

*Cypress County*

# MUNICIPAL EMERGENCY MANAGEMENT PLAN

*MEMP*



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April 2020



**MEMP**

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### REVISIONS

<b>Rev #</b>	<b>Revision Date (dd/mm/yyyy)</b>	<b>Scope of Revision</b>	<b>Revised By</b>
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1	30/09/2014	Final Draft	Dennis
2	05/07/2016	Updated contact info	Jason
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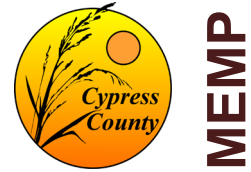
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## FOREWARD

Cypress County is no stranger to disasters and can attest to the importance of Emergency Management preparedness and a collaborative, resilient community. Given the ever changing emergency management environment, Council determined the need to develop a contemporary Municipal Emergency Management Plan (MEMP) and Regional Emergency Management Plan (REMP) with the clear objective of addressing both natural and human-induced hazards and disasters as these are increasing in both frequency and severity across the world, resulting in ever growing human suffering and economic cost.

The ultimate purpose of emergency management is to save lives, reduce risk to people, property, environment, and economy with the top priorities being the preservation of life and building community resilience. The MEMP clearly acknowledges that all citizens are involved in emergency management. Individual residents, communities, municipalities, each level of Government, first responders, private sector, volunteer, and non-governmental organizations are critical partners. Solid partnership based on effective collaboration, coordination and communication are key components to sustainable emergency management plan and programs.

Resilience is the capacity of a system, community, or society to adapt to disturbances resulting from hazards by persevering, recuperating, or changing to reach and maintain an acceptable level of functioning. Resilient capacity is built through a process of empowering citizens, responders, organizations, communities, governments, systems, and society to share the responsibility to keep hazards from becoming disasters.

The MEMP is designed to support the objectives of reducing risk and provides elected officials, municipal administration, and other partner agencies a framework to prepare for likely events based on a current hazards, risk and vulnerability assessment and corresponding risk register. It further supports studying the risk register and strategically preparing realistic plans which include the necessary resources and essential equipment required to manage and/or mitigate in an efficient manner.

This MEMP is to be used as a tool to support emergency services and municipal responders and recovery activities. It is not a training manual nor is the plan designed to address all hazards, risks, and community vulnerabilities. The plan is adaptable to a broad spectrum of emergency events and flexible in meeting the needs of a dynamic municipal organization and community. Public preparedness and participation in support of building community resilience requires ongoing effective communications and awareness campaigns. Routine training and exercising, relationship building with internal and external partners including Industry, the City of Medicine Hat and the Town of Redcliff is critical to the execution of this plan.

It is important to note that the success of any emergency management plan and corresponding programs is contingent on an understanding that risks, hazards, and subsequent community vulnerability are real and are a part of day to day living. Our ability to respond and recover is dependent on the planning that goes into prevention, preparedness, mitigation/response, and recovery between incidents of scale.

The MEMP will require ongoing review by internal and external stakeholders and where required revised. This is our commitment to building community resilience through a high level of preparedness. The plan



will be used to guide and structure the Cypress County’s emergency management plans and programs which have been developed using best practices from communities across the Province of Alberta.

## **SCOPE AND PURPOSE**

The purpose of the Municipal Emergency Management Plan (MEMP) 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 in the City of Medicine Hat. This plan addresses incidents that may cause damage of enough severity and magnitude to warrant execution of all or part of this MEMP.

The MEMP outlines the procedures, the organization, and systems involved with addressing the following priorities and public safety platform:

### Priorities:

- People
- Critical Infrastructure
- Environment
- Operations
- Finances/Economy
- Business / Industry Continuity
- Reputation Management

### Platform:

- Developing and implementing appropriate response plans to emergency situations
- Providing personnel with clear, established procedures and guidelines
- Document the roles and responsibilities of internal, external, and support agencies during all phases of an emergency
- Outlines the procedures, organization, and systems involved with managing an incident when its consequences are outside of the scope of normal operations
- Outlines how the municipal emergency management plan will be enacted and maintained • Outlines legislated and delegated authorities during an emergency
- Promotes inter-departmental / stakeholder communications through training and exercises

### Plan Components

The MEMP is the governing document that outlines the policy, operations, and roles and responsibilities for the City and Emergency Management Agency in carrying out duties related to the municipal emergency management program.



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## **ACKNOWLEDGEMENTS**

The Cypress County Emergency Management Agency acknowledges the following agencies in the development of the Municipal Emergency Management Plan. The provision of source documents, templates, support through review and recommendations and subject matter expertise:

- Alberta Emergency Management Agency field officers
- City of Medicine Hat Director of Emergency Management
- Town of Redcliff Director of Emergency
- Alberta Municipal Emergency Management Partnership Committee including Red Deer, Calgary, Lethbridge, Wood Buffalo, Edmonton, Strathcona County, St. Albert, Grande Prairie
- Emergency Response Management Consulting
- Justice Institute of British Columbia (JIBC)
- MNP National Leader, Business Resilience

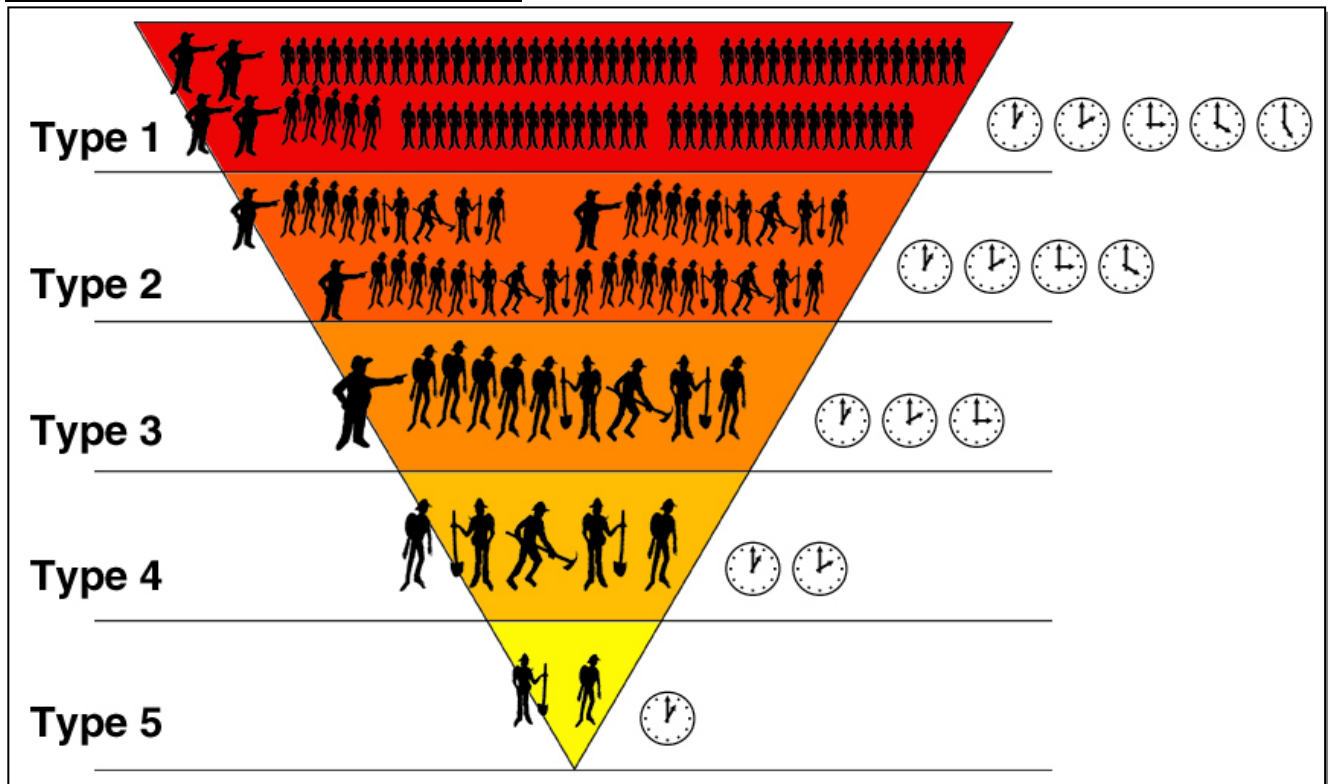
# RESPONSE

## 1 RESPONSE ACTIONS

Cypress County acknowledges the Incident Command System (ICS) as the recognized standard for the incident management and will seek to incorporate ICS principles into the operation of the ECC and/or Incident Command Post and all emergency management plans, programs, and response activities including the use of ICS Forms.

*Section one* outlines the actions and processes to be employed by Emergency Command Centre (ECC) personnel during a response. The process for activating and then conducting ECC operations are summarized in the graphics below and in further detail through-out this section.

*Figure 1.1 Complex Matrix Activation Guide*

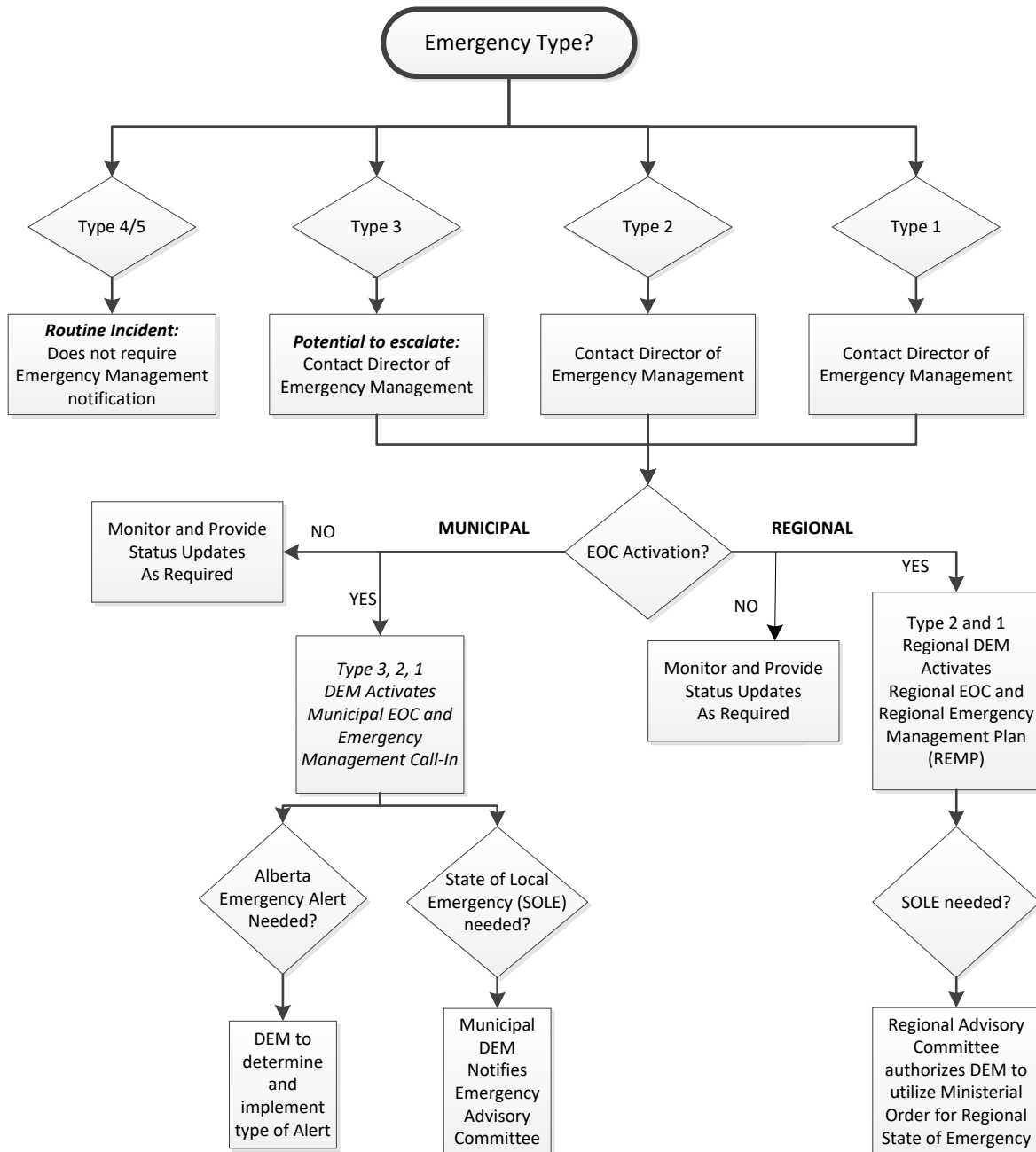


See Section 1.2 for Emergency Type Descriptions

Incidents may be categorized into five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Resource  
 Time Span/Operational Period

Figure 1.2 ECC Activation Flow Guide





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## 1.1 EMERGENCY TYPING

### Analyzing Complexity

It is important to strike the right balance when determining resource 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. When complexity increases resource needs and ICS structure grow accordingly.

The complexity analysis can help determine:

- identify resource requirements
- determine if existing management structure is appropriate

Complexity Factors Include:

- public and responder safety
- impacts to life, property, and the economy
- potentially dangerous goods/materials
- weather and other environmental influences
- potential crime scene including terrorism
- political sensitivity, external influences, and media relations
- jurisdictional boundaries
- availability of resources

The Complex Matrix Activation Guide (section 1.1) provides support for confirming the incident type.

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 Municipal Emergency Management Plan (MEMP) or the Regional Emergency Management Plan (REMP):

- A Type 1/2/3 incident that results in Emergency Services being deployed to the scene
- A planned Type 1/2/3 event
- A business continuity incident that interrupts the municipality's ability to maintain essential services. Type 1/2/3 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 (via 911 Dispatch or direct contact) 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.**

### Type 1 Incidents

Typical Incidents: Community-wide threat such as a large hazardous materials spill/plume or widespread flooding requiring mandatory evacuation and/or sheltering-in-place for specific parts of the impacted area.



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Typical Notification: Reeve, Director of Emergency Management, CAO, all command and general staff, 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 Primary or Secondary Emergency Command Centre (ECC).

The Emergency Command Centre 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, County services, and/or the environment. It would likely require a coordinated response from the County/Region, Emergency Services, external agencies, and local and provincial governments.

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

### **Type 2 Incidents**

Typical Incidents: Tornado, flash flood/river flooding combined

Typical Notification: Reeve, Director of Emergency Management, CAO, all command and general staff, fire departments, / Emergency Medical Services (EMS), law enforcement, public works and public information office, and any other leadership support required will be notified and can be tasked to attend Primary or Secondary Emergency Command Centre (ECC).

This type of incident will require Emergency Management notification and possible / partial activation of the ECC or RECC. It is considered a single or multiple incident that may adversely affect the health and safety of people, or cause substantial damage to critical Infrastructure, property, and/or the environment. In addition to involving Emergency Services, City departments and/or mutual aid will be engaged. Generally, this is a protracted incident, generally three or more 24-hour operational periods and has the potential to escalate in scale and would typically utilize Alberta Emergency Alert and/or area Specific Mass Notification System.

### **Type 3 Incidents**

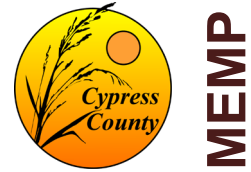
Typical Incidents: Severe weather system developing in area, escalating or immediate risk to impact area.

Typical Notification: Director of Emergency Management, fire departments, Emergency Medical Services (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) and or area specific Mass Notification System, or volunteer pamphlet distribution, may be utilized dependent upon the incident. It is an incident or event that does not initially overwhelm municipal-wide services. The County resources can initially manage and control the incident utilizing its own resources. Generally, this is an emergency of moderate duration, generally two to three 8-hour operational periods.

### **Type 4/5 Incidents**

Typical Incidents: Daily emergency responses, high profile visitor(s), weather monitoring.



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

This type of incident will not require activation of the ECC. Routine emergency incidents may occur. 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.

The County has the capability to manage and control the incident utilizing its own resources and expertise.

Limited assistance may be requested from other jurisdictions pursuant to established mutual aid agreements. Generally, this is an emergency of short duration, generally one operational period. (less than 2 Hours).

## 1.2 ECC ACTIVATION

The DEM will determine the need for ECC and MEMP activation based on the needs or request of Incident Command. Upon determination of the need for ECC activation, the DEM will initiate the appropriate call-out for ECC personnel.

Names and numbers of individuals are in Section 2 (Contact Information & Resources).

The initial briefing will be frontloaded with ECC personnel to gather and disseminate information and establish the incident organization structure. Successive briefing attendance can be scaled down to include only command staff and section chiefs, who would in turn disseminate information out to their respective teams through use of incident status and the action plan objectives.

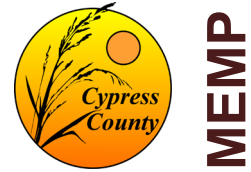
The DEM provides the following information:

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

If an automated notification system is used, the message format will be as indicated in Annex D.

The initial briefing will be frontloaded with ECC personnel to gather and disseminate information and establish the incident organization structure. Successive briefing attendance can be scaled down to include only command staff and section chiefs, who would in turn disseminate information out to their respective teams through use of incident status and the action plan objectives.





### 1.3 NOTIFICATION OF CYPRESS COUNTY LEADERSHIP

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

- If an Emergency requires the ECC to be activated, the CAO will notify Council.
- If the potential of a State of Local Emergency is determined, the CAO will notify the Emergency Advisory Committee (EAC) to attend a DEM led briefing.

### 1.4 REGIONAL NOTIFICATION

When the DEM is made aware of an Emergency having impact on the Town of Redcliff or City of Medicine Hat, it is the Cypress County DEM's responsibility to contact the Town of Redcliff's DEM or CAO and/or the City of Medicine Hat's DEM and/or CAO.

### 1.5 PUBLIC ALERT

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, County Website
- Public Service Announcements
- Alberta Emergency Alert – radio, television, email, and texts (Information Alert or Critical Alert)

### 1.6 ALBERTA EMERGENCY ALERT (AEA)

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.



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.

All the following conditions must be present:

1. The life or safety of people is at risk
2. The risk is imminent and impending
3. The warning may provide critical and/or life-saving information

Note: Use the website process if possible.

Dial the Activation Line: -1-866-647-9276 and an operator will assist you.

User Handbook can be found at: [www.activatealert.alberta.ca](http://www.activatealert.alberta.ca) or call 1-866-647-WARN (9276)



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## 1.7 SHELTER IN PLACE

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 IC and/or the Director of Emergency Management in support of the Incident Commander.

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.

## 1.8 EVACUATION

### 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 County's website, social media sites, mass notification system 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 County's website, 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.



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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 County is not able to provide basic services (9- 1-1 response, water, and wastewater treatment, etc.). A perimeter will be established, and residents will not be permitted to re-enter the area until the order is rescinded or allowed to lapse.*

- Emergency officials will notify residents through various channels of the mandatory evacuation order. Channels include the County’s website, social media sites.
- Information will be provided about the location, 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 2: Order Rescinded**

*Purpose: The Order Rescinded is issued when residents can 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 Order Rescinded will be given by the Incident Commander, unless the ECC has been activated, in which case it will be given by the Director of Emergency Management.
- Emergency officials will notify residents through various channels of the all clear and any conditions for re-entry. Channels include the County’s website, social media sites, etc.
- A perimeter will be maintained during initial re-entry for traffic control.

Note: Reference ESS Evacuation Handouts given to residents during door-to-door warnings

## **1.9 DECLARATION OF A STATE OF LOCAL EMERGENCY (SOLE)**

The DEM may recommend to the Emergency Advisory Committee to declare a State of Local Emergency based on intelligence and situational information. Declaring a SOLE allows the Local Authority to delegate the extraordinary powers DEM/Emergency Management Agency to take measures to protect the public and manage the incident as well as provide protection for the impacted communities, ECC and emergency response personnel.

Based on information supplied by the DEM, the 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 Form E – SOLE Declaration Guide and Form F – SOLE Declaration (see Annex A – Forms)

1. Contact authorized EAC members to declare.
2. Fill out “SOLE” 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 County 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) by fax to 780-644-7962 or provide copy to AEMA Field Officer.

#### 1.10 DEACTIVATION AND DEMOBILIZATION

Circumstances will always vary, but each response will inevitably reach the point where the ECC is no longer required and it can be deactivated however not before the demobilization plan objectives have been achieved. Demobilization planning commences from the initial operational period.

Criteria considered for ECC/ICP deactivation is, but not limited to:

- The incident is resolved, and all resources assigned to the incident or event have been released and returned to their home base
- The Incident Command Post(s) is/are no longer required as the incident has been stabilized and normal operations can resume
- On-going recovery operations are to be managed as part of normal municipal administration activity

The deactivation will be announced during a briefing with ECC/ICP personnel.

Assisting or cooperating agency representatives involved in support of stabilizing the incident or event shall be notified of ECC/ICP deactivation. If the general public was informed that the ECC was activated, deactivation must also be communicated.

#### 1.11 INCIDENT COMMAND SYSTEM FOR THE ECC

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

#### Priorities

1. Life Safety – of responders first and public second.
2. Incident Stabilization – establishing command, objectives, organizing.
3. Property/Environment Preservation – reducing damage.
4. Political/Economy – alignment with political policies/business continuity

#### Operational Periods

- Length of time to achieve a given set of objectives
- Determined by ECC Ops Section Chief
- Initially 1 to 2 hours for critical issues



- Ongoing length varies depending on objectives/priorities
- Commonly 8 to 12 hours in length
- Not to exceed 24 hours

### **Incident Action Plan (IAP)**

The Incident Action Plan (IAP) is typically developed following the delivery of the Situation Summary. The Situation Summary is delivered through ICS Form 201, Initial Briefing Form (see Annex A – Forms). The IAP is developed using ICS Forms 202, 203, 204, 205, 205a and 208.

The ECC Director leads the initial IAP development session. The intent of this session is to bridge what has occurred to date establish priorities, incident 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 follows the ICS “P.P.O.S.T.” (Problems, Priorities, Objectives, Strategies, Tactics) model.

Once the issues have been identified and prioritized, objectives will be established. Objectives should be “**SMART**” (Specific, Measurable, Action Orientated, Realistic, Time Sensitive).

The ECC Director will assign a lead for each objective. The lead 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 IAP 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 IAP.

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

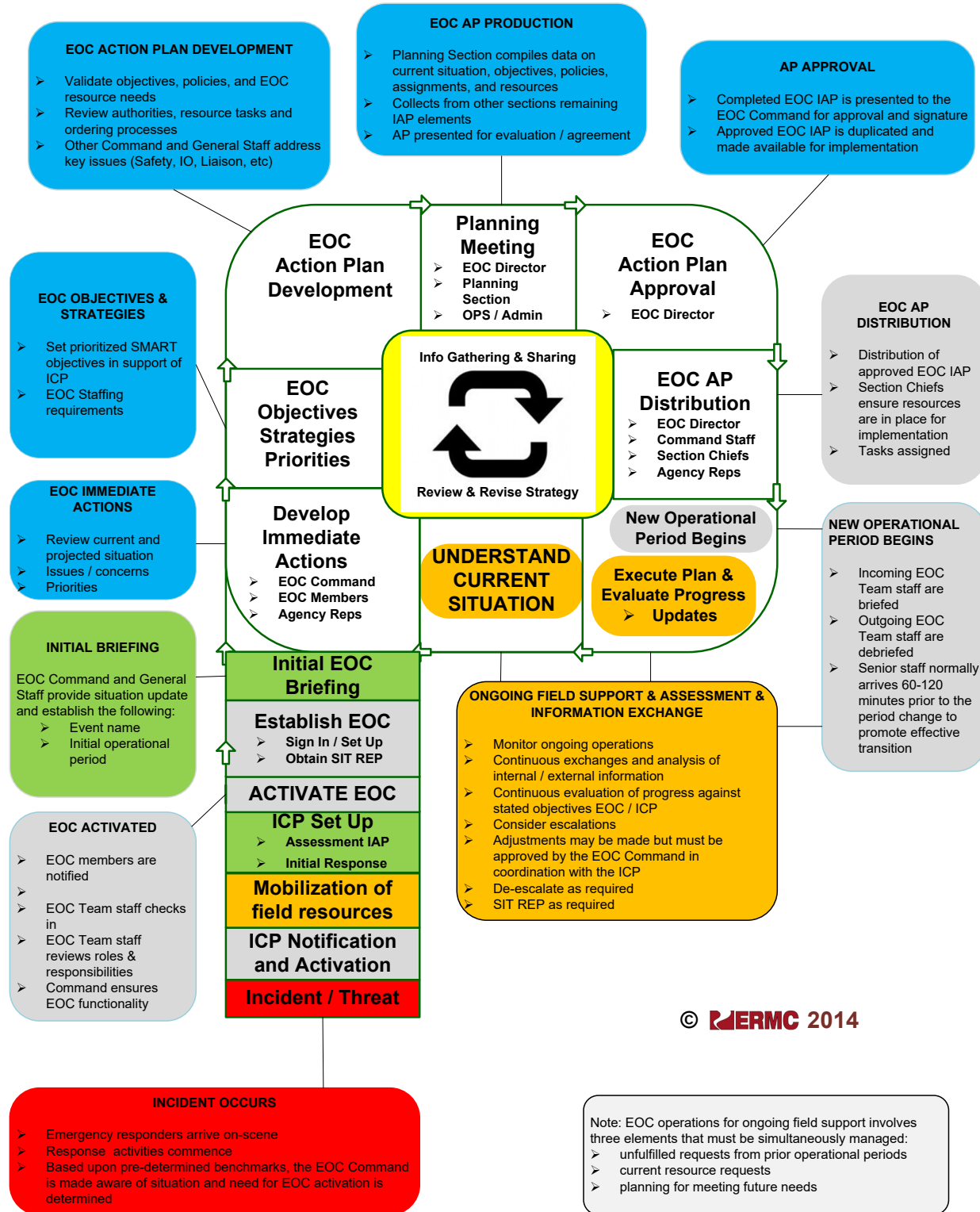
The IAP’s objectives and strategies are to be listed in the Master Event Log.

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

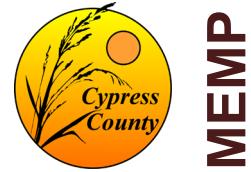
### **The ECC Planning “P”** (see next page)

ICS and the incident action planning process are used for all incidents in which the Cypress County is engaged. The ‘ECC Planning P’ is a tool used in applying the principle of Incident Action Planning to site and a modified version is used in the ECC. Incident action plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support (ECC) activities.

Figure 1.3 ECC Planning “P”



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## **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). 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.

## **Internal Communications**

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

- Written – email / texts / hard copy
- Verbal - through the department leads not required in the ECC
- Verbal - telephone call out message system or radios

## **Documentation**

Individual ECC personnel are responsible for filling in their respective ICS form 214 – Unit Log (see Annex A – Forms) as well as those specific to their function. 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. The ECC Director is also responsible to ensure that a Log is maintained at the ECC. Key events, actions, and decisions will be documented on this log

ECC 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 or designate 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.

Scribes/Documentation Aids are under the Direction of Planning Section Chief or Documentation Unit Leader if assigned. Scribes will be assigned to essential positions with priority to the ECC/Director and Incident Commander to record the ECC Incident Log and track the priorities and objectives as well as assist in consolidating forms from the various General staff to develop the Incident Action Plan.

Operations Section Chief when delegated by the IC or Director will be assigned a scribe to record operational objectives and tactical assignments. As Operations is arguably the busiest position in the ICS organization, a scribe can help keep that position organized and detailed notes will assist with the review process on completed assignments/objectives as well as informal communications between other General staff and Operations Section Chief.

During Type 1/2/3 a Master Scribe will be required for the ECC to monitor the Unit log, and assist with call handling in the ECC, and record and link the appropriate Section Chief for resource requests.



### 3 OPERATIONAL FACILITIES

Section three outlines operational facilities that are currently available for the purposed of managing an incident of scale or event of scale.

#### 3.1 EMERGENCY COMMAND CENTRE (ECC)

##### General

The following operational details focus on the role of the ECC, its physical layout, personnel, responsibilities, and its ability to execute a coordinated and effective response to an *emergency*.

Managing an *emergency* is a complex endeavour requiring a focal point for decision-making and centralized direction for Emergency Service and Emergency Management personnel. Members of the ECC are responsible for providing support, guidance, and strategic direction to staff at the Incident Command Post(s) and other subordinate Operational Support Sites in the community. The ECC 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.

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.

##### Function

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

- Minimizing the impact of the *emergency* on:
  - People
  - Critical Infrastructure
  - Environment
  - Operations
  - Finances
  - Business and Industry
  - Reputation
- Executing strategic level *emergency* and business continuity plans that lead to successful *emergency* response efforts and maintenance of County operations
- Providing leadership and support to the Incident Command Post(s) and other subordinate Operational Support Sites in the community
- Gathering, sharing, and disseminating information in an efficient and effective manor providing a single point of communication for response services and external entities
- Analyzing information and making decisions governing the *emergency* response





**MEMP**

- Coordinating assistance and resources required by the Incident Commander(s) and other subordinate Operational Support Sites in the community
- Coordinating communication between the various Emergency Services, County departments, and stakeholders
- Providing accurate and official information for elected officials (via the CAO, Reeve, or EAC chair) and the public (via the media and emergency notification systems)
- Communicating with Provincial government and other external agencies, regulatory bodies, and key stakeholders.
- Act as a tactical Emergency Command Centre when an ICP is not established because of a widespread *emergency* (i.e. Floods).

The Cypress County ECC 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 ECC 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 a extended activation.

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

### **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 County'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*.

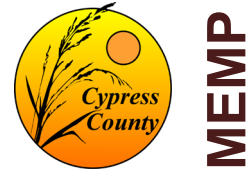
The ECC Director (DEM) will determine the appropriate staffing level and organizational structure based on the emergency.

If required, a Security position may be activated to secure the ECC facility, but this position is not formally embedded within the ECC ICS organization. If this position is activated, it is the Logistics Section Chief's responsibility to find security staff for these positions.

### **Location**

Cypress County Administration Building, 816 - 2<sup>nd</sup> Ave., Dunmore.

### **Infrastructure & Equipment**



The ECC has extensive requirements to be able to function effectively. A detailed list of infrastructure and equipment is outlined in Annex C (ECC – General Information).

### **Interoperable Communication**

Communications for an incident in Cypress County typically involve radios at the ICP and the use of 911 Dispatch. Interoperable communications are 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.

Cypress County Emergency Services uses analog radios. When necessary, the County can deploy the MESA (Major Event Support and Assistance) vehicle, which has a set of radios that can be distributed to response supervisors to enable cross agency/service communications.

### **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 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.

### **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 EAC.

## **3.2 INCIDENT COMMAND POST**

### **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.



**Function**

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

- Minimizing the impact of the *emergency* on:
  - People
  - Critical Infrastructure
  - Environment
  - Operations
  - Finances
  - Business and Industry
  - Reputation
- Developing, coordinating, and executing tactical level *emergency* and business continuity plans that ensure the success of response efforts and ongoing County operations
- Coordinating actions of Emergency Services personnel on-site
- Coordinating efforts, gathering/sharing information with the ECC
- Requesting and deploying resources as needed
- Executing the Incident Action Plan with the various Emergency Services, County departments, and stakeholders involved in the tactical management of the *emergency*.
- Working with ‘on-site’ Provincial government representatives, other external agencies, regulatory bodies, and key stakeholders.

**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.

The DEM may also appoint a Deputy Incident Commander who will assist the IC in coordinating activities using ICS. The Deputy IC can consult with the ECC Director directly when needed.

Unified Command may be implemented if agency leads are trained and comfortable with ICS and its principles.

**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 Cypress County 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.

**Location**

Given that emergencies vary from situation to situation, the ICP will be 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

**Setup**

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 (i.e. the MESA Unit).

The Incident Commander will identify any setup arrangements required for the ICP.

If established for a lengthy period (i.e. more than one hour), the ICP should have some form of identification. This may simply take the form of a pre-made signage or marked pylon/flag.



← Incident Command Post  
ICS Symbol

Other facilities that could be collocated with the ICP are:

- Staging Area **S**
- Base **B**
- Heli base **H**
- Heli spot **H-1**
- Camps **C** **\*\*\*NOTE\*\*\* *should not be collocated with the ICP***

**Equipment**

The Incident Commander will have the following equipment available as needed:

- Two-way radios (the Major Event Support Assistance vehicle has six radio stations for the various Emergency Services / agencies, which will be assigned to them by the IC or Deputy IC)
- Cell phone



- Laptop and wireless capabilities
- Poster sized note pads, whiteboard pens, post-it notes (IAP development)
- Other administrative supplies
- Vehicle(s) (Major Event Support and Assistance vehicle MESA) – More information can be found in Annex E)
- Lighting and Shelter equipment

**Communication**

Communications for an incident in Cypress County typically involve radios at the ICP and the use of 911 Dispatch. Interoperable communications are 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.

Cypress County Emergency Services utilizes analog radios. When necessary, the County can deploy the MESA vehicle, which has a set of radios that can be distributed to response supervisors to enable cross agency/service communications.

**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 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 following *Interoperable Communications Diagram Figure 3.1*

**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.

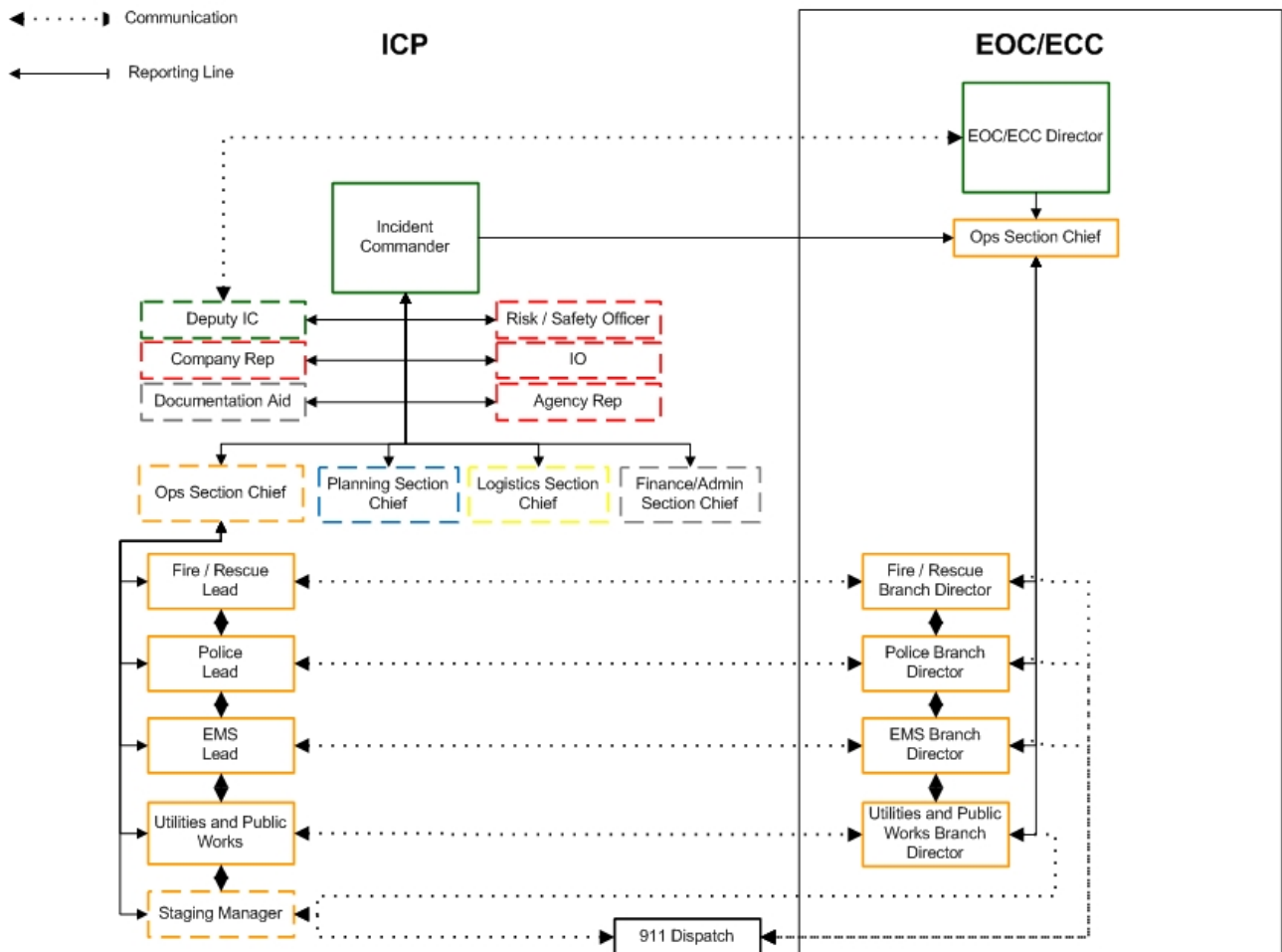
If an ECC is established, the IC should direct media to the Information Officer at the ECC for general information about the emergency. The IC will communicate any messages that the IO should relay to the media to further ensure incident scene safety.

**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 effect 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 EAC on major strategic decisions.

Figure 3.1 Interoperable Communications Diagram





### 3.3 RECEPTION CENTRE (RC)

#### **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*.

If 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.

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, childcare)

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to residents.

#### **Purpose**

The purpose of the Reception Centre is to 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.

#### **Responsibility**

The County will contact the Canadian Red Cross or the City of Medicine Hat for assistance and the reception centre will be managed by their established protocols. This Centre would fall under the direct jurisdiction of the Liaison Officer during a response, but its effective conduct is the overall responsibility of the ECC.

### 3.4 VOLUNTEER CENTRE (VC)

#### **General**

In addition to the Reception Centre being activated, there may be a need to activate a Volunteer Centre. The Volunteer Centre is a staging area for volunteers. This Centre would fall under the direct jurisdiction of the Personnel Unit Lead in the Logistics section during a response, but its effective conduct is the overall responsibility of the ECC.

#### **Purpose**

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.

#### **Responsibility**

The Personnel Unit Lead in the Logistic section is responsible for the overall establishment and maintenance of the Volunteer Centre. The setup and operation of the Centre can be delegated to a Manager as available.



### 3.5 DONATIONS MANAGEMENT (DM)

#### **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 Equipment / Supplies Director in Logistics section during a response, but its effective conduct is the overall responsibility of the ECC.

#### **Purpose**

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

#### **Responsibility**

The Food/Supply Unit Lead 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.

#### **Location**

The location of the Donation Centre will be confirmed by the Personnel Unit Lead in the Logistic section with consultation with the Food/Supply Unit Lead 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.

### 3.6 INFORMATION CALL CENTRE

#### **General**

In addition to the ECC being activated, there may be a need to activate an Information Call Centre. The Cypress County Information Call Centre is the overall responsibility the ECC during a response.

The public will utilize **403.525.2329** during an *emergency* to reach the Cypress County Administration line for information on the *emergency*. This number will also be used by the public during the recovery phase of an *emergency* to seek information and assistance.

#### **Purpose**

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.

#### **Responsibility**

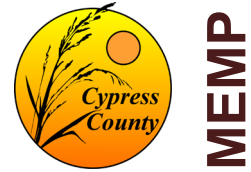
The Communications Unit Leader in the Logistic section is responsible for the setup, staffing, and conduct of the Information Call Centre.

### 3.7 MEDIA CENTRE (MC)

#### **General**

In addition to the ECC being activated, there may be a need to activate a Media Centre. The Cypress County 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.





**Purpose**

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.

**Responsibility**

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

**Location**

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



**MEMP**

## 4 ROLES AND RESPONSIBILITIES

*Section four* outlines the roles and responsibilities of members of the 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.

<b>Common Responsibilities</b> <b>Checklist for Incident Command Post &amp; Emergency Command Centre</b>
---

### Upon notification:

- Confirm
  - Availability
  - Reporting time and location
  - 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

### 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 ICS forms, including your own Unit Log (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



**MEMP**

## **General Leadership Responsibilities**

### **Checklist for Incident Command Post & Emergency Command Centre**

- 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 the current Incident Action Plan (IAP)
- 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 (ICS 214) and submit as appropriate
- Perform personnel performance evaluation as required

## 4.1 COMMAND

### 4.1.1. Director of Emergency Management (DEM)

- Act as Director of Emergency Operations on behalf of the Emergency Management Agency
- Activate the Municipal Emergency Plan in whole or in part
- Activate an ECC based on the needs of Incident Command (IC) or IC request
- Notify members of the Emergency Management Agency
- Co-ordinate all emergency services and other resources used in an emergency
- Direct emergency operations consistent with the Emergency Management Act and with County emergency response plans 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 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 County and mutual aid resources are sufficient for the response. Work with Provincial Operations Centre to secure additional resources
- Work with the CAO, Health and Safety Officer, Planning Section Chief to develop strategies for the recovery/renewal priorities and the transition from response to recovery

#### 4.1.2. ECC Director

The DEM may initially fill this position and will transfer command to qualified personnel. The ECC Director works with ECC staff and the Incident Commander (IC) to lead 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 the incident with a 'strategic' view and in support of the IC and scene.

- 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 position
- Activate incident command post communications plan as per Incident Complex Matrix (Section 2.1)
- 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 DEM
  - The DEM will meet with 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 DEM for CAO and Administrative Committee Name the incident (if not already done by IC)
- Ensure ICS priorities are followed including an emphasis on welfare and safety of all personnel (Section 1.12)
- Determine the need for Mutual Aid
- Approve and authorize implementation of the Incident Action Plan (IAP)
  - Review IAP for completeness and accuracy
  - Verify that objectives are incorporated and prioritized
  - Sign IAP (ICS Form 202)
- Ensure adherence to the Operational Planning Process (see Section 1.12)
- 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



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- 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
- 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



**MEMP**

### **4.1.3. Deputy ECC Director**

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.

- 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
- Verify 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
- Verify action plan objectives are accomplished
- Communicate key information to Master Event Log scribe for inclusion on Master Event Log
- Ensure functional sections provide key information to Master Event Log scribe
- Prepare for orderly and thorough handover to personnel for subsequent operational periods

#### **4.1.4. Incident Command (IC)**

The IC is responsible for the tactical management of the response to an incident or event. The IC will follow their service's protocols and notify the DEM per incident complex matrix.

- 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





**MEMP**

#### **4.1.5. Deputy Incident Command**

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.

- 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

## 4.2 COMMAND STAFF

### 4.2.1. Information Officer

#### Site IO should focus on Public Safety messages related to site and internal communications

- Obtain briefing from the Incident Commander (IC)/Unified Command
  - Determine current status of the incident (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 IC/Unified command the limits on information released
- Obtain 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 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 IC/Unified Command on information issues and concerns



**MEMP**

- 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 deaths
- Contact media to correct erroneous or misleading information being provided to the public via the media
- Update off-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



**MEMP**

#### **4.2.2. Safety Officer**

- Obtain briefing from the Incident Commander (IC) and/or from initial Safety Officer
- 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 hazardous situations
- Identify appropriate Personal Protective Equipment (PPE), control zones and safety hazards
- Identify potentially unsafe acts and identify corrective actions
  - 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 #8 of the Assignment List (ICS 204) as requested by the Planning Section
- Review and approve the Medical Plan (ICS 206)
- Provide Safety Message (ICS 202) and/or approved document
- Develop the IAP 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
- Coordinate critical incident stress, hazardous materials, and other debriefings as necessary

#### 4.2.3. Liaison Officer

- Obtain briefing from the Incident Commander (IC)
  - Obtain summary of incident organization (ICS 201 and 203)
- Determine companies/agencies/non-governmental organizations (NGOs) already involved in the incident. Verify if they are an Assisting Agency (have tactical equipment and/or personnel assigned to the organization) or Cooperating Agency (operating in a support mode “outside” the tactical organization)
- 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 Chain of 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 IC to coordinate media releases associated with inter-governmental cooperation issues
- Keep supporting Agencies aware of incident status
- Monitor incident operations to identify current or potential inter-organizational issues and advise the Incident Commander (IC) as appropriate
  - Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of the ECC Director
- Brief the IC/Unified Command on agency issues and concerns
- Participate in the operational planning processes

## 4.3 OPERATIONS SECTION

### 4.3.1. Operations Section Chief

- Obtain briefing from the Incident Commander (IC)
  - 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
  - Determine location of current Staging Areas and resources assigned there
- Establish the Operational Period in consult with Incident Commander
- Develop and implement Operations portion of the Incident Action Plan (IAP)
- Brief and assign Operations Personnel in accordance with the IAP
  - Brief Staging Area Manager on types, kinds, and numbers of resources to be maintained in Staging
  - Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike Team Leaders) on assignments, ordering processes, personal protective equipment (PPE) and tactical assignments
- Establish and demobilize Staging Areas
- Evaluate the situation and provide updates to the Planning Section
- Write formal Operations portion of the IAP in collaboration with the Planning Section Chief if directed by the IC
- Supervise the execution of the IAP for Operations
- Coordinate with Safety Officer to carry out operational activities while complying with all safety requirements (ICS 215A)
- Ensure coordination of the Operations Section with other Command and General Staff
  - 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 Safety Officer involved in tactical decision making
  - Keep IC 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 IAP development (ICS 215)
- Implement effective strategies and tactics to meet operational directives
- Make or approve expedient changes to the IAP 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 Officer, and IC prior to the Planning Meeting (discuss strategy, tactics and outline organizational assignments)



**MEMP**

- Hold Section meetings as necessary to ensure communication and coordination among Branches, Divisions and Groups
- Mobilize and demobilize teams/task forces assigned to Operations Section
- Report information on changes in the implementation of the IAP, special activities, events, and occurrences to the IC/Unified Command (UC), as well as to the Planning Section Chief and the Information Officer (IO)
- Identify and use staging areas as necessary and appropriate
- Develop and make recommendations to plans for demobilization of Operational resources
- Receive and implement Demobilization Plans (ICS 221)
- Participate in operational briefings as required

#### **4.3.2. Operations Branch Director, Division/Group Supervisor**

- Obtain briefing from Branch Director, Operations Section Chief, or Incident Commander (IC)
  - 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 and communication assignment
- Attend Operations briefing
- Organize, assign, and brief assistants
- Provide copies of the current Incident Action Plan (IAP) to subordinates
- Implement IAP 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
  - 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



## 4.4 PLANNING SECTION

### 4.4.1. Planning Section Chief

- Activate Planning Section
- Obtain briefing from the Incident Commander (IC)
  - Determine current resource status (ICS Form 201 or ICS 204 for subsequent operational periods)
  - Determine current status/intelligence (ICS Form 201)
  - Determine current incident objectives and strategy
  - Determine whether IC requires a written Incident Action Plan (IAP) initially ICS 201
  - Determine time and location of first planning meeting
  - Determine desired contingency plans
- Evaluate, organize, assign, and brief assistants to Planning function positions as appropriate
- Obtain a Situation Status Report from the Operations Section Chief or IC as appropriate
- Gather, prepare, and display incident information (Situation Status & Resource Status Boards)
- Establish and maintain resource tracking system
- Compile and display incident status summary information. Document on Incident Status Summary (ICS 209) (or another approved agency form)
  - Forward incident status summaries to Agency Administrator 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 Incident Command Post (ICP) and field staff
- Coordinate preparation of the Safety Message with the Safety Officer
- Supervise the preparation of the IAP, using the appropriate ICS forms as required
- Provide input to the IC/Unified Command (UC) and Operations Section Chief in preparing the IAP
- 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
- Lead the Operational Planning Process
- 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 IAP
- Supervise the accountability of incident resources through the Resources Leader
- 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
- Provide the Resources Leader with the Planning Section's organizational structure, including names and locations of assigned personnel



**MEMP**

- Contemplate and formulate information on alternative strategies (best to worst case scenarios)
- Provide periodic predictions on incident potential
- Coordinate with the IO on the current Situation Status and Resource Status so that release of incident information is accurate
- Provide status reports to appropriate requesters
- Advise General Staff of any significant changes in incident status
- Incorporate specialized plans (i.e. traffic, evacuation, foam, environmental, safety and Traffic Plan from Ground Support Unit Leader) and other supporting plans in the IAP
- Ensure that all staff observe established level of operational security
- Supervise and validate resource release recommendations (Demobilization Plan—ICS 221) for submission to the IC/UC
- Ensure section has adequate coverage and relief
- Ensure the final incident documentation package is prepared and organized effectively

#### **4.4.2. Demobilization Unit Leader**

- 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 (ICS 211)
  - Assignment list (ICS 215)
- 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
- Prepare Demobilization Plan (ICS 221)
- Designate to whom outstanding paperwork must be submitted
- Include demobilization of Incident Command Post (ICP) staff. In general, ICP staff will not be released until Incident activity and workload 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
- 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.)
- 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
- Provide status reports to appropriate requesters
- Coordinate demobilization with Agency representatives
- Establish communication links with off-incident organizations and facilities
- Determine debriefing requirements

#### **4.4.3. Documentation Unit Leader**

- Obtain briefing from Incident Commander (IC) or 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
- Accept and file reports and forms submitted by incident personnel
- Establish and organize incident files
- Establish duplication/printing services and respond to requests
  - Determine number needed and duplicate Incident Action Plan (IAP) accordingly
- Retain and file duplicate copies of official forms and reports
- Check the accuracy and completeness of records submitted for files
- 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

#### **4.4.4. Resource Unit Leader**

- Obtain briefing from Planning Section Chief
  - Identify work locations, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.
- Participate in the operational planning process and meetings as required organize, staff, and supervise Resources Unit as appropriate and provide for adequate relief
- 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 (mutual aid or hired)
  - Transportation and support vehicles
- Review Incident Briefing form (ICS 201) for resource information
- Review Check-in List (ICS 211)
  - Confirm resources assigned to Staging
  - Confirm resources assigned to tactical Operations organization
  - Confirm resources assigned to other Command and General Staff functions
- Prepare and maintain the Incident Situation Display (organizational chart, resource allocation and deployment sections), using the Incident Briefing Form (ICS 201)
- Assist in the preparation of the Incident Action Plan (IAP)
- Prepare Organizational Assignment List (ICS 203) and Organization Chart (ICS 207)
- Prepare appropriate parts of Division/Group Assignment Lists (ICS 204)
- Assist in preparing the Organizational Planning Worksheet (ICS 215)
- Establish contacts with incident facilities to track resource status as Assigned, Available, Out of Service
- Gather, post, and maintain incident resource status; maintain master roster of all resources checked in at the incident
- Provide status reports to the Planning Section Chief
- Assist in identification of additional and special resources
  - Other disciplines,
  - Technical specialists
  - Resources needed to implement contingency plans

#### 4.4.5. Situation Unit Leader

- Obtain briefing from Planning Section Chief
  - 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, persons affected 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 Incident Action Plan (IAP)
- Collect and maintain current incident data as required by the ECC/IC
- Request weather forecasts and spot weather forecasts as necessary, directly from Environment Canada
- Provide situation evaluation, predication and analysis for Command and Operations; prepare information on alternative strategies using 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 (ICS 209) and post in the Incident Command Post (ICP) with copies to the Command and General Staff
- Prepare predictions at periodic intervals or upon the request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur



**MEMP**

- Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and work yet to be accomplished
- Receive briefings and information from Field Observers



**MEMP**

## 4.5 LOGISTICS SECTION

### 4.5.1. Logistics Section Chief

- Obtain briefing from Incident Commander (IC)
  - Review situation and resource status for number of personnel assigned to the incident
  - Review current organization
  - Determine which incident facilities, including the Incident Command Post (ICP), have been or should be activated
- Confirm resource ordering process
- Assess adequacy of current Incident Communications Plan (ICS 205)
- Organize and staff Logistics Section as appropriate
- 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 Incident Action Plan (IAP)
  - 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 (ICS 205) is prepared/updated
  - Ensure Medical Plan (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
- Review Operational Planning Worksheet (ICS 215) and estimate section needs for upcoming operational period
- Prepare service and support elements of the ECC Incident Action Plan (IAP)
- Track resource effectiveness and make necessary adjustments
- Ensure coordination 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)





**MEMP**

#### **4.5.2. Service Branch Director**

- Obtain briefing from Logistics Section Chief; determine, confirm and/or request
  - Potential duration of incident
  - Number and location of personnel to be fed
  - Communication systems in use
  - Medical support needs of the incident
  - Personnel already requested for the Branch
  - Additional resources through Chain of Command
- Determine levels of service required to support Operations
- Confirm dispatch of branch personnel
- Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel
  - Provide summary of the communications, food, and medical needs of the incident responders
- Participate in the planning process of the Logistics Section
- Ensure that incident personnel receive adequate food and water
- Ensure establishment of effective Communications Plan (ICS 205)
- Coordinate with Operations to ensure adequate medical support to incident personnel
- Communicate with, organize, and prepare assignments for Service Branch Personnel
- Keep Logistics Section Chief apprised of Branch Activities
- Coordinate activities of Service Branch Units
- Resolve Service Branch problems

#### 4.5.3. Communications Unit Leader

- Organize and staff Communications Unit as appropriate. Ensure the Incident Communications Centre and the Message Centre is established
  - Assign Message Centre Manager and ensure adequate staff is assigned to answer phones and attend fax machine(s)
  - Estimate unit needs for expected operations and request additional resources through Chain of Command
- Assess communication systems/frequencies in use; advise on communications capabilities and limitations
- Prepare and implement Incident Communication Plan (ICS 205)
  - Obtain current organizational chart
  - Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid
  - Determine Command communications needs
  - Determine support communications needs
- Include satellite and/or cellular phones and pagers in the Incident Communication Plan (ICS 205) if appropriate
  - Determine specific organizational elements to be assigned telephones
  - Identify all facilities/locations with which communications must be established (i.e. reception centres, press area, liaison area, agency facilities, other governmental entities, Emergency Command 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**
- Establish appropriate communications distribution/maintenance locations within base/camp(s)
- Ensure communication systems are installed and tested
- Ensure an equipment accountability system is established
- Ensure personal portable radio communication equipment from cache is distributed as per the radio communication plan
- Assess ICP phone load and request additional lines as needed
- Develop and implement effective communications procedures (flow) internal and external to the Incident / Incident Command Post (ICP)
- Assess ICP phone load and request additional lines as needed
- Document malfunctioning communications equipment
  - Ensure equipment is tested
  - Facilitate repair
- Ensure radio and telephone logs are available and are being used
- Activate, serve as contact point, and supervise the integration of volunteer radio organizations (i.e. ARES) into the communications system

- Determine the need and research the availability of additional networks and systems
  - Order through Supply Unit on approval of Logistics Section Chief
  - Federal Systems: additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through Public Safety Canada
- 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

#### 4.5.4. **Medical Unit Leader**

- Obtain briefing from Service Branch Director or Logistics Section Chief
  - Obtain information on any injuries that occurred during initial response operations
  - Establish communications link with Safety Officer
- Participate in Logistics Section/Service Branch planning activities
- 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, supplies and transportation
- Request/supervise ambulance support. Order through established incident chain of command
- Prepare the Medical Plan (ICS 206). This plan should be coordinated with the medical organization with the Operations Section, approval from Safety Officer and activated. The plan should include
  - Medical Assembly Area
  - Triage Area
  - Ambulance Traffic Route
  - Landing Zone for Life Flight (incident and hospital)
  - Aid Station Location(s)
  - Hazard Specific information (Hazmat treatment, etc.)
  - Closest Hospital
  - Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital
- Notify Safety Officer and formal chain of command of all responder accidents and injuries
- Prepare procedures for major medical emergencies
- Communicate major medical and public health emergencies as appropriate
- Develop and identify access/egress routes and methods for injured incident personnel in conjunction with Transportation Unit.
- Ensure incident personnel patients are tracked as they move from origin, care facility and disposition
  - Provide continuity of medical care for incident personnel
  - Provide or oversee medical and rehabilitation care delivered to incident personnel
- Monitor health aspects and trends of incident personnel including incident stress
- Prepare medical reports and submit as directed
  - Provide for security and proper disposition of incident medical records
- In conjunction with the Compensation/Claims Unit, prepare and submit necessary authorizations, reports and administrative documentation related to injuries, compensation, or death of incident personnel



**MEMP**

- Coordinate facilities for mortuary affairs
- Provide oversight and liaison as necessary for persons affected by the incident among emergency medical care, medical examiner, and hospital care



**MEMP**

#### **4.5.5. Food Unit Leader**

- Obtain briefing from Logistics Section Chief or Service Branch Director; determine.
  - Potential duration of incident
  - Number and location of personnel to be fed
  - 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 enough 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

#### **4.5.6. Support Branch Director**

- Obtain briefing from Logistics Section Chief
  - Determine facilities activated in support of the incident
  - Identify potential for additional facilities
  - Determine ground support and transportation needs
  - Determine resource ordering process
  - Confirm and identify personnel already requested and/or dispatched for Branch
- Determine initial support operations in coordination with the Logistics Section Chief and Service Branch Director
- Prepare initial organization and assignments for support operations
- Determine need for fuel delivery and vehicle support
- Determine whether mutual aid and contract equipment are in use; confirmation method should be an inspection
- Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel
  - Provide summary of emergency situation
  - Provide summary of facility, supply and ground support needs of the incident
- Determine resource ordering process and personnel authorized to order;-confirm with Command and Logistics Section Chief
- Maintain supervision of assigned unit work progress and inform Logistics Section Chief of activity status
- Resolve problems associated with requests from Operations Section Chief immediately
- Participate in organizational meetings of Logistics Section personnel

#### 4.5.7. **Supply Unit Leader**

- Obtain briefing from Support Branch Director, if assigned, or Logistics Section Chief
- Determine charge code for incident
- Confirm ordering process
- Assess need for 24-hour staffing
- Determine scope of supply process
- Participate in Logistics Section / Support Branch planning activities
- 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)
- 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 in route from Resources Unit
- Receive resource orders from authorized incident staff. Document on Resource Order Form (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
- Arrange for receipt of ordered supplies. Work with Facilities Unit to identify and activate appropriate facilities for supply storage
- Review the Incident Action Plan (IAP) 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
- Maintain inventory of supplies and equipment





**MEMP**

- Coordinate re-servicing of re-usable equipment
- Submit reports to the Support Branch Director

**4.5.8. Facilities Unit Leader**

- Obtain briefing from Logistics Section Chief or Support Branch Director
  - Expected duration and scope of the incident
  - Facilities already activated
  - Anticipated facility needs
- Obtain a copy of the Incident Action Plan (IAP) and determine:
  - Incident Command Post (ICP) location
  - Staging Area(s)
  - Incident Base(s)
  - Supply/receiving centres
  - Information/Media Briefing
  - 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, sanitation, and shower service
- Provide facility maintenance services - sanitation, lighting, and clean-up
- Demobilize base and camp facilities
- Restore area to pre-incident condition; take photograph or video
- Maintain Facilities Unit records



**MEMP**

#### **4.5.9. Ground Support Unit Leader**

- Obtain briefing from Logistics Section Chief or Support Branch Director and determine
  - Fueling 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
- Staff unit by the above considerations
  - Request additional resources through Chain of Command
- Participate in Logistics Section / Support Branch planning activities
- Coordinate development and implementation of the Transportation Plan with the Planning Section
  - Determine timelines
  - Identify types of services required
  - Assign resources to implement Transportation Plan
- Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources
- Ensure that the condition of rental equipment is documented prior to use; coordinate with Procurement Unit Leader
- Support out-of-service resources according to agreement for mutual aid and rental equipment
- Notify Resources Leader of all status changes on support and transportation vehicles
- Maintain inventory of support and transportation vehicles (ICS 215)
- Coordinate transportation services
- Maintain usage information rented equipment
- Requisition maintenance and repair supplies (e.g. fuel, spare parts) and service use records and cost summaries. Forward to Finance/Administration Section
- Coordinate support for incident transportation needs:
  - Arrange for and activate towing, fueling, maintenance and repair services
  - Review Incident Action Plan (IAP) 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

## 4.6 FINANCE SECTION

### 4.6.1. Finance Section Chief

- Obtain briefing from ECC Director to determine
  - Incident objectives
  - Participating/coordinating agencies
  - Anticipated duration / complexity of incident
  - Names of any agency contacts the Incident Commander is aware of
  - Possibility of cost-sharing
  - Work/rest guidelines (in consultation with Operations Section Chief); ensure these are being met, as applicable
  - Identify financial requirements for planned and expected operations
  - Determine agreements in place for land use, facilities, equipment, and utilities
  - Confirm / establish procurement guidelines
  - Determine procedure for establishing charge codes
  - Identify important local contacts
  - Confirm agency/local guidelines and processes
  - Obtain copies of all incident-related agreements, activated or not
  - Determine potential for rental or contract services
  - Coordinate with Command and General Staff and Human Resource staff to determine the need for temporary employees
  - Ensure proper tax documentation is completed
  - Determine whether hosting organization will maintain time records or whether the Incident Management Team (IMT) will document all time for the incident, and determine what forms will be used
- Determine resource needs for the Finance/Administration Section
- Develop an operating plan for Finance/Administration function on the incident
- Attend briefing with responsible Company/Agency to gather information
- 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



**MEMP**

- Monitor and Track:
  - 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
- Coordinate with all cooperating agencies and, specifically, with administrative personnel in hosting agency
- Meet with assisting and cooperating agencies as required to determine any cost share agreements or financial obligations
- 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

#### **4.6.2. Time Unit Leader**

- 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
- Determine and obtain Unit staffing
  - Request additional resources through Chain of Command
- 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 time will be reimbursed
- For each Operational Period, initiate, gather, or update a time report from all applicable personnel assigned to the incident
- Verify that all personnel identification information is correct on the time report
- Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents
- Ensure time reports are signed appropriately
- Close out time documents prior to personnel leaving the incident
- Distribute all time documents according to company/agency policy
- Maintain a log of overtime hours worked daily
- Ensure all records are current and complete prior to demobilization
- Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues and follow up

#### 4.6.3. Procurement Unit Leader

- 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
- Contact appropriate Unit Leaders on incident needs and any special procedures
- Coordinate with local jurisdictions on plans and supply sources
- 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 immediately after notification of equipment requirements from Operations Section Chief
  - Provide hourly rates and associated costs to Cost Unit
- Ensure all contractors are accounted for and their time documented
  - Coordinate with all Sections for accountability
  - It may be helpful to hire one or more person(s) 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
- Prepare and sign contracts and land use agreements as needed
- Draft Memorandums of Understanding (MOUs) as needed
- Establish contracts with supply vendors as required
- Coordinate between all Procurement organizations supporting the incident
- Ensure that a system is in place that meets agency property management requirements
- Ensure proper accounting for all new property
  - 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
- Determine whether additional vendor service agreements will be necessary



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- Interpret contracts/agreements and resolve claims or disputes within delegated authority
- Coordinate with Compensation/Claims Unit on procedures for handling claims
- Finalize all agreements and contracts
- Verify all invoices
- Complete final processing and send documents for payment



#### **4.6.4. Compensation Claims Unit Leader**

- Obtain briefing from Finance/Administration Section Chief; determine
  - Determine accidents/injuries to date
- Determine status of investigations
- Establish contact with Medical Unit Leader (Logistics), 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
- If possible, co-locate Compensation-for-injury work area with the Medical Unit
- Establish procedures with Medical Unit Leader on prompt notification of injuries or death
- Obtain a copy of the Incident medical Plan (ICS 206)
- Coordinate with Procurement Unit on procedures for handling claims
- Periodically review documents produced by subordinates
- Obtain Demobilization Plan (ICS 221) and ensure that Compensation-for-Injury and Claims Specialists are adequately briefed
- Ensure that Compensation-for-Injury and Claims documents are up to date and routed to the proper Company/Agency
- Keep Finance/Administration Section Chief briefed on Unit status and activities
- Demobilize unit in accordance with the Demobilization Plan (ICS 221)

#### **4.6.5. Compensation for Injury Specialist**

- Determine accidents/injuries to date (if any)
  - Maintain a log of all injuries occurring during the incident
- Coordinate with Incident Safety Officer, Liaison Officer and/or department/agency representatives
- Work with Safety Officer to determine trends of accidents and provide analysis of injuries
- Work with local agency representatives to find treatment options for injuries
- Prepare written authority for persons requiring medical treatment and correct billing forms for transmittal to doctor and/or hospital
  - Ensure all witness statements are reviewed for completeness
- Keep informed and report on status of hospitalized personnel
- Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths
  - Arrange for notification of Next of Kin (NOK) for serious injuries and deaths (this will be done through Command)

#### **Claims Specialist—Specific Responsibilities**

- Work closely with Operations and Planning Sections to ensure timely receipt of information from the field
- Determine whether Agencies/Units have “Claims Teams” who are trained to do claims investigations and documentation for large incidents
- Coordinate with Alberta Emergency Management Agency (AEMA), private aid organizations (i.e. Red Cross), and other government agencies for claims documentation and their needs (the Liaison Officer can often be of assistance to coordinate and obtain information from other agencies or private entities)
- “Damage Assessment” for ongoing disaster recovery is normally not the responsibility of the Compensation and Claim Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.



**4.6.6. Cost Claims Unit Leader**

- 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



**MEMP**

## **5 HAZARD SPECIFIC PLANS**

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

The guidelines in this section are a supplement to the response procedures outlined in Section 2 (Response) and existing Emergency Response Plans (ERP). 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.

## 5.1 DANGEROUS GOODS INCIDENT RESPONSE

### Overview

Dangerous goods incidents are a dominant threat to the region and have been identified by our 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.  
(see Annex G – Reference Documents)

### 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
- Confirm that all threatened people are evacuated
- Does a greater area need to be evacuated?
- 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 Municipal 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 Municipal Legal department and insurers as necessary
- Report dangerous goods incidents in accordance with established provincial/federal procedures

### 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
- 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 IO for other messages)

## **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 & E/R 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

## **Government of Alberta (GOA)**

The GOA should 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

## **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)

Atmospheric Environmental Service will provide specialized weather reports / forecasts as requested by the ECC.



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

### 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.

### ECC Considerations

The ECC should consider the following when supporting a response to 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)
- Clean-up activity coordination as necessary
- Confirm the cause, if applicable, to prevent recurrence

### Gas/Electricity

The utility providers responsibilities are to control all facilities and services, to ensure the safety of the public and emergency response personnel, which includes the following:

- Advising customers on service interruptions and restoration plans
- Repairing facilities and infrastructure
- Providing technical expertise on related matters

### Water / Sewer

The ECC should consider the following when supporting a Water Contamination/Safety, Loss of water or Sewer:

- Disruption of critical services that rely on water and sewer
- Disruption of other utilities
- Establishing an ICP for restoration of water/sewer at site of incident

The Utility Department will utilize their Utility Emergency Management Plan to effectively respond to the incident.

### 5.3 HEALTHCARE/HOSPITAL/MASS CASUALTY SUPPORT

#### **Overview**

Situations, whether emergency or not, may involve serious injuries and/or fatalities. The Hospital itself may require support for an internal emergency, however these events are largely managed by Alberta Health Services (AHS). These scenarios may require ECC and municipal service support in some capacity.

Infectious disease outbreaks are situations 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, Severe Acute Respiratory Syndrome (SARS), or other infectious agent the population has little to no immunity to. 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.

#### **ECC Considerations**

The ECC should consider the following when supporting a response:

- Confirm the circumstances and the cause of the mass casualty incident
- Coordination with AHS
- Verify that the information is accurate
- Assess whether there is a continuing threat present that may further harm individuals
- Determine if the Worker's Compensation Board be notified
- Determine if Alberta Occupational Health and Safety be notified
- Assess whether Alberta 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
- In collaboration with AHS, assess the need for a possible communications strategy for the public
- Ensure any Critical Incident Stress Management counselling is arranged as necessary

#### **ECC Support for a Hospital Incident or Mass Casualty Incident**

In the event it becomes necessary for AHS to implement their Zone ECC Incident Management System (AHS Zone ECC, Hospital Site Command Post) Emergency Plan; the Municipal / Regional ECC will liaise with the AHS ZECC/SCP as available. The ECC Transportation Lead in Logistics may coordinate arrangements for Casualty Transport Vehicles with EMS, City Transit, and other providers (as needed). Additionally,

- Coordination of casualty movement from the site will be under the direction of the onsite 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



## 5.4 ENVIRONMENTAL PUBLIC HEALTH SUPPORT/MEDICAL OFFICER OF HEALTH SUPPORT

### Overview

The Alberta Health Services Environmental Public Health Support Plan provides support to the municipality by assisting their emergency operations in an advisory capacity, to ensure a coordinated response and provide effective services to protect the public's health:

- Disease and Injury Control
- Safe Drinking Water
- Safe Food
- Healthy Environments including but not limited to indoor and ambient air quality, extreme weather
- Wastewater, solid waste, and Vector control
- Safe Built Environment
- Safe Recreational water
- Hygiene and Infection Control
- Safe, hygienic handling and storage of dead bodies
- Reception/Evacuation Centre

### Alert/Warning

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

### ECC Considerations

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

- Notify Minister of Health (MOH) / Environmental Public Health with incidents that may affect the source, treatment, or distribution of potable water to the public
- Communication by the Environmental Public Health to the public on water advisories (e.g. Boil, Do Not Use)
- Environmental Public Health should be consulted when reception centres are identified and when activated for feeding or sheltering evacuees
- Environmental Public Health should be consulted regarding the assessment of flood affected housing
- Consider contacting MOH/EPH when any community event or occurrence matches one of the roles or responsible mandates of EPH above.
- MOH should be contacted if there is any concern that an emergency or disaster incident in the Cypress County or surrounding area has the potential to impact the health of the public
- See AHS South Zone EPH Emergency Response roles document



## 5.5 FLOOD RESPONSE

### Overview

The ECC should refer to the Flood Emergency Response Plan and note the further information below:

#### **Alberta Environmental Sustainable Resources Development (ESRD) - River Forecast Centre:**

- Main telephone is (780) 427-6278, during normal office hours
- After office hours, emergency number is (780) 427-8173
- Public information fax number is (780) 422-8837

Phone or fax messages from this department will advise one of the following situations:

#### **1. High Stream Flow Advisory**

This means that stream levels are expected to rise rapidly, and no imminent flooding is expected. Minor flooding in low-lying areas is possible.

**ECC Action:** Residents, particularly those in the floodway and flood fringe, are to be informed of the potential for rapidly rising water levels, that precautions should be taken and to listen to City Authorities for updates.

#### **2. Flood Warning**

This means that rising river levels will result in flooding of areas adjacent to the river/creeks.

The ECC Situation Unit Leader will be responsible for maintaining liaison with Alberta Environmental Protection, River Forecast Centre, phone 780- 427-6278 during normal office hours, otherwise 780-427-8173 or fax 780-422-8842 to determine the predicted forecasts, etc. In the event of flooding upstream of the municipality, they are to determine the predicted time that peak levels will reach the area. The Situation Unit Leader must regularly update the ECC.

**ECC Action:** Municipal officials are informed, and residents in the low-level areas are to be advised accordingly. These persons are to be advised to take appropriate measures to avoid flood damage and consider evacuation where deemed necessary.

#### **Volunteer Assistance**

All volunteers will be directed to report to the Volunteer Centre in order to be registered before being assigned to an emergency function.

#### **Evacuation**

Evacuation of any part of the municipality will be carried out in accordance with the provisions of the Evacuation plan and Reception Centre plan.



**MEMP**

### **ECC Considerations**

The ECC should consider the following when supporting a response:

- GIS support for mapping
- Safety of potable water supply and water treatment plants
- Protection of Critical Infrastructure property (bridges, roads, government buildings, etc.)
- Relocation of mobile resources where possible
- Hazards from threatened utilities
- Mobilization of diking equipment
- Supply of sand and sandbags
- Need for heavy equipment (bulldozers, forklifts, etc.)
- Auxiliary lighting equipment
- Auxiliary power facilities
- Pumps
- Secure storage facilities
- Clean-up and recovery phase planning

## 5.6 WILDLAND/INTERFACE FIRE RESPONSE

### **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:

### **Alert / Warning**

Procedures for alerting first response emergency services and warning the public are outlined in the Alert / Warning Section.

### **Evacuation**

Procedures for evacuation are detailed in the Evacuation section.

### **Mutual Aid Assistance**

Procedures for accessing mutual aid assistance from other municipalities, provincial government or industry are provided in the Mutual Aid Agreement section.

### **Alberta Environment and Sustainable Resource Development (ESRD)**

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

- Requests will originate with the DEM
- Assistance from AEP may consist of a fire officer providing advice to the municipal response
- Subject to the availability of resources, at the time of request, ESRD may provide equipment or direct assistance in fire suppression (water bombers, manpower etc.)
- 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 AEP will be borne by the requesting municipality

To access AEP assistance, the following procedure will be used:

- Call the Municipal DEM
- Call Alberta Emergency Management Agency, 1-866-618-2362

Information required when requesting ESRD assistance:

- Location of fire (deeded land)?
- Size of fire?
- What type of fuel is the fire burning in?
- Fire behaviour (i.e., surface or ground fire, rate of speed)?
- What is 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



### **ECC Considerations**

The ECC should consider the following when supporting a response:

- Impacts related to casualties/fatalities from fire or smoke, property damage, traffic and communications disruptions, potential loss of utilities (power lines, etc.)
- Accurate and timely weather/wind forecasts
- Traffic control and access routes
- Recruitment of firefighters
- Water distribution points
- Transportation requirements & obtain vehicles
- Alert and Warning the public of the fire
- Medical aid posts
- Light portable firefighting equipment
- Water bombers
- Bulldozers
- Tankers
- Power saws, shovels, axes, back tank & other hand tools for fire suppression
- Emergency feeding services
- Communications equipment

## 5.7 VIOLENT ACT AND/OR HOSTAGE TAKING/CIVIL DISORDER

### 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. RCMP will be contacted and will assume command of the incident.

### 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 is 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 counselling
- Identify an approach for communicating and explaining to the community what occurred

## 5.8 INFECTIOUS DISEASE OUTBREAK

### 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 agent the population has little to no immunity to.

Emergency Management has taken a lead role in assisting the region to develop corporate and regional pandemic emergency response plans which will provide support in managing the effects of a pandemic influenza outbreak. Refer to the Pandemic Coordination & Management Plan 2009

Similar response actions are required for other types of infectious diseases. The Medical Officer of Health will outline specific public protection measures.

Generally, infectious diseases are spread through three different mechanisms:

- Airborne transmission
- Droplet transmission
- 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)
- Alberta Health Services (AHS)

### ECC Considerations

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

- Consult with specialists: AHS Medical Officer 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

## 5.9 SEVERE WEATHER

### **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, snowstorms, rainstorms, and prolonged extreme cold or heat.

### **ECC Considerations**

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

- Assess the potential length of the situation if it is a prolonged one
- Coordinate a damage assessment, to include infrastructure, utilities, and IT
- Assess the impact on Municipal operations
- Assess the short- and long-term impact on Municipal Services
- Consider the impact of long-term evacuation
- Consider recovery and business continuity issues
- Consult with Environment Canada as necessary
- Consider if long term sheltering is required
- Consider if immediate needs of people need attending to (i.e. food, clothes, lodging)
- Consider how to address any service interruptions
- Coordinate clean-up operations “Debris management”
- Road clearing equipment and sand
- Coordinate Critical Incident Stress counselling

### **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, monitor media and advisories.

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](mailto:enviroinfo@ec.gc.ca).





## 5.10 AIRCRAFT CRASH

### 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.

### 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)



## 5.11 TRAIN DERAILMENT

### Overview

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

### 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 any 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)



## **MANAGEMENT**

### **6 RECOVERY**

*Section six* outlines Cypress County’s transition activities from response phase to recovery phase and defines the distinction between these phases and normal operations.

#### **6.1 RECOVERY PHASE**

##### **Overview**

Recovery refers to the planning activities undertaken to restore, rebuild, and renew affected area(s) at the onset of an emergency, continues through response activities and follows a disaster or incident of scale. 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.

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:

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

##### **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.

Local livelihoods, economies, and institutions have to be strengthened and rebuilt. Investment in the social capital of disaster-affected communities is essential to building sustainable recovery.

##### **ECC Considerations**

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

- Establishment of a Recovery Assistance Centre - The DEM, in liaising with the ESS Branch Director/ESS Incident Command, will conduct an assessment of the situation and may recommend the establishment of a Recovery Assistance Centre.

- 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 condition
  
- Disaster Recovery Program (DRP) - The Provincial Government may authorize a 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.

## 6.2 RESUMPTION OF OPERATIONS

### County Operations – Impacted

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

## 6.3 PUBLIC AND STAKEHOLDER RELATIONS

### General

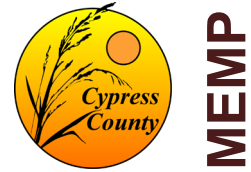
When an incident results in significant impact to stakeholders, including the public, customers, government and/or the media, it will be necessary to take proactive steps to keep these groups apprised of developments and to work with them to assess their needs.

In addition to minimizing the impact of the incident on stakeholders, it is also important to demonstrate that the County is concerned for the safety and interests of all stakeholders through the provision of the following timely and accurate information:

- The impacts on the County's services and operations
- A description of County's recovery activities
- An expected timetable for restoration of County operations
- Actions that the County is taking to prevent a recurrence

Other ECC Information Officer activities may include the following:

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



## 6.4 RESTORATION AND CLEANUP

### **General**

The ECC Director must first approve restoration and clean-up of the incident when a SOLE 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 clean-up is initiated.

## 6.5 LITIGATION/INSURANCE

### **General**

Cypress County Administration is responsible for all litigation and insurance issues. Any queries, request for compensation and/or insurance claims by third parties should be directed to the County.

## 6.6 EMPLOYEE ASSISTANCE

### **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

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.

## 6.7 REPORTING

### **Requirements**

The ECC Director will determine the types of reporting that is required and will assign responsibility for these reports to various individuals as needed. Groups potentially requiring reports are as follows:

- Worker's Compensation Board
- Occupational Health and Safety
- Cypress County Reeve and Council
- Alberta Ministry of Municipal Affairs



## 6.8 POST INCIDENT INVESTIGATIONS

### Overview

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 County representative 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 County, RCMP, 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 loss or damage to the County's property, evidence will not be disturbed until permission has been received from the Insurance Company adjuster or any government agencies with authority.

Work at the scene of the injury/fatality may not be resumed until permission has been obtained from the Medical Examiner, County Health and Safety, and any provincial government agency with jurisdiction. Resumption of work may be permitted on a restricted basis to facilitate rescue operations or when failure to resume operations may endanger the lives of others.

### Other Third-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 County'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 a City 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
- If allowable 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

## 6.9 EMERGENCY SOCIAL SERVICES (ESS)

### Overview

A disaster can cause extensive personal suffering and extensive loss or damage to property, requiring broad range of resources and assistance to those affected. The establishment of an ESS Plan is the most effective method of providing immediate and mid-term services to victims of the disaster.

### **ECC Considerations**

The ECC should consider the following when supporting a response:

- Establishment of Reception Centre - The ECC Director will conduct an assessment of the situation and may recommend the establishment of a Centre.
- The ESS Incident Commander will report to the ESS Services Coordinator in the ECC (if ECC operational at time of its opening)
- The ESS Branch Director ensures that the ESS Plan is activated and functional

### **6.10 INCIDENT DEBRIEFING**

#### **Meeting**

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 County 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:

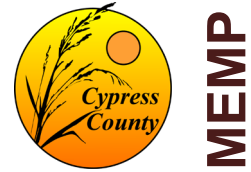
- Whether personnel were properly trained and responded effectively and timely according to predefined procedures
- Adequacy of resources responding to the incident
- Whether the equipment was effective and adequate
- How a recurrence can be prevented, considering the cause
- Recommendations on procedures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

Refer to Annex F - County Incident Debriefing Protocol for more information

#### **After Action Review – Report**

Following the above-mentioned meeting(s), items will need to be documented. This feedback can be incorporated into the After-Action Review 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 its cause
- An analysis of the Incident response procedures, including an evaluation of the safety standards that were applied
- An appraisal of the County'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 ERP 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 County's Municipal Emergency Management Plan. This report will be directed to the attention of the Emergency Management Agency. It will be the DEM's responsibility to ensure all recommendations for improvements to the MEMP are incorporated where applicable and promptly communicated to the Emergency Advisory Committee.

Refer to ANNEX F - County Incident Debriefing Protocol for more information

#### **Revisions to MEMP**

When time is available, a review of the MEMP should be conducted following a response, with revisions identified during the debriefing process.





## **7 PREVENTION, MITIGATION AND PREPAREDNESS**

### **7.1 EMERGENCY MANAGEMENT ACT – PLANS AND PROGRAMS**

#### **Legislation**

#### **Emergency Management Act, 2013**

##### 11 A local authority

(a) 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;

***(b) shall prepare and approve emergency plans and programs;***

(c) may enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs.

##### 11.1

(1) Each local authority shall appoint an emergency advisory committee consisting of a member or members of the local authority or, in the case of an improvement district, a special area or a national park, a person or persons the local authority designates, to advise on the ***development of emergency plans and programs.***

(2) The local authority may enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs

#### **Emergency Management Agency**

##### 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.

(2) There shall be a director of the emergency management agency, who shall

***(a) prepare and co-ordinate emergency plans and programs for the municipality,***

#### Emergency Management Planning and Programs Committee (EMPPC)

The EMPPC is the group that develops, implements, and maintains all emergency plans and programs for Cypress County.

#### **Membership**

The Emergency Management Planning and Programs Committee leads planning and activities with respect to prevention, mitigation, and preparedness. The following departments are to be represented on the Committee:

- DEM
- Deputy DEM
- Supervisory Staff
- Regional DEM’s and others as required

The DEM is responsible for the overall establishment and maintenance of the EMPPC. The DEM communicates with the EAC regarding EMPPC activity and to vet updated or new plans.

## 7.2 RESPONSIBILITIES (EMPPC)

### General

The purpose of the EMPPC is to ensure the County has a group that can provide the expertise needed to develop, implement, and maintain emergency plans and programs for the County. The EMPPC will collaborate with members from a wide cross section of emergency services and County departments, so interoperability and collaboration are built into the emergency plans and programs from the beginning. The EMPPC also engages relevant stakeholders such as business and industry, government agencies, and regulatory bodies to ensure emergency plans are aligned and integrate with these stakeholder's plans.

The responsibilities of the EMPPC are, but not limited to, the following:

- Conducting a meeting at least once a year with all members present
- Conducting an annual update to the Hazard, Risk, Vulnerability Analysis ([See Section 7.9](#))
- Recommending and/or implementing prevention, mitigation, and preparedness measures identified during the HRVA review process
- Ensuring the MEMP and any supporting documents are updated annually
- Ensuring that contact information within the MEMP and supporting documents are updated once a year as required (Annual date to be determined).
- Ensuring provisions of the MEMP correspond with other County plans
- Ensuring that staffing and resources listed in the MEMP are identified and available
- Communicating information on the MEMP, as necessary, to:
  - County Administration and staff
  - Mutual Aid partners
  - Neighboring/partnering stakeholders
  - Municipal authorities
- Planning and executing training, drills, and exercises
- Ensuring that all training and exercise documentation is maintained
- Reviewing applicable exercises and incident reports
- Ensuring the ECC is supplied and prepared at all times
- Liaising with any external agencies that may have a role in an emergency response involving the County

## 7.3 EMERGENCY MANAGEMENT AGENCY STAFFING

### Characteristics

It is the EMPPC's responsibility to ensure that the Emergency Management Agency (EMA) is staffed according to the MEMP. The members of EMA should possess the following characteristics:

- Availability and willingness
- Ability to work within an ICS structured team environment
- Ability to work in a stressful environment
- Demonstrate leadership skills
- ICS Canada (100-400) Training, with a minimum of ICS200
- Role specific orientation and training (i.e. Incident Command, Command Staff, General Staff, etc.)

## 7.4 ECC INFRASTRUCTURE READINESS

### **ECC Resources and Infrastructure**

It is the EMPPC's responsibility to ensure that the County's primary ECC is maintained in a state where they can be readily made available and functional. On an 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)

## 7.5 TRAINING

### **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 delivered in varying degrees, depending on an individual's responsibilities. The County offers training that includes but is not limited to the following:

- Incident Command System (ICS Canada – 100-400)
- Emergency Command Centre Orientation
- Plan Familiarization
- ECC Training (Managing Emergency Operations)
- ECC Director / Deputy Director Training
- Information Officer Role
- Media and Public Relations Training
- Alberta Emergency Alert (AEA)

### **Plan Organization and Familiarization**

Basic information about the MEMP is provided to key personnel that will have an active role in an emergency. This is a training session that consists of an overview of the plan and the specific actions that are expected of those personnel in an emergency.

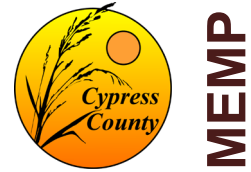
This training is mandatory for anyone having a role in the ECC.

### **ECC Training**

This session orients ECC members on how to conduct themselves in an ECC during a response. Description is also provided how to setup the room and use the relevant equipment and infrastructure.

### **ECC Director Training**

Anyone assigned with, or potentially to be assigned with, ECC Director or Deputy Director responsibilities should receive specific training. ECC Director/Deputy Director covering topics such as leadership, decision making, problem solving, and conflict management, etc.



### **Incident Command System Training**

All County staff personnel who could have to work at the scene of an incident or event should be trained in the principles of the Incident Command System (ICS). This training will also equip staff with knowledge to better enable them to work effectively with emergency services personnel on site.

### **Public and Media Relations**

People designated with the responsibility of speaking with the Public and/or Media will be provided with Public and Media Relations Training. This training will provide the participant with the skills to manage public and media relations in an emergency.

### **Training with External Agencies**

Cross training will take place with cooperating and/or assisting agencies that may provide assistance to the County during an emergency. Basic information about the County layout and methods of conducting response operations will be shared with these agencies. Emphasis is to be given to cross training with emergency services.

### **Scheduling**

A sample Training schedule is in *Figure 8.1* at the end of this section.

### **Training Records**

Records will always be kept of emergency management training that is conducted. The EMPPC is responsible for tracking of all training documentation.

## **7.6 DRILLS AND EXERCISES**

### **Overview**

Drills and exercises are intended to accomplish several purposes. They allow an organization to do one or more of the following:

- Practice the management of a response
- Validate the MEMP/REMP or portions thereof
- Validate ECC resources
- Validate emergency response vehicles equipment
- Increase familiarity with the MEMP/REMP
- Increase confidence in using the MEMP/REMP
- Maintain awareness of the MEMP/REMP

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

- Tabletop Exercise
- Drill
- Functional exercise
- Full-Scale Exercise



### **Tabletop Exercises**

Participants 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 1 to 3 hours, depending on the objectives, number of participants, and number of scenarios.

### **Drill**

This exercise is designed to test a single component of an emergency management system without involving other elements. For example, the exercise can focus on specific parts of a response (i.e. briefing, Incident Action Plan development). Participants physically participate in the actions of this exercise.

### **Functional Drill**

An exercise where an actual incident is staged, and a simulation centre is used to generate inputs from the outside world. This exercise is similar to a full-scale exercise; however, involves only one site and is less complex.

### **Full Scale Exercise**

Full scale simulations exercise 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 inputs from 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 exercise requires significant of planning and coordination due to the amount of resources and time-sensitive timings involved.

### **Scheduling**

Drills and exercises should be carried out on a regular basis, based on the model outlined in *Figure 7.1* (next page).

Note: The Summer is excluded due to the fact that various County departments are extremely busy, and individuals take holidays during this period.

Certain activities can be combined into one day to maximize the use of participants' time.

*Figure 7.1 Sample Training/Drill/Exercise Schedule*

ACTIVITIES	Fall	Winter	Spring	Summer
<b>TRAINING</b>				
Plan Familiarization Training	X			
ECC Training	X			
ECC Director Training	X			
Incident Command Training	X			
Public and Media Relations Training		X		
Alberta Emergency Alert		X		
<b>DRILLS AND EXERCISES</b>				
Tabletop Exercise		X		
Activation Drill		X		
Functional Drill		X		
Evacuation Drill/Shelter in Place				
Full Scale Simulation Exercise (Scheduled every four years)			X	

## 7.7 REPORTS

### **Overview**

Each drill and exercise will have documented reports outlining strengths and areas to improve upon. It is the responsibility of the DEM to ensure that this documentation is distributed to participants.

The DEM is responsible to ensure that drill and exercise reports are stored and reviewed as deemed fit.

## 7.8 HAZARD RISK VULNERABILITY ANALYSIS (HRVA)

### **Overview**

Cypress County HRVAs were completed in 2013. HRVAs are a snapshot of the hazards and associated risks that may impact Cypress County and the Region. They should be reviewed yearly and updated, as necessary.

(See Annex G – Reference Documents for most recent municipal and regional HRVAs.)



**MEMP**

## GOVERNANCE

### 8 GOVERNANCE FRAMEWORK AND PLAN

*Section eight* outlines the framework of the Cypress County Emergency Management Program, the Emergency Management Organization (EMO) and Municipal Emergency Management Plan (MEMP). It highlights specific objectives and strategies to achieve those objectives as it pertains to the preparedness, mitigation, response, and recovery pillars of emergency management.

#### 8.1 EMERGENCY MANAGEMENT PROGRAM

The County is 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

##### 8.1.1. All-Hazards

As part of its emergency management program, the County will conduct an annual Hazards Risk and Vulnerability Assessment that may impact the County. These are ranked and prioritized based on the severity of impact and the likelihood of occurrence in the Hazard, Risk, and Vulnerability Assessment.

##### 8.1.2. All Impacts

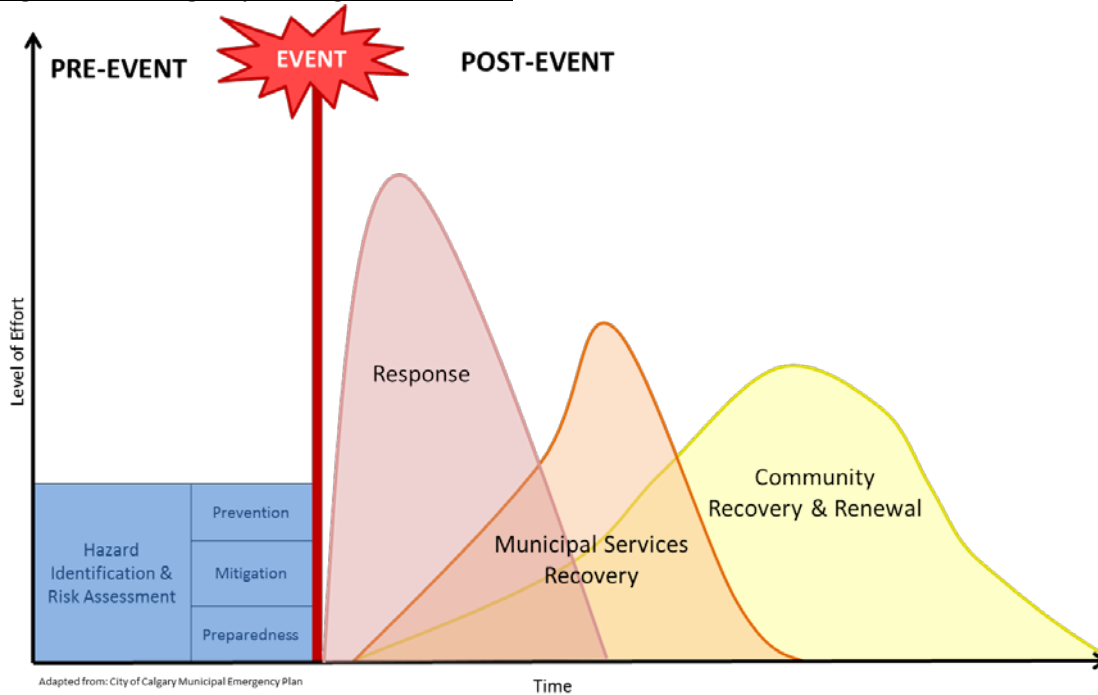
Emergencies and disasters can cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation 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.

##### 8.1.3. 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.

See *Figure 8.1 Emergency Management Phases*.

*Figure 8.1 Emergency Management Phases*



#### **8.1.4. Hazard Identification and 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 County reacts 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 County include the following:

- Hazard, Risk, and Vulnerability Assessment
- Emergency Command Centre Response Plan (response actions similar to all emergencies)
- Hazard-Specific Plans
  - Flood Response Plan
  - Extended Power Outage
  - Pandemic Plan

#### **8.1.5. 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 County and residents have specific responsibilities for mitigating the damage of an emergency.



### **8.1.6. Preparedness**

Preparedness activities increase the capacity of the County 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:

- Residents
- Business/Industry
- Municipal
- Provincial
- Federal

The County incorporates the following preparedness measures into its 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 Command Centre with the necessary emergency equipment
- Implementing redundancies, where possible, within its critical services

### **8.1.7. 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:

- Emergency Command Centre Response Plan
- Hazard-specific plans

### **8.1.8. 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 is to reduce the direct impact to residents by restoring critical municipal services.

- Delivery of utility services
- Ability to maintain public safety

### 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 City when any of these has been affected by a disaster. This program is currently under development.

#### **8.1.9. 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.

### Relationships and Authorities

Figure 8-3 at the end of this section graphically outlines the relationships and authorities of the various parties involved during emergency operations. (i.e. during routine operations) and during emergency operations. The significant difference between the two diagrams is the level of authority for the Director of Emergency Management.

### Reporting Structure and Governance

#### *Reeve and Council (Local Authority)*

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.”*

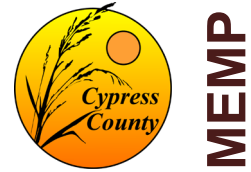
The Reeve and Council provide support, advice, and general oversight through the Emergency Management Advisory Committee.

#### **8.1.10. Emergency Management Advisory Committee (EAC)**

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 EAC is a small committee of elected officials that advise council on the development of *emergency* plans and programs that are managed and implemented by EMA. The DEM participates in the EAC as an advisor.



The Emergency Advisory Committee consists of three (3) members who shall be drawn in the following order from:

1. Reeve
2. Two Councillors selected during organizational meeting

During municipal *emergencies*, the EAC provides support and strategic direction (as requested by the DEM) to the ECC and acts on behalf of the Reeve and Council to declare a State of Local Emergency if required.

The roles and responsibilities of elected officials do not include attendance at the ECC unless specifically requested by the DEM.

The EAC considers the strategy of a response, considering the long-term impact of an incident on people, critical infrastructure, environment, finances, operations, business and Industry, and reputation.

The EAC does not duplicate or override the operating control of the ECC or the DEM.

#### **8.1.11. Director of Emergency Management**

As per the Emergency Management Bylaw, Council shall:

*“by resolution, appoint a Director of Emergency Management, and at least one (1) Deputy Directors of Emergency Management who shall do those things required of the Director of Emergency Management in that person’s absence.”*

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.

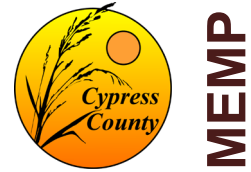
During an activation of the MEMP the Director of Emergency Management is the delegated agent of the Local Authority to manage the response to the incident and/or event.

The DEM (or designate) will notify and update the CAO and/or Reeve when the MEMP is used in whole or in part. The CAO or Reeve will be the primary liaison for communications between the ECC and Council.

**The DEM is responsible for all key messages and elected officials will communicate with the Council’s primary liaison before speaking to media.**

**Any communication with the media shall be aligned with the ECC’s key messages, which have been approved by the DEM.**

The DEM will act as (or delegate) a public spokesperson who will work with the ECC Information Officer to create and provide information to the media.



The Reeve or EAC chair often accompanies the DEM as the media spokesperson, but this may depend on the nature and timing of the information being provided and the level of media training they have.

#### **8.1.12. Chief Administrative Officer (CAO)**

Reporting to Council, the CAO is the administrative head of the municipality and remains the administrative head even during an activation of the Emergency Command Centre Response Plan. The CAO provides corporate resources and support where available.

#### **8.1.13. Emergency Management Agency**

The EMA is comprised of Supervisors and/or designated internal personnel, and external partners, and is the agent of the local authority to exercise the powers and duties of the local authority under the Act, as per Section 11.2.

The Director of Emergency Management (DEM) is the head of the EMA.

The EMA is the primary group responsible for the development of plans, measures, and programs pertaining to the mitigation of, preparedness for, response to and recovery from any hazard, both natural and human induced.

As per the Emergency Management Bylaw, the EMA will, at a minimum, consist of the following:

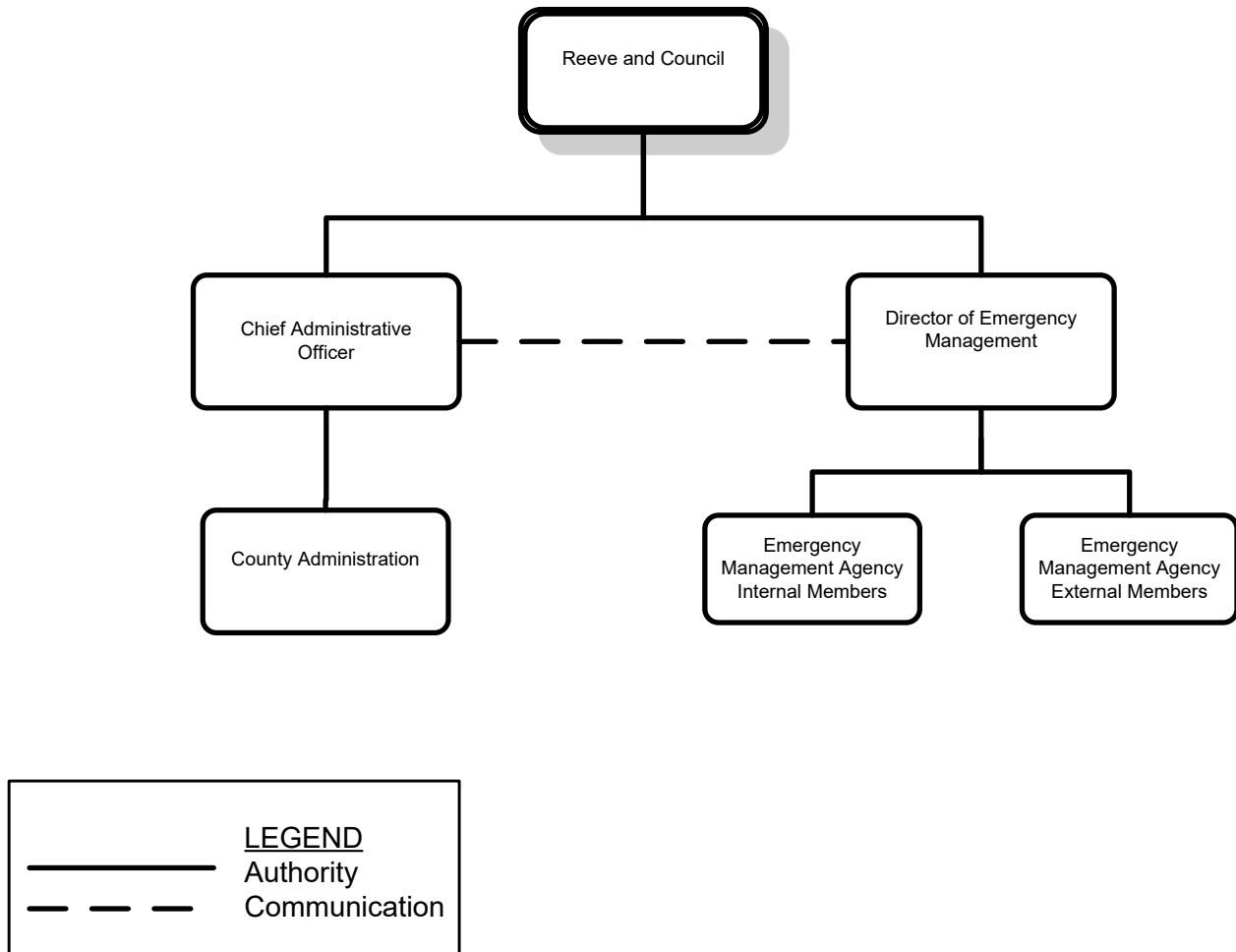
- the Director of Emergency Management
- the Deputy Director(s) of Emergency Management
- designated employees from the following departments:
  - Public Works
  - Planning
  - Utilities
  - Information Technology
  - Bylaw Services
  - Assessment
  - Finance and Admin
  - GIS
  - Health and Safety
  - Agriculture Services
- Other members of Administration as required.

In addition to the members appointed, other organizations may be invited by the Director to serve as members of the Agency, including but not limited to:

- RCMP
- utility companies
- health agencies
- service organizations; and
- any other agency, organization, or individual that, in the opinion of the Director, may assist

in the preparation or implementation of emergency management plans and programs. During an activation of the Emergency Command Centre Response Plan, the Emergency Management Agency shall utilize the Incident Command System to determine roles and functions within the Emergency Command Centre.

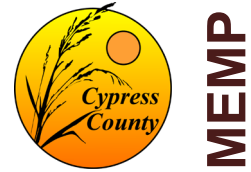
*Figure 8.2 Governance Structure during Emergency Response Operations*



**8.2 EMERGENCY MANAGEMENT ORGANIZATION**

Cypress County’s Emergency Management Organization (County-EMO) 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 County’s 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 County services.



The County is also part of a geographically greater emergency management organization, called the Regional Emergency Management Organization (R-EMO). R-EMO is a collaboration and alignment of efforts between Cypress County, the Town of Redcliff, and the City of Medicine Hat. 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 the Regional Emergency Management Plan (REMP) as supported by bylaws and a Memorandum of Agreement (MOA).

The MEMP is not designed to replace existing procedures for managing ‘routine incidents in the municipalities. ‘Routine’ incidents are common occurrences that are managed effectively by County Emergency Services and/or County departments. During an *emergency*, when the MEMP is activated in whole or part, the Emergency Management Agency, led by the Director of Emergency Management (DEM), will be activated accordingly.

On an ongoing basis, the County-EMO and the R-EMO conduct prevention, mitigation, preparedness activities in relation to their respective scope. The County-EMO scope is focused specifically on the County and the R-EMO on the southeast region.

The County’s Emergency Management Organization includes the following:

Emergency Management Agency (EMA)

Emergency Advisory Committee (EAC)

Cypress County is also a stakeholder in the Regional Emergency Management Organization, which includes the following:

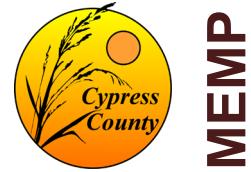
Regional Emergency Management Agency (R-EMA)

Regional Emergency Advisory Committee (R-EAC)

### 8.3 MUNICIPAL EMERGENCY MANAGEMENT PLAN

#### 8.3.1. Purpose

The purpose of the Municipal Emergency Management Plan (MEMP) 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 in Cypress County. This plan addresses incidents that may cause damage of sufficient severity and magnitude to warrant execution of all or part of this MEMP. The County is also part of a geographically greater emergency management organization, called the Regional Emergency Management Organization (R-EMO). R-EMO is a collaboration and alignment of efforts between Cypress County, the Town of Redcliff, and the City of Medicine Hat. 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 the Regional Emergency Management Plan (REMP) as supported by bylaws and a Memorandum of Agreement (MOA).



The MEMP is not designed to replace existing procedures for managing ‘routine incidents in the municipalities. ‘Type 5/4 routine’ incidents are common occurrences that are managed effectively by City Emergency Services and/or City departments. During an emergency, when the MEMP is activated in whole or part, the Emergency Management Agency, led by the Director of Emergency Management (DEM), will be activated accordingly.

The MEMP applies to members of the Emergency Management Agency and any contractors and/or sub-contractors authorized by the Emergency Management Agency.

The MEMP is not a training manual and does not apply to incidents that are routinely handled at the scene by first responder agencies.

### **8.3.2. Plan Components**

The MEMP is the governing document that outlines the policy, operations, and roles and responsibilities for the County and Emergency Management Agency in carrying out duties related to the municipal emergency management program.

There are several technical and reference documents and plans that contain information and procedures relevant to the specific elements of the emergency management program that come into effect to support emergency management activities depending on the nature of the emergency. The County will endeavour to create and maintain the following documents as resources allow:

### **8.3.3. Risk Assessment**

#### **Hazard, Risk, and Vulnerability Assessment**

This document is the foundation for the County’s risk registry and all subsequent emergency response plans and project charters within the County. It is an analysis and ranking of the risks and associated hazards and vulnerabilities – natural, human, and technological – that may impact the County. Each risk is ranked based on the probability of its occurrence and the severity of its impact.

### **8.3.4. Preparedness**

#### **Training & Exercise Policy**

Outlines the policy of County in terms of an emergency-related training cycle and exercises for key staff and partner organizations. This policy is designed to use a building-block approach in which staff are familiarized to and can practice roles and plans in stages that increase in complexity and difficulty.

#### **Multi-Year Exercise Plan**

Takes a five-year look at training and exercising to provide a holistic program and look for opportunities to collaborate with partnering agencies and jurisdictions.

### **8.3.5. Response**



### **Emergency Command Centre Response Plan**

Provides step-by-step instructions on the activation, response activities, and demobilization of the Emergency Command Centre (ECC). This includes checklists of typical tasks for each ECC position.

### **Hazard-Specific Response Plans**

Annexes to the ECC Response Plan for specific hazards identified in the Hazard, Risk, and Vulnerability Analysis. These are used in conjunction with the ECC Response Plan but describe special response considerations, such as the need to evacuate or shelter-in-place, as well as identifying agencies that may be required for the response.

Includes: Flood Response Plan, Pandemic Plan etc., Department-specific Emergency Response Plans.

#### **8.3.6. Recovery**

### **Community Recovery and Renewal Plan**

Recovery planning will begin during the initial stages of the *emergency*. The DEM will identify when emergency operations have shifted focus to recovery operations. It looks at issues such as the reduction of suffering, protection of community culture, reduction of economic and social losses, and the enhancement of a sustainable community. Non-Government Organization Collaboration Plan Provides a framework for how agencies with mandates for reconstruction and community renewal work together to meet ongoing needs of the community during long-term recovery.

#### **8.3.7. Legislated Authority**

The Municipal Emergency Management Plan is approved by Council under the authority of the following:

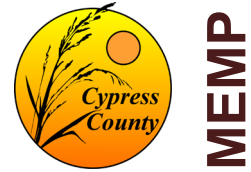
- Province of Alberta Emergency Management Act, R.S.A. 2000, c. E-6.8; and
- The Cypress County Emergency Management Bylaw.

The Municipal Emergency Management Plan as approved and accepted by Council is publicly available.

## **8.4 PLAN DISTRIBUTION**

The Municipal Emergency Management Plan is available electronically on the County's website. Hard copies of the Municipal Emergency Management Plan are distributed by the Emergency Management Agency as authorized by the Director of Emergency Management.





## ADMINISTRATION

### 9 ADMINISTRATION

*Section nine* includes information on how this MEMP is maintained. The Emergency Management Planning and Programs Committee is responsible for the maintenance and further development of this plan. Also included is a glossary and abbreviations subsection that may be useful during a response.

#### Purpose

The purpose of the County's MEMP is to:

- Outline the procedures, the organization, and systems involved with addressing the following priorities:
  - People
  - Critical Infrastructure
  - Environment
  - Operations
  - Finances
  - Business and Industry
  - Reputation
- Assist personnel in determining the appropriate responses to emergency situations
- Provide personnel with clear, established procedures and guidelines
- Promote inter-departmental / stakeholder communications through training and exercises

#### Scope

The MEMP applies to all County employees, contractors, and their sub-contractors.

The Municipal Emergency Management Plan is especially directed to the County's emergency management personnel that may be involved in the handling of emergencies and intended to provide instructions to those personnel responding to emergency situations.

#### 9.1 PLAN DEVELOPMENT AND MAINTENANCE

##### Responsibility

The Emergency Management Planning and Programs Committee is responsible for the development of the MEMP. The task of developing or revising the plan may be delegated, but it is the Committee's responsibility, under the leadership of the DEM, to ensure that the MEMP meets the Committee's desired standard.

##### Review

The MEMP will be reviewed as follows:

- Annually
- After an emergency, following an After-Action Review
- As directed by the Emergency Management Planning Committee



**MEMP**

### Revisions - Routine

To initiate changes or add new material, manual holders can:

- Email a request to a member of the Emergency Management Planning and Programs Committee

The Emergency Management Planning and Programs Committee reviews and considers all material for inclusion or revision in the MEMP. Revisions will be distributed to each individual manual holder, who will incorporate the material as it is received.

### Revisions – Major

A record of all major revisions will be kept. 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).

## **9.2 PLAN DISTRIBUTION**

Copies of the MEMP are kept in the Back 40 Meeting room.

Overall responsibility for the manuals and their distribution rests with the DEM.

Plan Availability – Electronic Format

## **9.3 OVERVIEW**

Copies of the MEMP will also be available electronically on the County's network (shared drive). The plan will be available in a 'read-only' format, with only anyone delegated having authority to revise the documents.

A public copy will be made available on the County website.



**MEMP**

**GLOSSARY AND ABBREVIATIONS**

AEMA	Alberta Emergency Management Agency
AER	Alberta Energy Regulator (formerly ERCB)
AHS	Alberta Health Services
ARES	Amateur Radio Emergency Service. A formally recognized group of volunteer radio operators who can be available during a disaster
CMH	Reference in this plan to the City of Medicine Hat
County	Reference in this plan to Cypress County
Critical Infrastructure	Utilities (Power, Water, Gas, Communications), Hospitals, Transportation (Highways, Airport, Rail), Banking, Government, Industry.
EAP	Emergency Assistance Program
Emergency	<p>A present or imminent event outside the scope of normal operations that requires prompt coordination of resources to protect the health, safety, and welfare of people and to limit damage to property and the environment</p> <p>AB EM Act - An event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property.</p>
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. (from the Government EM Regulation - EM Act)
Emergency Site/Scene	The location where the emergency takes place
ECC	Emergency Command Centre
EMS	Emergency Medical Services (Ambulance, paramedics)
MEMP	Municipal Emergency Management Plan – A comprehensive plan that outlines how emergencies / disasters will be managed, including criteria for assessing an emergency situation and procedures for mobilizing emergency management personnel and agencies, including communications and coordination systems
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. (from the Government EM Regulation - EM Act)
Hazard Specific Plan	A plan that sets out actions for mitigation of a specific hazard and preparedness, response, and recovery activities with regard to an emergency caused by that hazard. (from the Government EM Regulation - EM Act)
HAZMAT	Hazardous Materials - This term is often used by emergency services and municipalities to describe materials or products that are hazardous to human health and/or the environment.
HSE	Health, Safety, and Environment

IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System - A system of responding that is organized by 5 functions: Command, Operations, Planning, Logistics, and Finance/Administration
Incident	An unexpected occurrence or event that requires action by emergency personnel to prevent or minimize the impact on the safety and health of people on property and the environment
Medevac	Medical Evacuation - Helicopter evacuation of medical patients
MOA	Memorandum of Agreement – A documentation outlining an informal agreement between two or more organizations to provide pre-identified support and resources during an emergency
Mutual Aid	A formal agreement between two or more organizations to provide pre-identified support and resources during an emergency
OH&S	Occupational Health and Safety
RCMP	Royal Canadian Mounted Police
Regional Emergency	An event that requires prompt Regional co-ordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property. (Based on EM Act)
SAR	Search and Rescue
Stand Down	The process whereby the conduct of a response is complete, and a shift occurs for the ECC to Demobilization
Town	Reference in this plan to the Town of Redcliff
Vulnerability	The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of people and community to the impact of hazards. (from UN based Hyogo framework for community risk reduction)
WCB	Workers Compensation Board



**MEMP**

## 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
- The City of Red Deer Municipal Emergency Management Plan (Public Version) 2012
- The City of Calgary Municipal Emergency Plan (Public Version) 2010
- The City of Edmonton Municipal Emergency Plan (Public Version) 2011
- Grande Prairie Regional Emergency Partnership Emergency Response Plan (Public Version) Draft August 2011
- ICS Canada – ICS Material and Forms 2013
- The Town of High River Municipal Emergency Management Plans 2014

## COUNTY BY-LAWS, POLICY, AND MEMORANDUM OF AGREEMENTS

### General

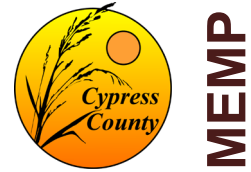
The following section outlines the County's By-Laws, policies, and MOAs as relevant to this plan:

- EM By-Law
- Policies/Protocol's
- MOA as determined by the parties to the REMP

## CONFIDENTIALITY

### General

The Governance section of this plan is available on the website and a redacted version can be shared at the discretion of the DEM.



## 10 ANNEXES

The annexes to the MEMP include the following:

- A. Forms
- B. Maps and References
- C. Emergency Command Centre Operational Guidelines
- D. Emergency Notification System
- E. MESA
- F. Incident Debriefing Protocol
- G. Reference Documents



**MEMP**

## ANNEX A – FORMS

### Overview

Copies of forms should be made and kept with position specific kits for use during an emergency.

Form	Title	Page
<b>A</b>	Activation Call Out Form	
<b>B</b>	ECC Room Set-Up Checklist	
<b>C</b>	ECC Sign-In/Out	
<b>D</b>	ECC Master Log	
<b>E</b>	SOLE – Declaration Guide	
<b>F</b>	SOLE – Declaration Form	
<b>ICS 201</b>	Incident Briefing	
<b>ICS 202</b>	Incident Objectives	
<b>ICS 203</b>	Organization Assignment List	
<b>ICS 204</b>	Assignment List	
<b>ICS 205</b>	Radio Communications Plan	
<b>ICS 206</b>	Medical Plan	
<b>ICS 207</b>	Organization Chart	
<b>ICS 208</b>	Safety Message/Plan	
<b>ICS 209</b>	Incident Status Summary	
<b>ICS 211</b>	Check-In	
<b>ICS 213</b>	General Message	
<b>ICS 214</b>	Activity Log	
<b>ICS 215</b>	Operational Planning Worksheet	
<b>ICS 215a</b>	Incident Action Plan Safety Analysis	
<b>ICS 216</b>	Radio Requirement Worksheet	
<b>ICS 217a</b>	Communications Resource Availability	
<b>ICS 218</b>	Support Vehicle/Equipment Inventory	
<b>ICS 220</b>	Air Operations Summary	
<b>ICS 221</b>	Demobilization Checklist	
<b>ICS 225</b>	Incident Personnel Performance Rating	
<b>ICS 309</b>	Communications Log	



**MEMP**






**MEMP**

**Form A - Activation Call Out Form**

The following positions are to be activated. Contact names and numbers are in Section 2.

<input type="checkbox"/> ECC Director	<input type="checkbox"/> Safety / Risk Officer
<input type="checkbox"/> Deputy ECC Director	<input type="checkbox"/> Operations Section Chief
<input type="checkbox"/> Master Scribe	<input type="checkbox"/> Planning Section Chief
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Logistics Section Chief
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Finance/Administration Section Chief

The following additional departments/positions are to be activated:

<p><b>Operations Section</b></p> <input type="checkbox"/> Fire / Rescue <input type="checkbox"/> Police <input type="checkbox"/> EMS / Health <input type="checkbox"/> ESS Director <input type="checkbox"/> Municipal Works <input type="checkbox"/> Gas Utility <input type="checkbox"/> Electric Utility <input type="checkbox"/> Environmental (Water) <input type="checkbox"/> Schools Division Other (specify): <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<p><b>Planning Section</b></p> <input type="checkbox"/> Resource <input type="checkbox"/> Situation <input type="checkbox"/> Documentation <input type="checkbox"/> Scribes <input type="checkbox"/> Recovery  Technical Specialists (specify): <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____  <p><b>Other</b></p> <input type="checkbox"/> ECC Security	<p><b>Logistics</b></p> <input type="checkbox"/> Communications <input type="checkbox"/> Medical <input type="checkbox"/> Food <input type="checkbox"/> Supply <input type="checkbox"/> Facilities <input type="checkbox"/> Ground Support  <p><b>Finance/Adminin.</b></p> <input type="checkbox"/> Time <input type="checkbox"/> Procurement <input type="checkbox"/> Compensation/Claims <input type="checkbox"/> Cost
--	--	--

Call Out using the following means:

<input type="checkbox"/> 911 Mass Notification System	<input type="checkbox"/> Cell/mobile Phone	<input type="checkbox"/> Email
<input type="checkbox"/> Office Phone	<input type="checkbox"/> Home Phone	<input type="checkbox"/> Admin Mass Notification System

Call Out Content:

<b>1</b>	<b>Emergency Type:</b> <input type="checkbox"/> THREE <input type="checkbox"/> TWO <input type="checkbox"/> ONE
<b>2</b>	<b>Which ECC location to report to:</b> <input type="checkbox"/> Primary ECC <input type="checkbox"/> Alternate ECC <input type="checkbox"/> Other ECC: _____
<b>3</b>	<b>ECC Type (Municipal or Regional):</b> <input type="checkbox"/> Municipal <input type="checkbox"/> Regional
<b>4</b>	<b>Safety Considerations (i.e. location of incident, route to ECC, etc.):</b>
<b>5</b>	<b>Transport Instructions (only include if necessary):</b>



**MEMP**

**Form B – ECC Room Setup Checklist**

✓	Item
	ECC Master Time and Event Log is started
	ECC Attendance Sheet are at entry to ECC
	Phones are set up and confirmed functional
	Tables and chairs are set up as per the ECC layout
	Status boards are set up
	Applicable maps are posted
	Whiteboards are cleared and flipcharts are set up
	Computers and other technical equipment are set up
	Printer, fax, and photocopier are powered and operational
	Phone lists and name plates for ECC members are in place
	MEMP/REMP are present for each section
	Food and coffee are ordered as necessary
	ECC clocks are verified as accurate
	ECC members are briefing incoming members
	ECC members have opened their Individual ICS 214 Event Logs & reviewed their Roles & Responsibilities



**MEMP**

**Form C – ECC Sign In/Out**

Event Name: \_\_\_\_\_ Date: \_\_\_\_\_

Name	Cell Number	Home Agency / Dept.	Time In	Time Out



**MEMP**

**Form D – Master Log**

**Incident Log (ICS214)**

<b>INCIDENT NAME:</b>	<b>OPERATIONAL PERIOD</b> From Time:	<b>Op Period</b>	
<b>NAME</b>	<b>ICS Position:</b>		
<b>ACTIVITY LOG</b>			
<b>Date/Time/ Name</b>	<b>Notable Activates/Decisions/Actions</b>		<b>( )</b>

---

**Incident Commander Name/Signature** \_\_\_\_\_ **Date/Time** \_\_\_\_\_

**Form E – SOLE Declaration Guide**

<b>1 - Contact the Mayor or Deputy Mayor, who are individually authorized to declare a SOLE</b>							
Name	Title	Cell	Home	Office	Call Time	Declare? Y/N/NA	Initials
Also contact two of the Council members and If unable to reach the Mayor or Deputy Mayor, contact three of the Council members who can jointly declare a SOLE:							
Name		Cell	Home	Office	Call Time	Declare? Y/N/NA	Initials
<b>2 - Complete the SOLE form and have it signed</b>							
	Fill out (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						
<b>3 – Make a public announcement of declaration</b>							
	Fill out SOLE Declaration Public Statement and send to media outlets, to social media sites, and/or post it on City Hall's front door.						
Media / Radio / TV / Social		Phone	Fax	E-Mail	Emergency Contact		
<b>4 – Inform the Government of Alberta</b>							
	Forward the SOLE declaration 'Form N' 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						



**MEMP**

**Form F – SOLE Declaration**

**DECLARATION OF A STATE OF LOCAL EMERGENCY**

**WHEREAS:**

- A. The *Emergency Management Act* (Alberta) authorizes a local authority to make a declaration of a state of local emergency when it is satisfied that an emergency exists or may exist in its municipality.**
- B. The power to declare a state of local emergency in Cypress County has been delegated by the Emergency Management Bylaw to the Emergency Coordination Committee.**
- C. The Emergency Coordination Committee is of the opinion that an emergency exists or may exist throughout Cypress County as a result of wildfires throughout the County.**

**THEREFORE**

- 1. The Emergency Coordination Committee declares a state of local emergency within the boundaries of Cypress County, effective at \_\_\_\_\_ \_\_, 20\_\_\_. Time: \_\_\_\_\_ hrs.**
- 2. The Emergency Coordination Committee further directs that Cypress County’s Emergency Plan be put into operation, and authorizes the Director of Emergency Management, members of the Emergency Management Services, and all employees, agents, and volunteers acting under the direction of the Director of Emergency Management, to exercise any powers given to the Minister under the *Emergency Management Act* (Alberta) in the event of a declaration of a local state of emergency.**

Date: \_\_\_\_\_ \_\_, 20\_\_\_. Time: \_\_\_\_\_ hrs.

\_\_\_\_\_  
Print Name & Position

\_\_\_\_\_

\_\_\_\_\_  
Print Name & Position

\_\_\_\_\_

\_\_\_\_\_  
Print Name & Position

\_\_\_\_\_

## ANNEX B – MAPS AND REFERENCES

### Legislation Reference

#### Overview

This Annex 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

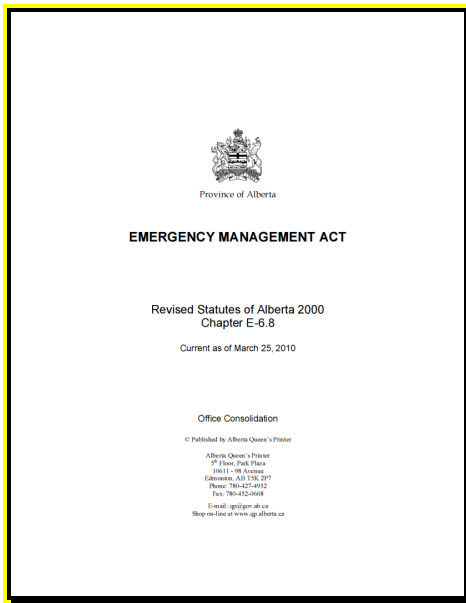
Relevant Legislation:

- AB Emergency Management Act
- AB Emergency Management Regulation

#### Legislation

##### Placeholder 1 - AB Emergency Management Act

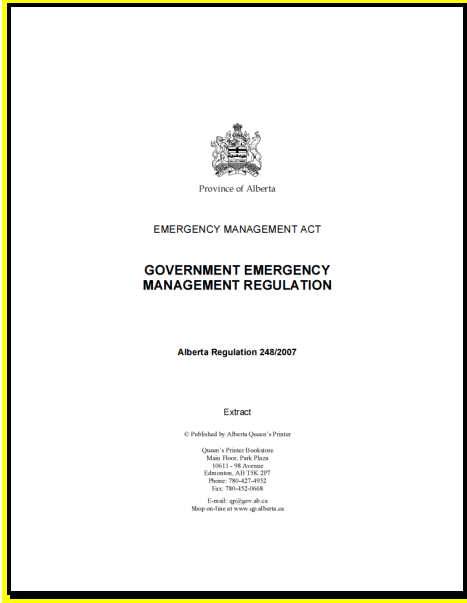
(placeholder for hard copy of Revised Statutes of Alberta 2000, Chapter E-6.8, Current as of March 25, 2010)



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## Placeholder 2 - AB Emergency Management Regulation

(placeholder for hardcopy of Alberta Regulation 248/2007, Extract)



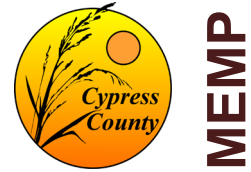
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### **AB Municipal Government Act**

If referenced, the sections with “emergency” in text are:

- 37(3)
- 170(3)(h)(i)
- 173(a), 248(1)
- 248(1)(b)
- 248(3)(b)
- 535(1)(b)
- 535.2(1)(c)
- 541(a)
- 542(3)
- 543(4)
- 551(1)(2)(3)(4)(5)
- 602.24(1)
- 602.24(3)(b)





## **ANNEX C – EMERGENCY COMMAND CENTRE OPERATIONAL GUIDELINES**

### **Overview**

The Emergency Command Centre (ECC) room is a physical location whereby command and control can be executed in support of the Incident response.

### **ECC Location**

Cypress County Administration Building  
816 2<sup>nd</sup> Ave  
Dunmore, AB

Or as otherwise directed by the DEM.

It is the Emergency Management Planning Committee’s responsibility to ensure that ECC capacity is maintained. This will require that the rooms be effectively stocked, that communications and infrastructure are maintained, and that the room/surrounding area is understood to be used without prior notice.



## **ECC Set-up Checklist**

### **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
- Clock – battery powered
- 1 x flipchart

#### **IT:**

- Network/Internet plug-ins
- Existing, hard standing computers
- Laptops as required
- Projector

#### **Communication:**

- Telephone plug-ins
- Telephones
- Two-way radios

#### **Media:**

- Television
- Radio – powered and battery powered

#### **Supplies:**

- 2 x flats of bottled water (flat = 24)
- 'Snack' food that can be stored for long periods of time.
- Spare batteries

#### **Administrative Supplies:**

- Spare Forms (from Annex A 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

#### **Documents:**

- Spare Copies – MEMP / REMP
- Cypress County Radio/Phone list

### **ECC 'Agency Kit'**

Each ECC function will have an Agency Kit available, whereby specific content is included for their use. The following generic content is to be included in each ECC Agency Kit and stored at each ECC:

- 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

### **External Maps**

The following external maps must be available at the ECC. These maps are intended for use as display in the ECC and include:

- Town of Redcliff
- City of Medicine Hat
- Province of Alberta

### **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
- Situation Status
- Briefing times
- Notifications
- Tasks

### **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.



## **ANNEX D – EMERGENCY NOTIFICATION SYSTEM**

### **Overview**

This section will be completed in more detail when the new protocols and system is adopted and implemented.

### **Criteria**

Criteria for activating ECC and support members are outlined in Section 2 (Response).

### **Message**

Messages for automated notification for activating ECC members can be structured as follows:

- A short, one sentence summary of the situation
- Which ECC to report to
- Safety or additional considerations

### **Directions for Usage**

May be accessed by trained personnel.

## ANNEX E – MAJOR EVENT SUPPORT AND ASSISTANCE (MESA)

### Overview

This section outlines the use and systems used in the Major Event Support and Assistance (MESA) vehicle

### Criteria

#### Agreement Summary

- Response Area – This is defined in the agreement as the area “south of the east-west Highway 12 – Highway 11 corridor. This could be defined as generally Red Deer south.
- The Province must provide training for operators. This is being arranged by the City’s Director of Emergency Management (DEM). The City of Medicine Hat must maintain driver’s abstracts for operators of the MESA
- The City of Medicine Hat DEM is the “Vehicle Coordinator”. In other words, he is responsible for all aspects of the MESA while it is stationed in Medicine Hat.
- Provincial incidents trump City incidents as far as use of the MESA is concerned. (If multiple requirements for MESA ever occur).
- MESA may be used for training or public awareness opportunities. The time stamp of two weeks advance approval by AEMA is considered preferred but not considered a “go no go gate” when requests are impromptu. The attached form MESA template only requires a phone call from the DEM, and they will fill it out.
- For deployments outside of the City, the AEMA will endeavour to provide operators. If time or circumstances warrant a quick response of MESA, MHFS employees will respond with the MESA and another department vehicle to deliver, set up, and operate the MESA (systems not incident) until AEMA staff are on scene.
- A Petro-Canada fuel card has been placed in the MESA so MHFS employees are not out of pocket for fuel expenses while delivering and setting up the MESA. Food purchased by MHFS employees on the road will be reimbursed with receipt.
- MESA deficiencies are to be reported to the DEM via email or cell phone.
- Damage reports are to be sent ASAP to the DEM via phone and email. Follow-up investigation will be required with report to AEMA.
- AEMA commits to completing the attached MESA template for Fire Service/EM leaving all that is required on our side, is to call PDOs at 1-866-618-2362 (24/7), and provide a description of when the MESA is about to be used for training or public awareness purposes.





**MEMP**

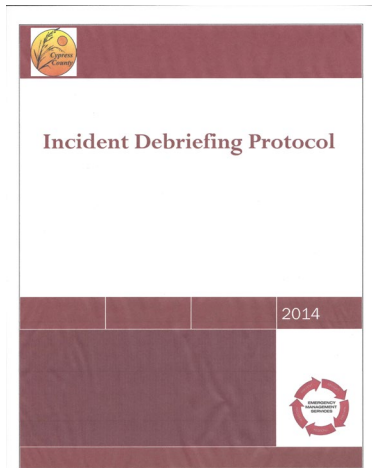
MESA DEPLOYMENT		M20XX-XXX
<b>MESA form must be completed for deployment of the MESA</b>		
Date & time of Call (month/day/year)	Date & Time of MESA deployment	Location of Deployment
Name of Caller	Agency	Callback Number
Reason for Deployment (why is MESA being deployed?)		
Situation of Deployment (what is happening)		
Duration (anticipated) of Deployment		
Municipal Contact (Directly Responsible)		Contact Number (24/7 availability)
Driver's Name		Contact Number
Starting Odometer Reading		Ending Odometer Reading
Comments/Notes/Issues		
MESA Return Info (Date & Time)	Name of Caller	Callback Number
Damage and/or Maintenance Problems (i.e. mechanical/operational problems, incidents, etc.)		
POC Manager Notified - <b>Mandatory</b>	Date/Time/PDO Deployment	Date/Time/PDO Return
Director Central Operations	Date/Time/PDO	Date/Time/PDO
<a href="#">POC PDO Analysis (Contract Issues) - click link for contract</a>		
POC PDO Comments/Notes/Issues		
POC Manager Comments/Notes/Issues		



**MEMP**

## **ANNEX F – INCIDENT DEBRIEFING PROTOCOL**

(placeholder for hard copy of Post Action Incident Debriefing Protocol)



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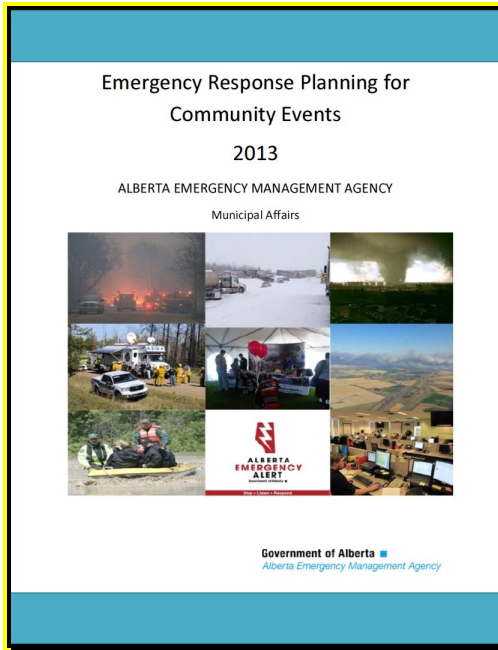
## ANNEX G – REFERENCE DOCUMENTS

### Overview

This section contains reference material that may be used in support of a response or ECC activation.

### **AEMA Mass Gathering Planning**

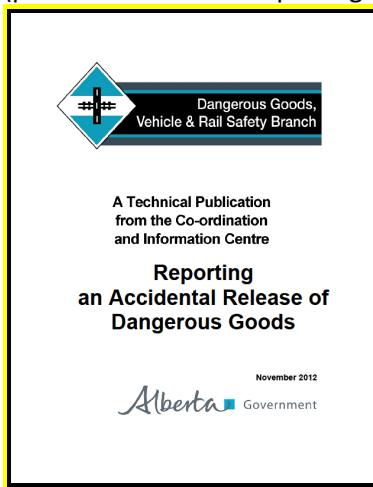
(placeholder for hard copy of AEMA Mass Gathering Planning Guidebook)



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### **Transportation of Dangerous Goods**

(placeholder 1 – DG Reporting Guide AB Government)



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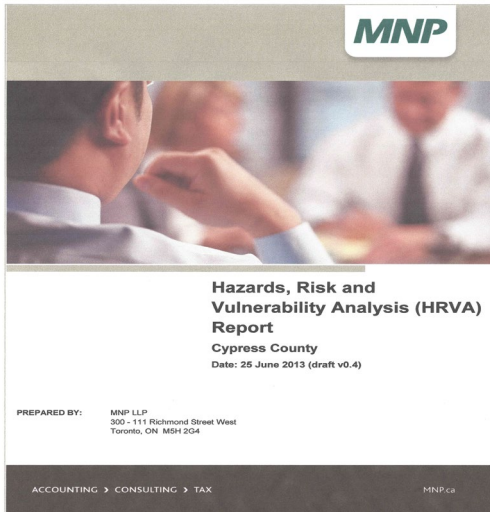
(placeholder 2 – TDG Occurrence Report Form (CANUTEC))

The form is titled "DANGEROUS OCCURRENCE REPORT" and "RAPPORT SUR UN CAS DE DANGER". It includes sections for:
 

- 1. TYPE OF DANGEROUS OCCURRENCE (e.g., Spill, Explosion, Fire, etc.)
- 2. DATE OF DANGEROUS OCCURRENCE
- 3. TIME OF DANGEROUS OCCURRENCE
- 4. LOCATION OF DANGEROUS OCCURRENCE (e.g., Residential Area, Commercial Area, etc.)
- 5. DANGEROUS OCCURRENCE HAPPENED - LE CAS DE DANGER EST PRODUIT DURANT (e.g., During Transport, During Handling, etc.)
- 6. COMPLETE A OR B - REMPLIR A OU B (Mode of Transport and Facility/Installation details)
- 7. ORIGIN OF COMMODITY AND DESTINATION

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**Hazard, Risk and Vulnerabilities Assessment (HRVA)**  
Placeholder 1 for Cypress County HRVA (June 25, 2013)



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