, Community Safety Services)	780-939-7623 / 780-913-6499	brad.boddez@morinville.ca
Regional Emergency Management Coordinator	Caitlin Rabien	780-939-8405 / 780-903-8152	crabien@sturgeoncounty.ca
	Jodi Brown (DEM)	780-921-3550 / 780-218-3338	cao@bonaccord.ca
	Farrell O'Malley (CAO/DEM)	780-923-3331 / 780-305-8617	fomalley@gibbons.ca
	Robert Proulx (CAO/DEM)	780-961-3773 / 780-940-3092	rproulx@legal.ca
	Ken Van Buul (CAO)	780-942-3519 ext. 230 / 780-910-5367	cao@redwater.ca

Appendix 1.2 Regional Emergency Management Agency

Primary or Alternate	Name / Role	Contact Information (Business / Cell)	Email Address
	Bon Accord		
Primary	Jodi Brown (CAO/DEM)	780-921-3550 / 780-271-8458	cao@bonaccord.ca
Alternate	Kaitie Blackwell (Deputy DEM)	780-921-3550 / 780-819-5884	kblackwell@bonaccord.ca
	Gibbons		
Primary	Farrell O'Malley (Director Emergency Management & CAO)	780-923-3331 / 780-305-8617	fomalley@gibbons.ca
Alternate	Monique Jeffery (Deputy DEM)	780-939-1388 780-923-3331	MJeffrey@gibbons.ca
Alternate	Eric Lowe (Fire Chief)	780-923-2999 / 780-777-2169	towngib@gibbons.ca
	Legal		
Primary	Robert Proulx (Director Emergency Management & CAO)	780-961-3773 / 780-940-3092	rproulx@legal.ca
Alternate	Mike Gagne (Deputy DEM)	780-961-4168 / 780-446-1532	mikegagne1@live.com
	Morinville		
Primary	Brad Boddez (DEM)	780-939-7623 / 780-913-6499	brad.boddez@morinville.ca
Alternate	William Norton (DDEM)	780-939-7831 / 780-718-7498	wnorton@morinville.ca
	Redwater		
Primary	Nawaz Panhwer (DEM)	780-942-3519 ext. 290 / 780-920-4256	NPanhwer@redwater.ca
Primary	Ken Van Buul (CAO)	780-942-3519 ext. 230 / 780-910-5367	cao@redwater.ca
Alternate	Diane Pysmeny (Deputy DEM)	780-942-3519 ext 280 / 780-554-5348	dpysmeny@redwater.ca

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

Primary or Alternate	Name / Role	Contact Information (Business / Cell)	Email Address
	Sturgeon County		
Primary	Pat Mahoney (SREMA Chair DDEM & Mgr Protective Services)	780-939-8411 / 780-818-5066	pmahoney@sturgeoncounty.ca
Alternate	Scott MacDougall DEM	780-939-8337 780-668-7301	smacdougall@sturgeoncounty.ca
Regional Emergency Management Coordinator	Caitlin Rabien	780-939-8405 / 780-903-8152	crabien@sturgeoncounty.ca

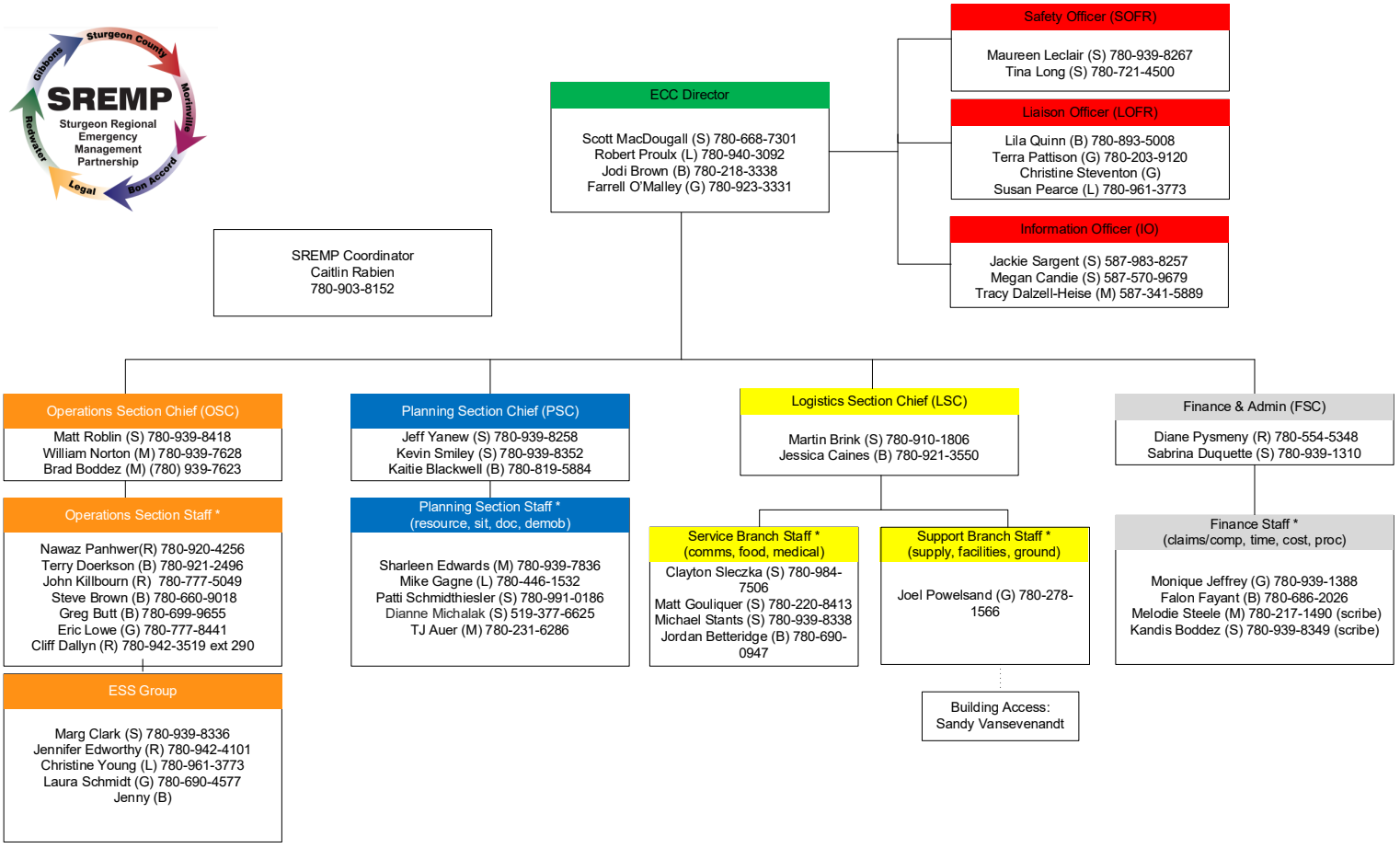
Appendix 1.3 Regional Command Contacts

Name / Role	Contact Information (Business / Cell)
Bon Accord	
Jodi Brown (Director Emergency Management / CAO)	780-921-3550, 780-271-8458
Kaitie Blackewell (DDEM)	780-921-3550, 780-218-3338
Gibbons	
Farrell O'Malley (Director Emergency Management / CAO)	780-923-3331 / 780-305-8617
Monique Jeffery (DDEM)	780-939-1388 / 780-923-3331
Legal	
Robert Proulx (Director Emergency Management / CAO)	780-961-3773 / 780-940-3092
Mike Gagne (DDEM)	780-961-4168 / 780-446-1532
Morinville	
Brad Boddez (DEM)	780-939-7623 / 780-913-6499
William Norton	780-939-7831 / 780-718-7498
Redwater	
Ken Van Buul (CAO)	780-942-3519 ext.230 / 780-910-5367
Nawaz Panhwer (DEM)	780-942-3519 ext. 290 / 780-920-4256
Diane Pysmeny (DDEM)	780-942-3519 Ext 280 / 780-554-5348
Sturgeon County	
Pat Mahoney (Deputy Director of Emergency Management / Mgr Protective Services)	780-939-8411 / 780-818-5066

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

Name / Role	Contact Information (Business / Cell)
Scott MacDougall (Director of Emergency Management)	780-939-8337/780-668-7301

Appendix 1.4 Regional ECC Contacts



*Exact assignments will be determined upon activation

March 2023

Appendix 1.5 Regional Fire Services Contacts

Fire Partner / Leadership	Contact #	Cell #	Location / Resources
Bon Accord Fire Department	(See Sturgeon County) 780-995-3464		5025-50 Ave Bon Accord AB FT FF – 0 VFF - 15
Gibbons Fire Department (Eric Lowe) - Chief	 780-777-2169		4931 49 Street, Gibbons, AB FT FF – 0 VFF - 26
District of Legal Fire Department (Pat Mahoney) – District of Legal Fire Chief	911 780-964-3660 (Refer to Sturgeon County Fire)	 780-818-5066	4920-50 avenue, Legal, AB FT FF – 0 VFF - 15
Morinville Fire Department (Brad Boddez) - Chief	911 780-496-3707	780-939-4162 780-913-6499	10021 100 St, Morinville, AB FT FF – 1 VFF - 40
Redwater Fire Department	(See Sturgeon County)		4925 47 St, Redwater, AB
Sturgeon County Fire Department (Pat Mahoney – Chief) (Brad Reid- Deputy) Parkland Dispatch St Albert Dispatch	911 780-939-8411 780-939-8411 780-968-8401 780-459-7777	780-939-4321 780-818-5066 780-777-4132	 FT FF – 9 VFF – (overall 150)
NRCAER Strathcona Dispatch Administration (Brenda Gheran)	 780-464-8465 780-424-0162		 Sherwood Park Fort Sask
AARES (HAM)			

Fire Partner / Leadership	Contact #	Cell #	Location / Resources
Motorola Bob Nixon	780-426-4178 780-998-9850		
STARS	800-661-3822 780-447-5492		

Appendix 1.6 Regional Law Enforcement Services Contacts

Law / Leadership	Contact #	Cell #	Resources
RCMP - Fort Saskatchewan	780-992-6100		
RCMP – Legal/Morinville SSgt Chris Palfy	780-939-4550		
RCMP – Redwater Jeff Sehn	780-942-3607		
RCMP – St Albert	780-458-7700		
RCMP – Stony Plain	780-968-7267		
RCMP – Westlock	780-349-4491		
Sturgeon County Peace Officers	780-498-9847 780-939-0486	780-777-4135	

Appendix 1.7 Alberta Health Services Contacts

AHS	Contact #	Alternate #	Resources
Municipal / Industry Emergency Incident - NOTIFICATION	1-844-755-1788	Email: edp@ahs.ca	Single point of contact for all external stakeholders to notify AHS of an emergency incident
AHS – Healthlink	8-1-1	1-866-408-5465	
AHS – Environmental Health Redwater Gibbons Morinville		 780-942-3932 780-923-3700 780-342-1380	
AHS – Poison Centre	800-332-1414		
AHS - Corporate	888-342-2471	780-342-2000	780-342-2060
EMS - Dispatch	9-1-1		

Appendix 1.8 Rail Company Contacts

Provider / Contact	Contact #	Alternate #	Resources
CN Emergency	800-665-0581		
CN Police	800-465-9239		
CP Emergency	800-795-7851		
CP Police	800-551-2553		

Appendix 1.9 Heavy Industry Contacts

Company / Contact	Contact #	Alternate #	Resources
Agrium Redwater	780-998-6111		
Alberta Oil Sands Pipeline	403-231-7500		
Alliance Pipeline	800-884-8811		
Baytex Energy	780-942-2644		
Pembina Pipeline	800-360-4706	780-992-2600	
Access Pipeline	866-987-3899		
Conoco	800-661-9525		
Devon Canada	403-835-2247		
Evonik	780-992-3300		
Hunt Oil & Gas	877-797-9717		
Jaco Energy	780-307-4387 / 780-307-4128		
Imperial Oil	403-237-2020		
Nova Gas Transmission	888-982-7222		24/7

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

Company / Contact	Contact #	Alternate #	Resources
Pembina / Williams	888-428-3222	Redwater 780- 992-2600	
Penn West Petroleum	877-792-2990		
Newalta	780-942-2240	780-777-2018	
NWR Partnership	587-469-6000 Central Admin Bldg – Gibbons)		
TransCanada Pipeline	888-982-7222		
West Fire Energy	403-740-4779		

Appendix 1.10 Third Party Contractors

Company / Contact	Contact #	Alternate #	Resources
Mobile Air Monitoring Safety Boss - Edmonton	800-882-4967		*Due to response time, dispatch mobile air monitoring at a Level 1 Emergency. Response times can vary from 1 - 4 hours depending on the deployment time and responding location.*
Firemaster Oilfield Services - Blackfalds	877-342-3473		
HSE Integrated – Red Deer	888-346-8260		
Oilfield Fire Fighting/Safety Contractors Safety Boss – Edmonton	800-882-4967		
Bravo Target Safety – Sherwood Park	866-513-3779		
HSE Integrated – Fort Saskatchewan	888-346-8260		
Firemaster Oilfield Services - Blackfalds	877-342-3473		
Well Control Specialists Capstone Blowout Recovery - Prov-wide	866-347-3911		
Safety Boss – Edmonton	800-882-4967		
Bravo Target Safety - Sherwood Park	866-513-3779		
Firemaster Oilfield Services - Blackfalds	877-342-3473		
Ignition Services HSE Integrated - Fort Saskatchewan	888-346-8260		
Bravo Target Safety - Sherwood Park	866-513-3779		
Safety Boss - Edmonton	800-882-4967		
Bus Transportation Diversified Transportation - Edmonton	780-468-6771		

Traxx Coach Lines - Edmonton	877-872-9977		
Golden Arrow Motor Coaches - Prov-wide	780-220-5660		
Helicopter Companies (Day Flying Only) Delta Helicopters - St. Albert	800-665-3564		
Synergy Aviation – Villeneuve	780-750-4994		
Heli Source – Whitecourt	403-886-8601		
Emergency Response Management H_2Safety Services Inc. - Calgary	403-212-2332	Toll Free 888-216-2332	
Spill Response SWAT Consulting Inc. Edmonton	866-610-7928		
Matrix Solutions Grand Prairie	780-532-9779		
Safety Amanda Safety Hazmasters (Safety Equipment) Barricades & Signs	 780-868-7888 780-481-1300 1-888-488-0027		
Plumbing Quinn's Plumbing Sabecnat Plumbing	 780-939-4217 780-918-6033		
Electrical Lantacsh Enterprises (Electrical) Bernbon Electrical	 780-914-4016 780-914-7805		
HVAC Academy Mechanical (HVAC) Tri-Tech HVAC	 780-962-6025 780-504-6668		
Sanitation P-Cann	 780-434-1924		

Handy Can GDI Janitorial Calahoo Waste Disposal Allied Paper Savers (Recycling)	780-962-9400 780-224-1805 780-915-7814 780-447-1648		
General Suppliers Home hardware (Morinville) Castle Building Center (Morinville) Home Depot (St Albert) Lowe's (t Albert) Gregg's Distributors Uline Battery world	 780-939-2101 780-939-2440 780- 458-4026 780-544-5830 780-887-4629 780-670-4000 780-415-5626		
Equipment Rentals Spiker Equipment (Morinville) Sturgeon Rewind LTD. (Motors/Pumps/generators) OC Trailer Rental (Construction trailers) Rene's Vac truck Phoenix Fence Inc.	 780-939-4100 780-990-4698 780-718-7948 780-961-3064 780-447-1919		
Others Pete's locks Pure Water Connections ALSCO line & Uniform Hunters Print & Copy	 780-459-8247 780-413-6547/780-6548 780-454-9641 780-393-8882		

Appendix 1.11 Hospital Contacts

Municipality / Contact	Contact #	Alternate #	Resources
Redwater Hospital	780-942-3931	780-942-3932	
Sturgeon Hospital	780-418-8200		
Morinville Medical Grandin Associate	 780-939-4311 780-939-4536		
Westlock Health Centre	780-349-3316		
Fort Saskatchewan Hospital	780-998-2256		

Appendix 1.12 Regional Reception Centres

*** See Regional ESS Plan for more information*

Name of Facility	Address	Contact / #	Capacity	Comments
Bon Accord				
Arena	4812-52 Street	Town Office – 780-921-3550	200	Whether or not ice is in will affect availability
Gibbons				
Gibbons Cultural Centre	5115 51 Street	Town Office 780-923-3331	400	
Landing Trail School	5301-37 Ave	Town Office 780-923-3331	250	
Legal				
Centralta Centre	5109 46 St	AFCA: 780-961-3665 Josee Cote 604-815-7788	250	
Legal Arena	4720 51 Ave	780-961-3773		
Morinville				
Morinville Community Culture Centre	9502 – 100 Ave, Morinville	780-939-7839	500	Fully functional commercial kitchen, main hall can be sectioned, 5 breakout rooms + an administration area.
Morinvile Leisure Centre	25126 Highway 642	780-939-3450		
Redwater				
Pembina Place	4944 53 St	Jennifer Edworthy 780-777-5051 Garnet Davison 780-777-5050	1000	
Sturgeon County				
County Maintenance Shop		Mike Philbrick 780-939-8403	500	
Namao Community Hall	24400 AB-37, Namao	780-973-5678 (hall) 780-975-0662 (Maureen LeClair) 780-975-7117 (Brian Reed)	125	

Name of Facility	Address	Contact / #	Capacity	Comments
Calahoo Community Hall	9, 54500, Range Rd 275, AB T8R 1Z1	780-973-5678 (hall) 780-965-1380 (Kristin Lozinski) 587-991-9727 (Nadine Hoffman)		

Appendix 1.13 Regional Volunteer Services

Name	Contact Information	Additional Notes
Redwater Minor Hockey	780-919-5658	
Redwater Curling Club	780-942-2878 (Lawrence)	
Redwater Golf Club	780-942-3341 (Byron)	
Redwater Softball	780-942-2792	
Legal Catholic Women's League	Kathy Kieser 780-206-6630	
Legal St Emile Men of Service	Kurtis Hauptman 780-918-9006	

Appendix 1.15 Provincial Government

Name	Contact Information	When to contact
Municipal Affairs – Alberta Emergency Management Agency	Provincial Operations Centre 1-866-618-2362 Toll Free: 310-0000	When an emergency/event exceeds the capabilities of the municipal response *or* there is a significant threat to life and property. In addition, when Federal assistance is required.
AEMA Field Officers	24H: 1-866-618-2362	1-780-422-1549
John Swist Mark Pickford	Cell: 780-289-3874 Cell: 780-999-3812	
Alberta Environment and Parks	1-800-222-6514	Reporting of environmental emergencies and request for monitoring assistance
Alberta Emergency Alert - Activations	1-866-647-9276	When it is necessary to provide critical life-saving information to Albertans.
Alberta Human Services – Emergency Social Services	1-866-644-5135	To obtain assistance for basic needs in an emergency (24/7)
Alberta Agriculture and Forestry	1-866-394-3473 310-3773	Information Centre

Alberta Agriculture and Forestry – Wildfire	310-3473	Wildfire Reporting
Alberta Transportation		

Appendix 1.14 Federal Agency Contacts

Federal Agency - Canadian Food Inspection Agency	1-800-442-2342	When questions arise on the safety of food supply during an emergency.
Transport Canada - Aviation incident	1-877-992-6853	
CANUTEC	1-888-226-8832	In the event of an emergency involving dangerous goods
Department of Fisheries and Oceans	1-800-889-8852	To report a marine pollution incident

Appendix 1.16 Non-Government Organizations

Name	Contact Information	When to contact
Canadian Red Cross - Local - Provincial	 780-702-4155/7 1-888-800-6493	Registration & Inquiry
The Salvation Army	780-423-2111 / 780-221-7920	
Mennonite Disaster Services - Winnipeg	1-866-261-1274	Emergency Feeding
Disaster Child Care	780-921-3490	Child Care Facilities
Christian Reformed World Relief Committee	1-800-730-3490	Shelter Management
St. John Ambulance - Provincial	1-800-665-7114	
Canadian Helicopters	780-532-2047 / 780-975-4545	
Delta Helicopters	780-458-3564	
Volunteer Management	780-452-6565	

Yellowhead Helicopters	780-675-5161 / 780-213-1605	
Sturgeon School Division	Emergency Hotline 825-349-0100 Confidential number for staff and Emergency Responders. 24/7/365	Division Administrative Command Team (ACT) act.eoc@sturgeon.ab.ca
Alberta Seniors and Housing (Lori Sigurdson, Minister)	780-415-9550 Seniors.minister@gov.ab.ca	Support programs and services for seniors and seniors caregivers in Alberta

Appendix 1.17 Mutual Aid – External to Partnership

Mutual Aid - Contacts	Contact #	Comments
Parkland CAO/DDS Fire Chief – Brian Cornforth RCMP	 780-968-8411 / 780-929-5720 780-968-8474 780-968-7267	
St Albert Fire Chief RCMP	 780-459-7777 780-458-7700	
Strathcona Fire Chief RCMP	 780-467-5216 780-467-7749	
Lamont County CAO/DEM – Fire Chief – Dave Zayonce RCMP – Fort Sask	 780-992-6100	
Westlock County CAO/DDS – Ed LeBlanc Fire Chief – John Biro RCMP	 780-349-3346 780-349-3346 Ext 225 780-307-4410 780-349-4491	
Fort Saskatchewan		

Mutual Aid - Contacts	Contact #	Comments
Fire Chief RCMP	780-992-6235 780-992-6100	
Lac St Anne County CAO – Len Szybunka DDDS – Carol Peacock RCMP – Stony Plain	 1-866-880-5722 1-866-880-5722 780-963-2217	
Edmonton CAO – Dep Fire Chief – Rob Squire		
First Nations Alexander DDS – Marlene Arcand Fire Chief – Ray Arcand Enforcement – Ernie Arcand	 780-939-5887 780-939-5887 780-690-3123	

Appendix 1.18 Utility Contacts

Name	Contact Information	When to contact
North Parkland Power REA	1-866-398-2001	Electrical Power Disruptions
Fortis	310-9473	Power Disruptions
RESL	1-888-248-0444	West Power Disruptions
ATCO Electric	1-800-668-2248	Power Disruptions
ATCO Gas	780-424-5222 / 800-551-3447	Natural Gas Disruptions
Coronado Gas	780-491-0114 / 780-942-2786	
Telus	1-866-333-4844 780-493-4982 611	Phone Disruptions
Northeast Water Commission	780-417-7148	

APPENDIX 1 – RESOURCES AND CONTACT INFORMATION

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APPENDIX 2 – ECC REFERENCE

Overview

The Emergency Coordination Centre (ECC) room is a physical location whereby command and control can be executed in support of the Incident response.

ECC Locations

The following location is of the pre-designated ECCs:

Regional ECC

Primary Location
2nd floor
Sturgeon County Protective Services HQ
54509 Range Road 252

Should this location be unsuitable due to the nature of the *emergency*, one of the Municipal ECCs will be used as an alternate Regional ECC. Currently the Municipal ECCs that meet the minimum criteria include the Town of Morinville and the Town of Redwater.

Municipal ECCs

The following are the locations of the Municipal ECCs

Sturgeon County
2nd floor
Sturgeon County Protective Services HQ
54509 Range Road 252

Town of Morinville
Civic Hall, St Germain Place, 2nd floor
10125 – 100th Ave, Town of Morinville

Alternate:
Morinville Fire Hall, 10021 – 100 Street, Town of Morinville

Town of Redwater
Council Room in Redwater Library

4924 – 47 Street, Redwater

Town of Gibbons
Council Chambers – Municipal Office
4807 – 50 Avenue, Gibbons

Town of Legal
Town Office
5021 50th Street, Legal

Town of Bon Accord
Town Office
5025 50th Avenue, Bon Accord

It is the Regional Emergency Management Agency's responsibility to ensure that both the Regional ECC and Municipal ECC capacity is maintained. This will require that the rooms are effectively stocked, that communications and infrastructure are maintained, and that the room/surrounding area is understood to be used without prior notice.

ECC Infrastructure and Equipment

ECCs must ensure that the following infrastructure and equipment is available or can be immediately made available during a response:

General:

- Tables and chairs
- Whiteboards
- Screen
- 24 hr clock – battery powered
- 2 x flipcharts

IT:

- Network/Internet plug-ins
- Existing, hard standing computers
- 5 x laptops
- Access to Google Earth on each computer
- Media projector

Communication:

- Telephone plug-ins
- Telephones
- Two-way radios

Media:

- Projector screen
- Television
- Radio – powered and battery powered

Supplies (within a bin):

- Inventory list of bin contents
- 2 x flats of bottled water (flat = 24)
- 'Snack' food that can be stored for long periods of time.
- Spare batteries

Administrative Supplies (within a bin):

- Inventory list of bin contents
- 2 x Memory sticks with all REMP-related documentation
- 2 x Internet-ready (prepaid) sticks
- Spare Forms (from Appendices C, D and E of this Plan)
- 20 x file folders, 20 x pens, 10 x pencils, 10 x 8½-by-11 paper pads, 5 x dry erase markers, 5 x permanent markers, stapler, 3 hole punch, battery charger, post it notes, 2 x rolls of thick masking tape, 5 x spare memory sticks
- 1 x camera with charger

Documents:

- Spare Copies – REMP
- Emergency Response Guidebook
- Relevant Phone Directories

- Resource Documents
  - Maps of all Sturgeon Region communities
  - Dangerous Goods Directory
  - Personnel Location Board
  - Communication Status Board
  - Radio Diagrams for each network
  - Key Resources Location Board
  - Reception Centre Control Board

- Companion Plans (e-copy or paper copy)
  - Emergency Social Services Plan
  - Reception Centre Manual
  - Departmental Business Continuity Plans

- Gas Utility Emergency Management Plan
- Electric Utility Emergency Management Plan
- Water Utility Emergency Management Plan
- Crisis Communications Plan
- Pandemic Influenza Plan

Access to the following:

- Printer
- Photocopier
- Fax Machine
- A 'social room' for eating and breaks
- A 'quiet room' for rest

ECC 'Ready Bins'

Each ECC function will have a Ready Bin available, whereby specific content is included for their use. The following generic content is to be included in each ECC function bin and stored at each ECC or be readily mobile:

- Ready Binder/Folder (specific material for use by the function)
- Stationery supplies – 10 x file folders, 5 x pens, 5 x pencils, 5 x 8½-by-11 paper pads, post it notes
- 1 x flashlight with spare batteries
- Identification for members, such as vests and name tags/plates
- Roles and responsibilities of members
- Other material, as desired by the Section Lead

The recommended kits are as follows:

- 5 - Command, Operations, Planning, Logistics, and Finance/Admin section kits
- Agency Specific Kits (Fire/Rescue, RCMP, EMS, ESS, etc.)
- 1 – Regional Emergency Management Plans (binders)
- 1 – Companion Plans (binders)
- 1 - Administrative supplies
- 1 - Food/water supplies
- 1 - Phones and applicable accessories
- 1 - ECC Security
- 2 - Spare (as needed)

Maps

The following maps must be available at each ECC. The maps must be large, detailed, and have routes indicated. These maps are intended for use as display in the ECC and include:

- Town of Bon Accord
- Town of Gibbons

- Town of Legal
- Town of Morinville
- Town of Redwater
- Sturgeon County
- Province of Alberta
- Master Operations Map (Ops section)
- 1:50,000 or 1:20,000 Ops map of all Sturgeon communities (kept in Operations Room for ECC Director)
- Large scale map for Deputy Director and Command Staff

Backup Power

The ECC will be a priority for receiving backup power in the event of a power outage.

Status Boards

The ECC will have the following status boards available for use as a minimum:

- ECC Staffing – Organization Chart
- ECC Attendance / Registry
- Incident Situation Status
- Briefing times
- Notifications
- Issues (x 2)

ECC Security

Access to the ECC may need to be controlled. The ECC Director must ensure that ECC staff members are able to conduct their work without interruption or interference. When necessary, the ECC Director will determine the need and number of personnel required for security purposes and will designate the necessary security for the ECC.

ECC Set-Up Checklist

After the call out, ECC personnel will report to the ECC and sign in. Each individual ECC has an ECC Setup Checklist in an envelope mounted on the back of the main door to each respective ECC. The general set-up is as follows:

- Set up security table outside the EOC entrance
- Distribute and/or confirm name plates/tags for EOC members
- Arrange room as per EOC layout in checklist
- Distribute function storage bins/bags to appropriate location
- Set up and test phones, computers, and other equipment and infrastructure
- Set up briefing table and layout map

- Obtain additional tables and chairs as required
- Set up status boards and flip charts

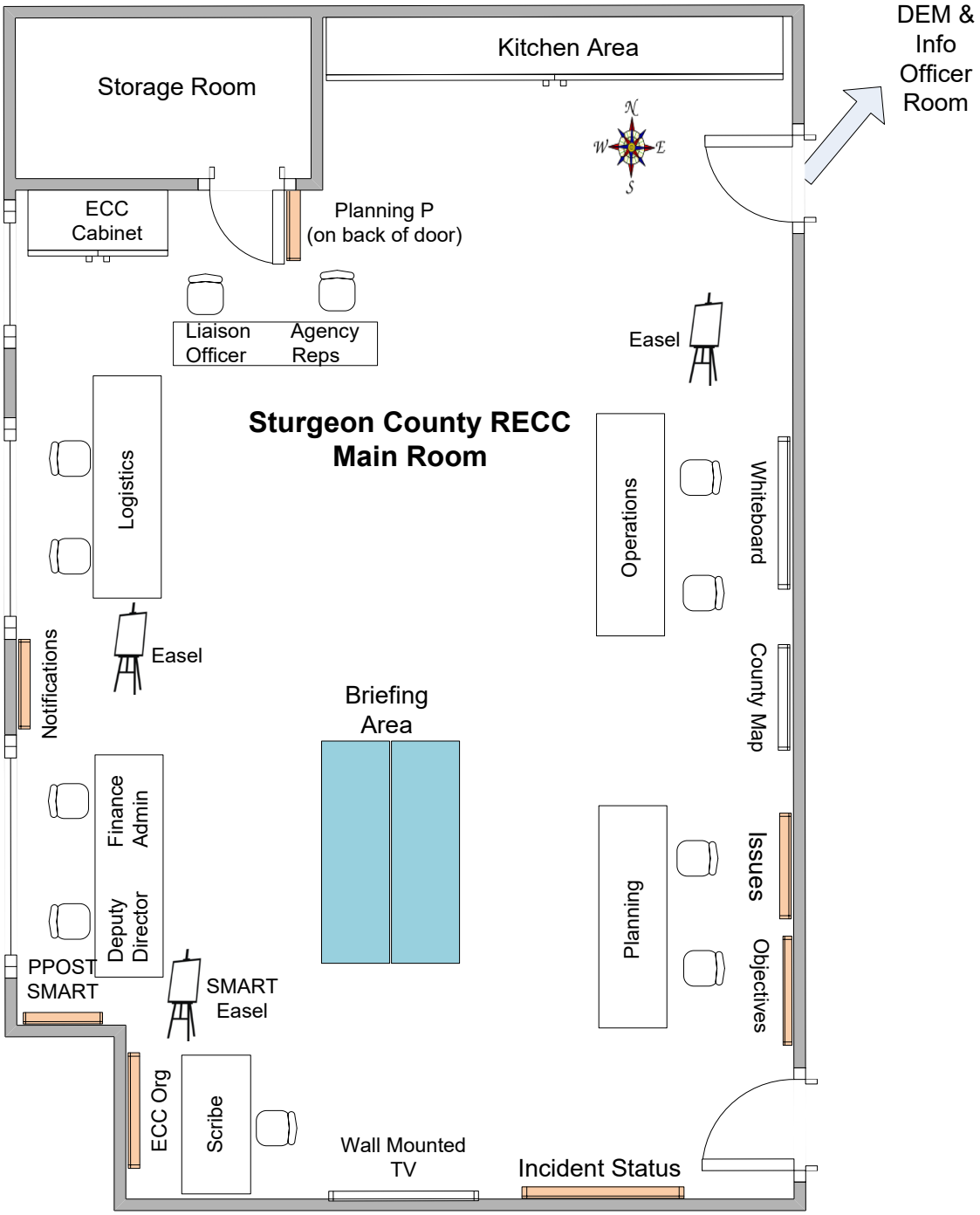
Layout – Primary ECC

Overview

The following diagrams are the intended work areas for a full scale activation of the ECC when using the primary Regional ECC.

Sturgeon County Protective Services HQ - Building

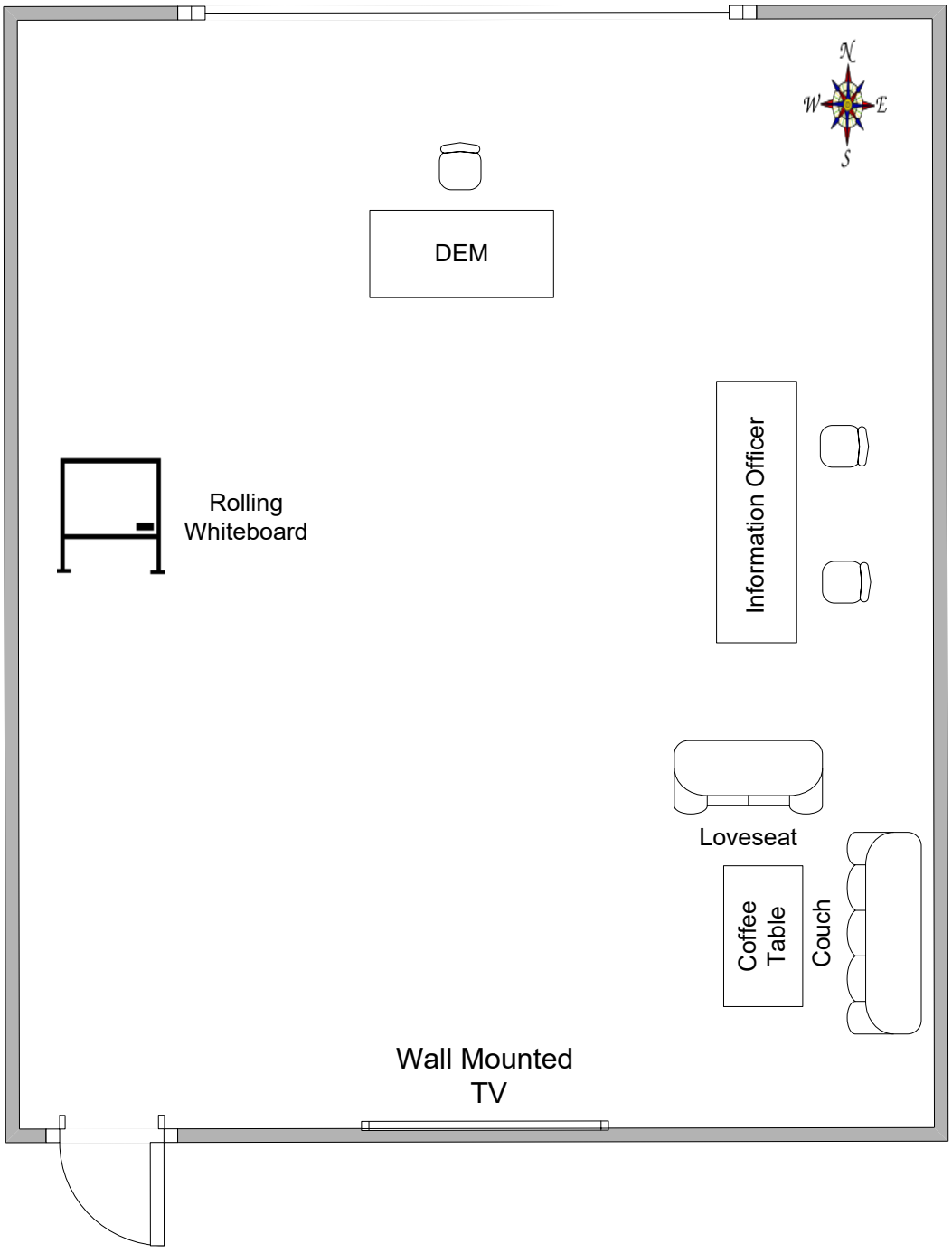
Sturgeon County Regional ECC – Main Room Layout – Briefing Room



* Extra chairs & tables go in the fitness room

APPENDIX 2 – ECC REFERENCE

Sturgeon County Regional ECC – DEM & Information Officer Work Area



APPENDIX 2 – ECC REFERENCE

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APPENDIX 3 – STATEMENT OF LOCAL EMERGENCY FORMS

Overview

The following forms are applicable for a State of Local Emergency

Title
SOLE – Declaration Guide
SOLE – Declaration Form
SOLE – Declaration Public Statement
SOLE – Renewal Form
SOLE – Renewal Public Statement
SOLE – Termination Form
SOLE - Termination Public Statement

1 - Contact the Mayor or Deputy Mayor, who are individually authorized to declare a SOLE							
Name	Title	Cell	Home	Office	Call Time	Declare? Y/N/NA	Initials

If unable to reach the Mayor or Deputy Mayor, contact two of the following Council members who can jointly declare a SOLE (Attempt to contact in the following order):

Name	Cell	Home	Office	Call Time	Declare? Y/N/NA	Initials

2 - Complete the SOLE form and have it signed	
	Fill out SOLE Declaration Form (Ensure the Date and Time that the SOLE was declared)
	Have the form signed by the authorized individual(s). If individual(s) have declared “In absentia” by phone, sign and date the document, list the means of contact, and obtain signatures as soon as possible.
	Enter declaration into the Municipal Register as soon as feasible

3 – Make a public announcement of declaration				
	Fill out SOLE declaration and public statement form and send to media outlets, to social media sites, and/or post it on the EOC front door			
Media / Radio / TV / Social	Phone	Fax	E-Mail	Emergency Contact

4 – Inform the Government of Alberta	
	Forward the SOLE declaration form to the Minister of Municipal Affairs via Fax: 780-644-7962 (or provide a copy to AEMA Field Officer)
	See also: Termination of SOLE and Renewal of SOLE

WHEREAS an emergency exists in the jurisdiction of (insert community) due to

which is impacting and/or has the potential to impact;

☐ all areas of (insert community), or the following areas of (insert community):

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____,

the local authority (insert community)'s Mayor (or designate) or two members of the Regional Emergency Advisory Committee) declares a state of local emergency exists for the aforementioned areas pursuant to Section 21 of the Emergency Management Act (R.S.A. 2000 ch. E -6.8, c. 2013) and (insert community) By-Laws.

Declaration Dated: _____ at _____hrs.

Signatures	**Title(s)**

Fax to: Alberta Emergency Management Agency at: 1-780-644-7962

The (insert community) declares that a State of Local Emergency exists due to

which is impacting and/or has the potential to impact;

☐ all areas of (insert community). or the following areas of (insert community):

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____.

The public is advised that for the duration of the emergency, the local authority may take any action it deems necessary to deal with the situation.

Declaration Dated: _____ at _____hrs.

WHEREAS an emergency continues to exist in the jurisdiction of (insert community) due to

which is impacting and/or has the potential to impact;

☐ all areas of (insert community), or the following areas of (insert community):

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____,

the local authority (The (insert community)'s Mayor (or designate) or two members of the Regional Emergency Advisory Committee) declares a state of local emergency continues to exist for the aforementioned areas pursuant to Section 21 of the Emergency Management Act (R.S.A. 2000 ch. E -6.8, c. 2013) and (insert community) By-Laws.

Declaration Dated: _____ at _____hrs.

Signatures	**Title(s)**

Fax to: Alberta Emergency Management Agency at: 1-780-644-7962

The (insert community) declares that a State of Local Emergency continues to exist due to

which is impacting and/or has the potential to impact;

☐ all areas of The (insert community). or the following areas of The (insert community):

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____.

The public is advised that for the duration of the emergency, the local authority may take any action it deems necessary to deal with the situation.

Declaration Renewal Dated: _____ at _____hrs.

WHEREAS an emergency existed in the jurisdiction of The (insert community) due to

which impacted and/or had the potential to impact;

☐ all areas of (insert community), or the following areas of The (insert community):

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____,

the local authority (The (insert community)'s Mayor (or designate) or two members of the Regional Emergency Advisory Committee) declares a state of local emergency no longer exists for the aforementioned areas pursuant to Section 21 of the Emergency Management Act (R.S.A. 2000 ch. E -6.8, c. 2013) and City of Medicine Hat By-Laws, and herby terminates the state of local emergency effective immediately.

Declaration of Termination Dated: _____ at _____hrs.

Signatures	**Title(s)**

Fax to: Alberta Emergency Management Agency at: 1-780-644-7962

WHEREAS an emergency existed in the jurisdiction of The (insert community) due to

which impacted and/or had the potential to impact;

☐ all areas of The (insert community), or the following areas of The (insert community):

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____,

The public is advised that a state of local emergency no longer exists for the aforementioned areas and herby terminates the state of local emergency effective immediately.

Declaration Termination Dated: _____ at _____hrs.

APPENDIX 4 – ICS FORMS

ICS forms are available in different file formats, such as MS Word and “pdf”. Not all of the ICS are available in MS Word, but those that are available in “pdf” are editable files. It is therefore recommended that ICS forms be downloaded directly from the ICS Canada website: http://www.icscanada.ca/en/forms.html

Hard copies of the forms are available in the ECC.

ICS 201 Incident Briefing

ICS 202 (pdf) Incident Objectives ICS 202 (word)

ICS 203 (pdf) Organization Assignment List ICS 203 (word)

ICS 204 (pdf) Assignment List ICS 204 (word)

ICS 205 (pdf) Radio Communications Plan ICS 205 (word)

ICS 206 (pdf) Medical Plan ICS 206 (word)

ICS 207 Organization Chart

ICS 208 (pdf) Safety Message/Plan ICS 208 (word)

ICS 209 Incident Status Summary

ICS 211 Check In

ICS 213 General Message

ICS 214 (pdf) Activity Log ICS 214 (word)

ICS 215 (pdf) Operational Planning Worksheet ICS 215 (word)

ICS 215a (pdf) Safety Analysis ICS 215a (word)

ICS 216 Radio Requirements Worksheet ICS 216 (word)

ICS 217a Communications Resource Availability Worksheet ICS 217a (word)

ICS 218 Support Vehicle Inventory ICS 218 (word)

ICS 220 Air Operations Summary ICS 220 (Word)

ICS 221 Demobilization Checklist

ICS 224 Crew Performance Rating

ICS 225 Incident Personnel Performance Rating

ICS 309 Communications Log ICS 309 (word)

APPENDIX 4 – ICS FORMS

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APPENDIX 5 – GLOSSARY and ABBREVIATIONS

A.5.1 ABBREVIATIONS AND ACRONYMS

AEMA	Alberta Emergency Management Agency
CANUTEC	Canadian Transport Emergency Centre
CIS	Critical Incident Stress
DEM	Director of Emergency Management
EAP	ECC Action Plan
ECC	Emergency Coordination Centre
ECC AP	Emergency Coordination Centre Action Plan
EMA	Emergency Management Agency
EMS	Emergency Medical Services (Ambulance, Paramedics)
ERP	Emergency Response Plan
ESS	Emergency Social Services
HAZMAT	Hazardous Materials
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
MECC	Municipal Emergency Coordination Centre
MOU	Memorandum of Understanding
OH&S	Occupational, Health & Safety
POC	Provincial Operations Centre
RCMP	Royal Canadian Mounted Police
REAC	Regional Emergency Advisory Committee
RECC	Regional Emergency Coordination Centre
REMA	Regional Emergency Management Agency
WCB	Workers Compensation Board

A.5.2 GLOSSARY

Act: means The Emergency Management Act of Alberta, Chapter E-6.8, Revised Statutes of Alberta 2000, c. E-6-8;

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the ECC Director or Incident Commander, if at the Incident Command Post. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications/Dispatch Centre: Agency or interagency dispatcher centres, 911 call centres, emergency control or command dispatch centres, or any naming convention given to the

facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Declaration of a State of Local Emergency: Means a resolution or order by a partnering municipality pursuant to section 21 of the Alberta Emergency Management Act.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the ECC Director, Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Director of Emergency Management: (DEM) means an individual appointed by resolution of Council, or the CAO or their designate.

Disaster: An event that results in serious harm to the safety, health or welfare of people, the environment or in widespread damage to property.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the

Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: An event that requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Advisory Committee: The member or members of Council, appointed by Council resolution, to advise on the development of municipal emergency plans and programs.

Emergency Coordination Centre (ECC): A pre-designated, secure and controlled location to provide support for on-site responders in the event of an emergency. The ECC provides policy direction to onsite Incident Commanders, coordinates resource requests from the site and manages all non-site activities while maintaining business continuity of the local authority. ECCs are crucial to saving lives and property. Effective ECCs coordinates people and resources to handle emergencies, provide incident communications centres with ready access to relevant information and have the ability to verify new information as well as facilitate long term operations.

Emergency Coordination Centre Action Plan (ECC AP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident from an ECC perspective. This plan should support the objective of the Incident Commander's plan, but reflects the strategic objectives to be accomplished by the ECC.

Emergency Management: The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management/Response Personnel: Includes Federal, Provincial, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Social Services: (ESS) means services including but not limited to Registration and Inquiry, Emergency Food Services, Emergency Lodging, Emergency Clothing and Emergency Personal Services.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Hazard Identification and Risk Assessment (HIRA): A process to identify and monitor the hazards that can have an impact on municipal operations or areas of responsibility. The risk assessment evaluates the likelihood of a hazard or combinations of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends and probability.

Incident: An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources

committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer (IO): A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident-related information requirements.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Joint Information Centre (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kind: An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same “Kind” of resource, their capability however is defined by “Type”.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Authority: means, where a municipality has a Council within the meaning of the Municipal Government Act, RSA 2000 c.M-26.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Municipal Emergency Coordination Centre: (MECC) means the location that functions as a point of coordination, addressing the needs of the municipality as a whole, exercising the authority of local officials, as well as anticipating and supporting the needs of one or more incident sites within the municipality.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.

Objective: The overarching purposes or aims of an incident response are expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System

principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention: Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery: The development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote

restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Regional Emergency Advisory Committee: means a regional committee comprised of one (1) Councillor, or alternate, from each of the partnering municipalities of the Sturgeon Regional Emergency Management Partnership, as established by this Agreement and the by-laws of the respective municipal Councils of the Parties hereto;

Regional Emergency Management Agency (REMA): means a regional agency comprised of the Director of Emergency Management or Deputy or the Chief Administrative Officer, from each of the partnering municipalities of the Sturgeon Regional Emergency Management Partnership as established by this Agreement and the by-laws of the respective municipal councils of the Parties hereto;

Regional Emergency Management Plan (REMP): means the Regional Emergency Management Plan prepared by the Sturgeon Regional Emergency Management Agency to co-ordinate the response to an emergency or disaster; the training program to ensure stakeholders are equipped to manage an incident/event of scale and the governance/administrative functions that empower stakeholders to take whatever measures necessary to protect lives, property and environment;

Regional Emergency Coordination Centre (RECC): means the location that functions as a point of coordination, addressing the needs of the municipality and/or the Sturgeon Region as a whole, exercising the authority of local officials, as well as anticipating and supporting the needs of one or more incident sites

Regional Framework for Emergency Management: means the Municipalities participating in this Agreement supporting and assisting each other when requested and when able to provide that support and assistance in the event of a major emergency or disaster

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based: The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

Risk Management: The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Sector: On large incidents such as wildland fires**,** a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5).

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general overall plan or direction selected to accomplish specific incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Sturgeon Region: means the geographical area within the boundaries of Sturgeon County including the Municipalities Towns of Bon Accord, Gibbons, Legal, Morinville and Redwater

Sturgeon Region Emergency Management Partnership: is a partnership comprising the Municipalities of Bon Accord, Gibbons, Legal, Morinville and Redwater and Sturgeon County who have entered into a joint agreement for the purpose of organizing integrated emergency planning, training, assistance and emergency operations programs

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base or Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

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APPENDIX 6 – Legislation, Agreements, Terms of Reference

Overview

This Appendix contains material that is available to ECC members for quick reference. It is not intended to be large, but rather have concise material available that would be helpful to reference during a response.

Contents

- Sturgeon Region Emergency Management Partnership Agreement
- Terms of Reference – Regional Emergency Advisory Committee
- Terms of Reference - Regional Emergency Management Agency
- AB Emergency Management Act
- AB Emergency Management Regulation

1 – Sturgeon Region Emergency Management Partnership

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Updated 2020
Regional Emgergen

2 – Terms of Reference – Regional Emergency Advisory Committee

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TOR - R Em Adv
Comt Mar 10 2022.p

3 - Terms of Reference – Regional Emergency Management Agency

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TOR - R Em Mgmt
Agency Dec 15 2016.p

4 - AB Emergency Management Act

(Current as of November 2018)

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AB EM Act Nov 2018.pdf

5 - AB Government Emergency Management Regulation

(Current as of November 2018)

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AB Gov't EM Regulation Nov 201

6 - AB Local Authorities Emergency Management Regulation

(Current as of November 2018)

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AB Local Authority EM Regulation 2018

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APPENDIX 7 – REFERENCE DOCUMENTS

This section contains reference material that may be used in support of a response or ECC activation.

AEMA Mass Gathering Planning

AEMA Mass Gathering Planning Guidebook

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AEMA 2013_Mass_Gathering

Transportation of Dangerous Goods

Dangerous Goods, Rail Safety & 511 Alberta – A guide to the Transportation of Dangerous Goods Regulations

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AB DG Regulations Guide.pdf

APPENDIX 7 – REFERENCE DOCUMENTS

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