City of Lloydminster Municipal Emergency Management Plan

2018

LLOYDMINSTER
MUNICIPAL EMERGENCY MANAGEMENT PLAN

Contents

C
O
N
T
E
N
T
S

C
O
N
T
E
N
T
S

C
O
N
T
E
N
T
S

Reviews, Updates & Revisions

Each annex comprising a component of the City of Lloydminster's overall Municipal Emergency Management Plan shall be reviewed annually. All changes and revisions must be made through the Manager of Emergency Management Operations.

Date	Pages	Description of Revision Made	Signature
Apr. 7/15	p.27	Operations Chief- responsibility added: maintain communication link between IC (sites) and ECC	Anne Danielson
Apr. 7/15	p.36	Planning Chief- responsibilities added for clarification of role	Anne Danielson
Apr. 7/15	p. 37	Situation & Documentation-responsibilities added for better clarification of role	Anne Danielson
Apr. 7/15	p. 31	Logistics Chief- responsibilities added for better clarification of role	Anne Danielson
Apr. 7/15	p. 42-43	Finance Chief- responsibilities added for better clarification of role	Anne Danielson
Apr. 7/15	p. 11-12	Org chart revisions- Units added	Anne Danielson
Apr.17/15	p.33	Added info re: fuel cards and logs to ground unit Emergency Checklist	Anne Danielson
Apr. 17/15	p. 15	Secondary location for Ops Centre: Airport	Anne Danielson
Oct. 8/15	p. 11-12	Organizational Charts	Anne Danielson
Dec. 15/15	p. 18	Annual city-wide testing of Emergency Alert	Anne Danielson
Dec. 13/16	p. 12-13	Organizational Charts	Anne Danielson
Dec 13/16	p. 21-59	Removed Roles & Responsibilities Emergency Management Planning Agency	Anne Danielson
Jan 1, 2018	All	Update naming, compliance with ICS and AB EM Act, update notifications and incident typing, various. Major revision of content and structure.	Ernie Polsom

CONTENTS

Part 1- Introduction

The purpose of the Lloydminster Municipal Emergency Management Plan (MEMP) is to provide guidance on emergency operations, organizational structure, roles and responsibilities, and the coordination of resources necessary to provide for the effective management of emergencies in the City of Lloydminster. This plan addresses incidents that may cause damage of sufficient severity and magnitude to warrant activation of all or part of the MEMP.

Definitions for terms included in this plan are located in Section 11 of the MEMP. All definitions are taken, in order of priority, from applicable legislation, standards adopted by legislation or bylaw, or from commonly accepted training standards and programs.

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

1.1   Functions and Roles

In general, the functions of the Lloydminster Emergency Management Agency (LEMA) during an emergency are:

- **Incident Support**- The provision of resources and/or strategic guidance, authorizations, and specific decision-making support. This support may be provided to an Incident Management Team at a site or in limited circumstances, to another ECC.
- **Essential Services and Continuity of Operations**- Ensuring that essential services are maintained, including, where possible, in the areas impacted by the emergency.
- **Area Command**- The provision of incident management and oversight to multiple incidents.
- **Incident Command**- The direct management of an incident response.

The Emergency Operations Center is a resource that the Lloydminster EMA may choose to utilize to support the application of these roles.

1.2   Priorities

- Safety of People
- Protection of Critical Infrastructure
- Caring for the Environment
- Effectiveness of Operations
- Protection of the City's Finances and Economy
- Supporting Business and Industry Continuity
- Reputation Management

1.3   Objectives

- Develop and implement appropriate response plans to deal with emergency situations that meet the criteria for a Type 3, 2 or 1 event as detailed in Section 2.4 of this document.

- Provide responding personnel with clear and consistent procedures and guidelines
- Document the roles and responsibilities of internal, external, and support agencies during all phases of an emergency event
- Outline the procedures, organization, and systems involved with managing incidents outside of the scope of normal operations
- Outline how the municipal emergency management plan will be enacted and maintained
- Outline legislated and delegated authorities during an emergency
- Promote inter-departmental / stakeholder communications through consultations, training and exercises

1.4 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 required under Section 11 of the Alberta Emergency Management Act RSA 2000.

There are presently eight main plan components comprising the City of Lloydminster's emergency plans. These all-hazards plans have been implemented by the City of Lloydminster and may be used individually or together as the event dictates. As the City's emergency management program continues to progress, subsequent plans and components may be added as deemed necessary by the Emergency Management Agency.

The plan has currently been broken down into the following components to make the plan more manageable and functional. These sub plans are classified as annexes to the MEMP but are separate documents. They include:

Lloydminster Municipal Emergency Management Plan (MEMP)

The Lloydminster Municipal Emergency Management Plan (MEMP) details the concepts of operations for the City of Lloydminster should it need to mobilize to deal with an emergency or event within the City. All other sub-plans are supporting documents under the MEMP.

The MEMP is not intended for use during an emergency. Specific operating procedures including the Emergency Operations Center Operations Manual, task specific checklists and Standard Operating procedures have been developed to support activations.

Annex A: City of Lloydminster Hazard, Risk and Vulnerability Assessment

This Annex provides a detailed analysis of identified risks that the City of Lloydminster MEMP may be used to manage. The risks are identified and quantified in terms of their likelihood, based in part on historical data and their impact on the life safety of residents

and responders. The HRVA also evaluates the ability of the City to respond effectively to the event.

Annex B: Emergency Coordination Center (ECC) Operations Manual

The ECC Operations manual provides essential information on the establishment and initial operations of the Emergency Operations Centre, as part of the overall MEMP. It is intended to provide a guide to the ECC Director on the decision-making process on response levels and activation criteria. This manual will change frequently as it adapts to emerging understandings and in response to post incident analysis.

Annex C: Emergency Social Services Plan

The Emergency Social Services Plan makes provisions for providing for the basic needs of evacuees. The plan establishes ESS as a part of the Operations Section of the ECC but recognizes the unique nature of the services in terms of providing support and services to evacuees, not responders. The Plan is based on application of ICS principles.

Annex D: Emergency Information & IT Plan

The Emergency Information & IT Plan includes details for notifying the public of a large-scale emergency and details of the City's Emergency Alert public notification system including procedures for activation and ongoing public information updates. The plan also makes provision for emergency communications in the event that regular communication systems are interrupted.

Annex E: Evacuation & Shelter-In-Place Plan

The Evacuation & Shelter-in-Place Plan lays out the procedures for both shelter-in-place incidents and evacuations including evacuation notifications, evacuation routes, maps, resources and re-entry procedures. The plan also includes a separate annex for procedures and resources for acquiring transportation for the movement of people into or out of an area.

Annex F: Lloydminster Pandemic Plan

The Lloydminster Pandemic Plan is a hazard specific plan focussed on how the City will respond to a pandemic affecting the community and City operations. It is a supporting plan to the MEMP. The pandemic plan takes a different approach to education and awareness and should be used in parallel to the MEMP.

Annex G: ICS Forms

ICS Canada forms will be utilized for all Lloydminster Emergency Management Operations. These forms can be located in Annex G and accessed at the ICS Canada

website http://www.icscanada.ca/en/forms.html or on the City's server at Z:\EMO\ECC\ECC Forms.

Annex H: Operational Debrief Procedure

Annex H contains the process that the City of Lloydminster will utilize to review and evaluate the City's response to events requiring the activation of the City's Municipal Emergency Management Plan, in full or in part. It can also be used to guide the review of other City events or processes as required.

Other Annexes will be added to the MEMP as they are required.

1.5   HRVA-

The Hazard, Risk and Vulnerabilities Assessment for the City of Lloydminster is updated annually in consultation with key members of the Emergency Management Agency and external stakeholders. The HRVA has identified key planning priorities based on an assessment of potential incidents, review of historical data and a careful consultation with those parties with either a legislated or an ownership role in the risk.

Risk ratings are based on a combination of factors including impact of the event on life and safety, likelihood of occurrence and the anticipated ability of the City to effectively respond to it. The most serious risks are represented in hazard specific plans included in Part 6 of this MEMP.

Refer to Section 8.6 of the MEMP for a synopsis of the City of Lloydminster's HRVA and Annex A for detailed information on the hazard and vulnerability assessment for the City of Lloydminster.

1.6   Approval of Plan

This plan shall be approved by the City Manager on an annual basis and in accordance with the City of Lloydminster Emergency Management By-law No.08-2018.

1.7   Requests for Assistance:

Requests for additional assistance may be made through the both the Alberta and Saskatchewan provincial emergency management agencies- Alberta Emergency Management Agency/Saskatchewan Emergency Management & Fire Safety. Request for additional assistance does not override the local authority's control of the emergency.

Part 2 Response Actions

2.1 Incident Command System (ICS)

The City of Lloydminster acknowledges the **Incident Command System (ICS)** as the recognized standard for incident management and, as a continuously improving organization, will incorporate ICS principles into the management of operations in the ECC and/or Incident Command Post and all emergency management plans, programs, and response activities. This includes the use of approved ICS Canada forms.

Part 2 outlines the actions and processes to be employed by Emergency Coordination Centre (ECC) personnel during a response.

The process for activating and then conducting ECC operations is contained in this section.

2.2 Notification

➢ Notification for MEMP activation will be initiated by the lead on-site emergency service by contacting the Director of Emergency Management (DEM) or the Deputy-DEM (DDEM)

➢ After hours' notification will follow the same information route

➢ The DEM or designate will immediately implement staff call-out utilizing the City's Emergency Alert for Employees

➢ Depending on the incident- the DEM will issue or delegate an authorized staff member to issue a public alert using provincial and the City's emergency notification systems

➢ In the event that all communication systems are down, Amateur Radio will be used to call staff in

2.3 Activation of the Municipal Emergency Management Plan

The MEMP may be implemented in whole or in part as authorized by the following:

❖ the Mayor or designate,
❖ the City Manager or designate,
❖ the Director of Emergency Management or designate;
❖ City of Lloydminster Fire Chief or designate;
❖ City of Lloydminster Senior Manager of Public Safety or designate;

2.4 Emergency Typing:

The ECC Activation Flow Guide (Figure 1) provides support for confirming the incident type. It is an evaluation of the complexity factors which include:

❖ public and responder safety
❖ impacts to life, property, the environment and the economy

❖ potential dangerous goods/materials
❖ weather and other environmental influences
❖ potential crime scene including terrorism
❖ political sensitivity, external influence, and media relations
❖ jurisdictional boundaries
❖ availability of resources

The Incident Commander will size up the situation based on their agency 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:

❖ A Type 1, 2 or 3 incident that results in Emergency Social Services being deployed or required at the scene,
❖ A planned Type 1, 2 or 3 event
❖ A business continuity incident that interrupts the City's ability to maintain essential services
❖ Any Type 1, 2 or 3 threats to people's health and safety, critical infrastructure, the environment, essential services or systems.
❖ Any Type 4 event that is unstable and may escalate

Based on the IC's size up and announcement of the type of incident, the IC may call the DEM (Either through dispatch or directly) to advise them of the situation. **Early notification is required to allow the DEM to notify ECC stakeholders for standby or staging purposes.**

Upon notification of an incident or emergency, the DEM will notify or activate the Emergency Management Agency (EMA) based upon the incident type and provide a situation update. Upon confirming the incident type based upon the situational information the DEM will assign Incident Command in the event one has not already been established.

2 RESPONSE

EVENT OCCURS OR IS IMMINENT AND MAY REQUIRE ACTIVATION OF THE EMERGENCY OPERATIONS CENTER

Example EOC Activation Authorities:
- Fire Chief
- Sr Manager of Public Safety
- Senior City Leadership
- DEM
- Mayor and/or CAO

EOC ACTIVATION AUTHORITY RECEIVES BRIEFING FROM IN INCIDENT COMMANDER(S)

DETERMINE APPROPRIATE LEVEL OF EOC ACTIVATION

YES TO ANY

INADEQUATE RESOURCES?

SITE SUPPORT OR COORDINATION REQUIRED?

DECLARATION OF LOCAL STATE OF EMERGERNCY REQUIRED?

EVACUATION ALERT OR ORDER NECESSARY?

SIGNIFICANT INFORMATION MANAGEMENT AND/OR MEDIA ISSUES PRESENT?

SMALL EVENT, ONE SITE, FEW AGENCIES

YES — LEVEL 1 EOC ACTIVATION: MONITORING - LIMITED FUNCTIONS ACTIVATED

EOC MAY BE OPERATED FROM EXISTING OFFICE OR REMOTELY

No

Moderate Event, 2 or more sites, Multiple agencies?

YES — LEVEL 2 EOC ACTIVATION: VIRTUAL - LIMITED FUNCTIONS ACTIVATED

ACTIVATE EOC

No

No

EMERGENCY EVENT RESOLVED?

Yes

Major Event, Multiple sites and agencies, Regional Event?

YES — LEVEL 3 EOC ACTIVATION: FULLY ACTIVATED - FULL FUNCTION ACTIVATED

ACTIVATE EOC

No

REMAIN ON STANDBY AND MONITOR SITUATION

EOC ACTIVATION NOT REQUIRED

NOTIFY APPROPRIATE EOC PERSONNEL

NOTIFY POLICY GROUP, AEMA/EMFS, Etc.

Figure 1: ECC Activation Flow Guide

2.5   Emergency Coordination Center Activation

Type 1 Incidents	
Typical Incidents:	Community wide threat such as a large hazardous materials spill or plume, widespread flooding requiring mandatory evacuation and/or sheltering in place for specific parts of the impacted area.
Typical Duration:	This is a long duration incident generally 4 or more 24-hour operational periods
Typical Notification:	DEM, Mayor, CAO, Executive Leadership Team, Communications, All Command and General Staff, Fire Services, Public Safety, Emergency Medical Services, RCMP, All City Operations, Key Affected Industry Stakeholders, and any other leadership will be notified and can be tasked to attend the Primary or Secondary Emergency Coordination Center.
Mass Notification:	Alberta Alerts, SaskAlert and Lloydminster Emergency Alert
ESS Activation:	ESS Plan fully activated with Reception Center fully activated. Lodging facility plans activated.
Regional Notifications:	Alberta Emergency Management Agency, Emergency Management and Fire Safety, Regional Municipalities
ECC Activation	Level 3 ECC Activation

Type 2 Incidents	
Typical Incidents:	Tornado, train derailment with hazmat release, large industrial fire,
Typical Duration:	Generally, this will be a long duration incident of 3 or more 24 hour operational periods and has the potential to escalate in scale.
Typical Notification:	DEM, Mayor, CAO, Executive Leadership Team, Communications, All Command and General Staff, Fire Services, Public Safety, Emergency Medical Services, RCMP, All City Operations, Key Affected Industry Stakeholders, and any other leadership will be notified and can be tasked to attend the Primary or Secondary Emergency Coordination Center.
Mass Notification:	Alberta Alerts, SaskAlert and Lloydminster Emergency Alert

ESS Activation:	DSS Plan fully activated with Reception Center fully activated. Lodging facility plans activated.
Regional Notifications:	Alberta Emergency Management Agency, Emergency Management and Fire Safety, Regional Municipalities
ECC Activation	Level 3 ECC Activation

Type 3 Incidents	
Typical Incidents:	Severe weather system developing in the area, escalating or immediate risk to impact area, HIRF, large fire, commercial fire downtown, apartment block fire and evacuation, DSS activation for receiving evacuees
Typical Duration:	Generally, this is an incident of 2 to 3 eight (8) hour operational periods.
Typical Notification:	DEM, Emergency Services, Energy/Utility Departments
Mass Notification:	Alberta Alerts, SaskAlert, Lloydminster Emergency Alert, hand delivered information
ESS Activation:	DSS Plan may be activated based on the requirements of the incident.
Regional Notifications:	May require notification of Mutual Aid. Courtesy alerts to Alberta Emergency Management Agency, Emergency Management and Fire Safety
ECC Activation	May be either Level 1 or 2 ECC Activation

Type 4 and 5 Incidents	
Typical Incidents:	Routine emergency responses, weather monitoring
Typical Duration:	These are generally short duration events restricted to one operational period, frequently 2 hours or less.
Typical Notification:	Fire Services, Public Safety, Emergency Medical Services, RCMP, certain City Operations, Key Affected Industry Stakeholders. DEM may be notified where significant ESS activation may be required or where there are concerns the incident may continue to escalate
Mass Notification:	None expected. May use Lloydminster Emergency Alert to notify

2 RESPONSE

	affected area of community dependent on circumstances
ESS Activation:	Red Cross notified for personal emergency support as required.
Regional Notifications:	Limited notifications restricted to standard mutual aid practices.
ECC Activation	Type 4 may require Level 1 activation as precautionary measure

2.6   ECC Activation:

ECC Locations

❖ Primary ECC-Public Safety Building 5106-44th St.
▪ Located upstairs in Bill Cornfoot ECC Room

❖ Secondary ECC- Fire Hall #2 2716-59 Ave.
▪ Located in ECC Board Room

2.7   ECC Activation Authority

The ECC will become operational if an incident goes beyond monitoring by the DEM requiring partial or complete staffing of the Emergency Management Agency roles:

- **Upon activation of the ECC, the Director of Emergency Management or designate will assume the position of ECC Director**
- **Floor plans and instructions for set- up of both Primary & Secondary ECC can be found in Section 4- Facilities of this plan as well as posted in both ECC's**

2.7.1 There are three (3) activation levels

LEVEL 1
"MONITORING RESPONSE"

Level 1 (one) Emergency Coordination Centre (ECC) Alerts will be triggered by activation of the Lloydminster Municipal Emergency Management Plan or by any uniformed responders, City Management Team Members or key partner agencies who become aware of an event that may require the prompt coordination of actions and resources to protect the safety, health and welfare of people or limit damage to property or the environment.

ACTIONS: All involved departments and partner agencies will be required to participate in a centralised reporting process that will create shared situational awareness for all departments and partner agencies.

2
R
E
S
P
O
N
S
E

LEVEL 2
"VIRTUAL RESPONSE"

Level 2 (two) ECC Alerts will be triggered by Incident Command in consultation with the DEM/ECC Director where enhanced support of emergency response operations is required to coordinate actions to protect the safety, health and welfare of people and/or to limit damage to property and the environment

ACTIONS: The ECC will be established and begin virtual communication with all staff. This level of activation will require minimal physical staffing of key ECC positions and will require all other staff to participate "virtually", meaning either by telephone and email or other remote processes. Site and mobile command posts may also be activated at this time to support the activities of the site or event.

All departments and stakeholders will be required to send reports into the ECC.

LEVEL 3
"FULLY ACTIVATED RESPONSE"

Level 3 (three) ECC Alerts will be triggered by the ECC Director where the enhanced support of a full city response is required to coordinate actions to protect the safety, health and welfare of people and/or to limit damage to property and the environment. All ECC positions, designated City directors and external agency representatives will be required to physically report to the ECC to help manage the emergency response and recovery operations.

ACTIONS: The physical Emergency Operations Centre will be fully staffed, and operations will continue with face to face planning and response coordination. All involved departments and agencies will be required to provide representation to the Emergency Operations Centre.

2.7.2   The DEM will determine the need for ECC and Municipal Emergency Response Plan activation based upon the needs of Incident Command. The evaluation should assume a "**pessimistic**" evaluation of the incident conditions and the likelihood of escalation or requirements for additional support. Upon determination of the need for ECC activation, the DEM will initiate the appropriate callout for ECC personnel.

Critical contacts are maintained and updated in Part 3 of the MEMP. Detailed callout lists will be maintained under separate cover in the Everbridge Emergency Alert system, and:

- ❖ Z:\EMO\ECC\Contacts
- ❖ Hard Copy in the ECC Directors kit at each ECC
- ❖ On memory sticks provided to each of the Command and General Staff identified in the Lloydminster Emergency Plan

LEMA and the ECC will depend heavily on contact lists of those persons and agencies identified as having a role in the MEMP, recognizing the difficulty in maintaining those lists.

The DEM will activate the Lloydminster Emergency Alert to notify ECC personnel.

The DEM will provide the following information:

- ❖ The emergency Type (Type 1 through 4) including brief description
- ❖ Expected actions,
- ❖ Location of the ECC
- ❖ Any safety instructions
- ❖ Any transportation instructions

A notification template has been set up in Lloydminster Emergency Alert to assist with a consistent approach to message format and content.

The initial briefing will include all activated City Staff at the ECC to gather and disseminate information and to establish the incident organization structure. Successive briefing attendance can be scaled down to include only command staff and section chiefs, who will in turn brief their respective teams through use of incident status and IAP objectives.

Secondary Operations Centers may be established to accommodate complex events or events with a large regional footprint.

2.8 Staging:

Staging may be required for the orderly collection and deployment of personnel, equipment and materials to support the incident response. The City of Lloydminster will consider two levels of staging:

- ❖ **Level1**: implemented by the Incident Commander. All incoming apparatus and equipment will report to a designated position near the event site and receive deployment instructions.
- ❖ **Level 2**: a centralized staging location, adjacent to the incident scene where later arriving resources will assemble. (See part 4 for site diagrams) Predesignated Staging Areas are:
  - o **Primary**: Lloydminster Operations Building- 6623 52 St, Lloydminster, AB

  - o **Secondary:** Lloydminster Airport- 8301 75 Street, Lloydminster, AB

All equipment, personnel, apparatus and requested resources should be dispatched to the active Level 2 Staging Area to be received and deployed.

2.9   Notification of City of Lloydminster Leadership:

It is the DEM's responsibility to ensure that the City of Lloydminster CAO and Mayor are notified. The CAO and Mayor are authorized under the Bylaw to declare a State of Local Emergency where circumstances warrant. Further Council notifications will be as follows:

- ❖ If an emergency event requires the ECC to be activated, the CAO will notify Council.
- ❖ If the potential for a State of Local Emergency is determined, the CAO will notify available Council members to attend a DEM led briefing.

2.10   Regional Notification:

Where the DEM becomes aware of an emergency that may impact or affect the RM of Wilton, RM of Britannia or County of Vermilion River, it is the City of Lloydminster DEM's responsibility to contact the affected DEM or CAO.

The City of Lloydminster DEM may notify regional jurisdictions of an emergency activation solely within the City where it appears that there may be a need for mutual aid or other support services. Contact processes are located in Part 3- Emergency Contact Information.

2.11   Public Alert:

The DEM will determine whether an information alert or critical alert is issued through the SaskAlert system and/or Alberta Emergency Alert system. This alert may include; shelter in place, evacuation notices or general notice. Operating manuals for both provincial systems and Emergency Alerts are available in both ECC's and the EM Managers office.

Depending upon the nature and scope of the incident, one or more methods should be utilized to notify/warn the public. The following options should be considered:

- ❖ City of Lloydminster mass notification system
- ❖ Provincial mass notification systems
- ❖ Door to door
- ❖ Telephone calls
- ❖ Social media including City Website (Facebook, Twitter, Instagram, etc.)
- ❖ Public Service announcements

Only those City of Lloydminster personnel who have received and maintained the requisite training in the operations of the SaskAlert and Alberta Emergency Alerts are authorized to use those systems.

City of Lloydminster Communications will lead the development of communications messaging and dissemination strategies.

2.12 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 materials release, active shooter, tornado, etc.).

The decision to shelter in place will be made by the Incident Commander and/or the Director of Emergency Management in support of the Incident Commander.

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

Shelter-in-place handouts are available in the Z Drive, EMO- Resources and on the City website

2.13 Evacuation Stages:

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 be possible to issue an evacuation alert*.

- ❖ Emergency officials will notify residents through various channels of the potential need to evacuate. Channels include the City'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
Voluntary Evacuation Order:

Purpose: A voluntary evacuation order is issued when emergency officials believe that public safety may be at risk and that 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 decide 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 City's website, social media sites, AEA or SaskAlerts, Lloydminster Emergency Alert, etc.

Travel to and from the affected area will not be restricted during a voluntary evacuation.

Mandatory Evacuation Order:

A mandatory evacuation order is issued when emergency officials believe that the public is in danger and/or the City is unable to provide services (911, emergency 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. Channels include the City's website, social media website, City's Mass Notification System, etc.
- ❖ Information will be provided about the location and nature of the hazard, the reason for the evacuation order, and the delayed or non-existent response if people choose to ignore the evacuation order.
- ❖ Information will be provided on reception center location(s) and preferred evacuation routes
- ❖ Situation updates in the potentially hazardous conditions will be provided on a regular basis.
- ❖ Travel to the affected area will be restricted during a mandatory evacuation.

Stage 3: Order Rescinded**:**

Purpose: Order rescinded is issued when residents are able to return to the affected area. Depending upon the nature of the emergency, this may be done in stages and/or with restricted entry.

- ❖ The Order Rescinded will be given by the Incident Commander, unless the ECC has been activated, in which case it will be issued 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 City's website, social media sites, Lloydminster Emergency Alert, etc.
- ❖ A perimeter will be maintained during initial re-entry for traffic control.

2.14 Declaration of a STATE OF LOCAL EMERGENCY (SOLE)**:**

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

Based on the information supplied by the DEM, The Mayor and CAO have the authority under the Emergency Management Act to declare a state of local emergency (SOLE) "**at**

any time they are satisfied that an emergency exists or may exist in the municipality".

Complete the following steps using SOLE Declaration Form (Annex C):

1. Contact the CAO and Mayor or designates to declare.
2. Fill out the "SOLE" form and have it signed in accordance with the Alberta Emergency Management Act
3. Make public announcement of the declaration and at a minimum, post it in public domain.
4. Forward Declaration to:
   a. Alberta Emergency Management Agency (AEMA) by fax 780-644-7962. Send a scan to the Regional Field Officer.
   b. Saskatchewan Emergency Management and Fire Safety (SEMFS) by fax 306-787-1694. Send a scan copy to the Regional Field Officer.

2.15 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. A demobilization plan and objectives will be required to ensure an orderly termination and transfer of duties occurs.

Demobilization planning commences from the initial operational period.

Criteria considered for ECC deactivation includes, but is 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 ECC is no longer required as the incident has been stabilized and normal operations can resume; or
❖ Ongoing recovery operations are to be managed as part of normal municipal administration activities.

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

❖ All activated personnel will receive a face to face deactivation briefing.

Assisting or cooperating agency representatives involved in support of stabilizing the incident or event shall be notified of ECC deactivation.

If the general public was informed that the ECC was activated, deactivation must also be communicated.

2.16 Incident Command System for the ECC:

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

❖ Understand agency policy and direction,
❖ Assess the 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 resources and monitoring performance, and
❖ Follow up as necessary.

Priorities:

1. Life Safety- of responders first and the public second
2. Incident Stabilization- establishing command, objectives and organization
3. Property and Environmental Preservation- reducing damage
4. Political and the Economy- alignment with political policies and business continuity

Operational Periods:

❖ Length of time to achieve a given set of objectives,
❖ Determined by the ECC Operations Section Chief
❖ Initially 1-2 hours for critical issues
❖ Ongoing length varies depending upon objectives and priorities
❖ Commonly 8-12 hours in length
❖ No operational period will exceed 24 hours.

Incident Action Plan:

The Incident Action Plan (IAP) is typically developed following the delivery of the Situation Summary. The Situation Summary is delivered through the ICS Form 201, Initial Briefing Form (See Annex 3: ICS Forms). The IAP is developed using ICS forms 202, 203, 204, 205, 205(a) and 208.

The ECC Director leads the **initial** Incident Action Plan development session. The intent of this session is to:

❖ Identify what has occurred to date,
❖ Establish priorities, incident objectives and corresponding strategies,
❖ Develop an organizational structure to ensure an effective response respecting span of control,

This planning process is collaborative and follows the ICS "P.P.O.S.T." (**P**roblems, **P**riorities, **O**bjectives, **S**trategies, and **T**actics) model (see figure 2)

Once the issues have been identified and prioritized, objectives will be established for the operational period. Objectives should be SMART modeled (**S**pecific, **M**easurable, **A**ction Oriented, **R**ealistic and **T**ime Specific).

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

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

The draft 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 by the ECC Director. Mobilization and deployment before the IAP is approved is at the discretion 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 for the next operational period.

The ECC Planning Cycle:

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

MUNICIPAL EMERGENCY MANAGEMENT PLAN

INCIDENT ACTION PLAN PRODUCTION
* Planning Section compiles data on current situation, objectives, policies, assignments and resources
* Collects remaining IAP elements from other Sections
* IAP presented for evaluation and approval

INCIDENT ACTION PLAN APPROVAL
* Completed EOC IAP is presented to the EOC Director for approval and signature
* Approved EOC-IAP is duplicated and made available for implementation.

EOC ACTION PLAN DEVELOPMENT
* Validate objectives, policies and EOC resource needs
* Review authorities, resource tasks and ordering processes
* Other Command and General Staff address key issues (Safety, IO, Liaison, etc.)

EOC-IAP DISTRIBUTION
* Distribution of approved EOC-IAP
* Section Chiefs ensure resources are in place for implementation
* Tasks assigned

EOC OBJECTIVES AND STRATEGIES
* Set prioritized SMART objectives in support of Incident Command
* EOC Staffing requirements

NEW OPERATIONAL PERIOD BEGINS
* Incoming EOC Team staff are briefed
* Outgoing EOC Team staff are debriefed
* Senior staff normally arrives 60-120 minutes prior to the period change to promote effective transition

EOC IMMEDIATE ACTIONS
* Review current and projected situation
* Issues, concerns
* Priorities

INITIAL BRIEFING
Command and General staff provide situation update and establish the following:
* Event name
* Initial operational period

ONGOING FIELD SUPPORT AND ASSEMENT AND INFORMATION EXCHANGE
* Monitor ongoing operations
* Continuous exchanges and analysis of internal and external information
* Continuous evaluation of progress against stated objectives in EOC-IAP
* Consider escalation of event response
* Adjustments may be made but must be approved by the EOC Director in coordination with the IC
* De-escalate as required
* Situation Reports as required

EOC ACTIVATED
* EOC Members are notified
* EOC Team staff check in
* EOC Team staff review roles and responsibilities
* DEM ensures EOC functionality

INCIDENT OCCURS
* Emergency responders arrive on scene
* Response activities commence
* Based upon pre-determined benchmarks, the DEM is made aware of the situation and need for EOC activation.

Planning P (center diagram):
- Preparing for the Planning Meeting
- Tactics Meeting
- Planning Meeting
- Preparing for the Tactics Meeting
- IAP Prep & Approval
- Information Gathering and Sharing / Review and Revise Strategy
- Command & General Staff Meeting / Briefing
- Operations Briefing
- IC / UC Develop/ Update Objectives Meeting
- Execute Plan & Assess Progress
- New Ops Period
- Initial UC Meeting
- Incident Brief ICS-201
- Initial Response
- Notification
- Incident/Event

Initial Response

NOTE: EOC operations for ongoing incident support involves three elements that must be simultaneously managed:
* Unfulfilled requests from prior operational periods
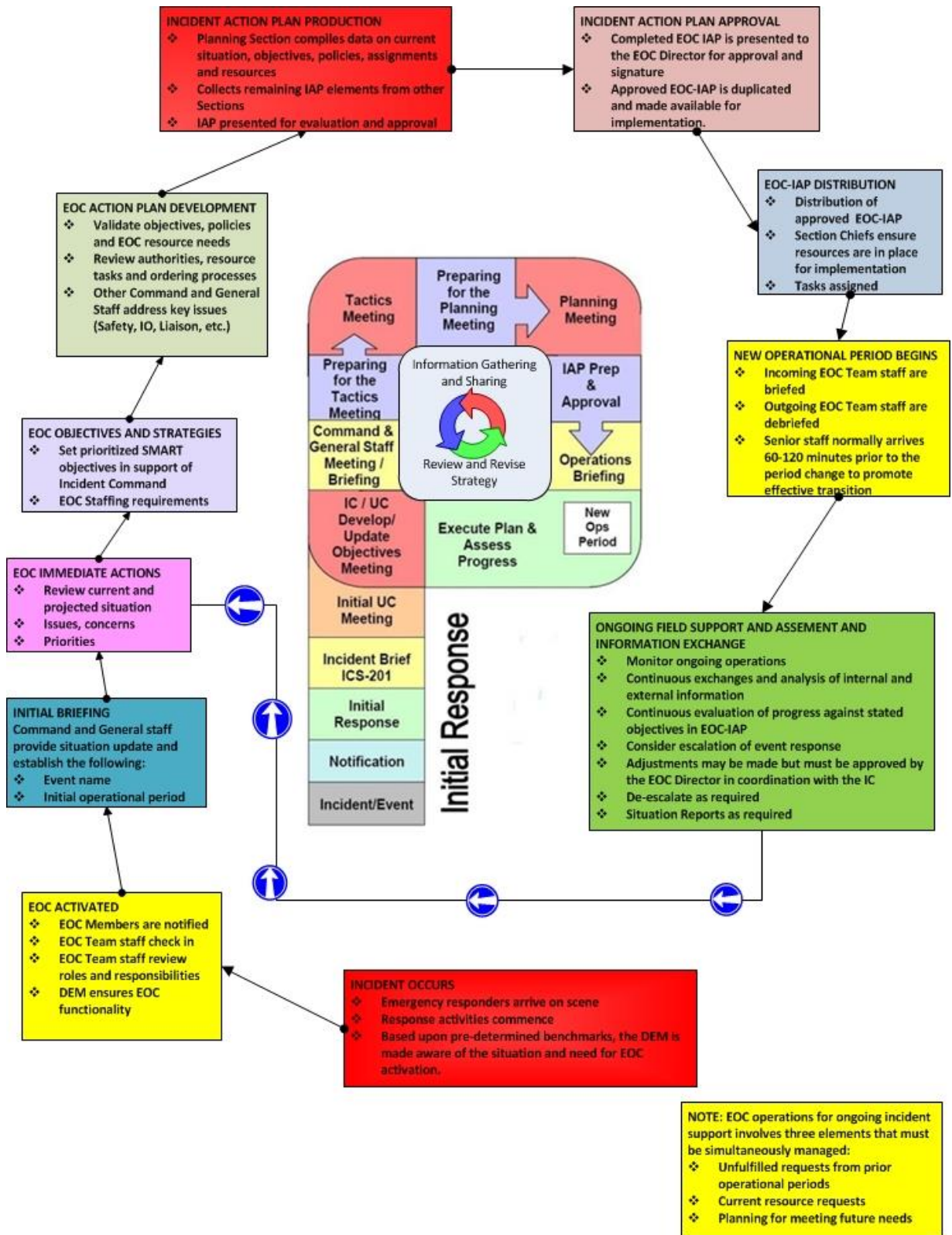* Current resource requests
* Planning for meeting future needs

Figure 2: Planning P for ECC operations

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 for the first 3 to 6 hours) and less frequently during a lengthy response (i.e. every 2 hours after the first 6 hours). Briefings should follow the Briefing Agenda Form (**See Annex C-Forms**)

Ongoing briefings are intended to be short and disciplined. The ECC 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 internal messages. Options include:

- ❖ 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 B- ICS Forms) as well as those specific to their function. Information one 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 or 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 are under the direction of the Planning Section Chief or Documentation 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 ECC 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 and objectives as well as informal communications between other General Staff and the Operations Section Chief.

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

2.17   Incident Safety:

It is the responsibility of the incident commander to evaluate the level of risk in every situation. This risk evaluation shall include an assessment of the presence, survivability and potential to rescue occupants. When there is no potential to save lives, responders shall not be committed to operations that present an elevated level of risk to their safety.

An incident command system shall be established, beginning with the arrival of the first responding personnel at the scene of every incident. The incident commander must conduct an initial risk analysis to consider the risk to responders in order to determine the strategy and tactics that will be employed.

The responsibility for risk assessment is a continuous process for the entire duration of each incident. The incident commander shall continually re-evaluate the conditions to determine if the level of risk has changed and a change in strategy or tactics is necessary. The incident commander shall assign one or more safety officers to monitor and evaluate conditions to support this risk analysis.

* All emergency operations involve an inherent level of risk to responders. All feasible measures shall be taken to limit or avoid these risks through risk assessment, constant vigilance and the conscientious application of safety policies and procedures.
* The exposure of personnel to an elevated level of risk is acceptable only in situations where there is a realistic potential to save known endangered lives.
* No property is worth the life of a responder.
* No risk to the safety of responders is acceptable in situations where there is no possibility of saving lives or property.
* Adequate resources to support critical safety functions, including rescue of at risk personnel must be on site prior to responders being committed to high risk operations.
* This risk assessment process is geared to support command decision making on all emergency events to which the City may respond to ensure the safety all personnel on all incidents.

2
R
E
S
P
O
N
S
E

Risk Assessment/Rules of Engagement			
Responder Injury/Life Safety Risk	High Probability of Success	Marginal Probability of Success	Low Probability of Success
Low risk	Initiate Offensive operations. Continue to monitor risk factors.	Initiate offensive operations. Continue to monitor risk factors.	Initiate offensive operations. Continue to monitor risk factors.
Medium Risk	Initiate offensive operations. Continue to monitor risk factors. Employ all available risk control options.	Initiate offensive operations. Continue to monitor risk factors. Be prepared to go defensive if risk increases.	Do not initiate high risk operations. Reduce risk to responders and actively pursue risk control options.
High Risk	Initiate high risk operations only with confirmation of realistic potential to save endangered lives.	Do not initiate offensive operations that will put responders at risk for injury or fatality.	Initiate defensive operations only.

Page intentionally blank

3
C
O
N
T
A
C
T
S

Part 3- Emergency Contact Information

Section 3 consolidates relevant contact information that may be required during a response. Numbers in this section are to be reviewed and updated a minimum of twice a year.

City of Lloydminster staff lists, and personal phone numbers will be maintained in a separate contact listing.

Contact numbers will not be included in Public Version of this Plan.

Regional	Regular Hours		After Hours
SK Municipal Contact Information	http://www.saskatchewan.ca/government/municipal-administration/municipal-directory		
AB Municipal Contact Information	http://www.municipalaffairs.alberta.ca/mc_municipal_officials_search		
For Detailed Local Contacts go to Contacts Listing Annex			
CVR Gas:		24 Hour Emergency	780-846-2929
CVR Water:		24 Hour Emergency	780-871-8616
Provincial	**Regular Hours**		**After Hours**
Alberta Emergency Management Agency (AEMA-AB)		24 Hours	**1-866-618**-AEMA (**2362**)
Emergency Management and Fire Safety (EMFS-SK)		24 Hours	1-306-953-4284 Or1-
Utility Companies	**Regular Hours**		**After Hours**
Alberta One Call	1-800-242-3447		1-800-242-3447
ATCO Electric	780-871-5600		1-800-668-5506
ATCO Gas	1-888-511-7550		1-800-511-3447
Saskatchewan 1st Call	1-866-828-4888		1-866-828-4888

SaskEnergy	1-888-700-0427		1-888-700-0427
SaskPower	1-888-757-6937		310-2220 or 1-888-355-5589 (out of province)
SaskTel	611		611
Shaw Cable	1-780-490-3610		1-780-490-3610
TELUS	1-866-415-8101		1-866-415-8101

NOTE: For utility locates Alberta 1st Call will always contact TELUS but notification to ATCO Electric, ATCO Gas, Shaw Cable and Husky Oil will vary depending on location

Dangerous Goods	**Regular Hours**		**After Hours**
AB Transportation of Dangerous Goods	1-800-272-9600		1-800-272-9600
AB Energy & Emergency Environmental Response Line	1-800-222-6514		1-800-222-6514
SK Spill Control Emergency Line	1-800-667-7525		1-800-667-7525
Transport Canada	**1-877-992-6853**		**1-877-992-6853**
CANUTEC	1-888-226-8832 613-996-6666		1-888-226-8832 613-996-6666

Husky Facilities	**Regular Hours**		**After Hours**
Husky Refinery	780-871-6699		780-871-6699 **24 Hour Emergency Line**
Husky Upgrader	306-825-1700		306-825-1700 or 306-825-1911 **24 Hour Emergency Lines**
Husky Pipeline	780-871-6621/6622		780-875-4355 **24 Hour Emergency Line**
Husky HOG Single Well	306-825-1100		780-808-0082 (cell)

3 CONTACTS

Husky **24 Hour Emergency Line (Calgary)**			**1-877-262-2111**
Railways	**Public Inquiry/General Info**		**After Hours**
CN	1-888-888-5909		1-800-465-9239 **24 Hour CN Police Communications Centre**
CP	1-888-333-6370		1-800-716-9132 **24 Hour CP Police Service/Emergency**

3 C O N T A C T S

Part 4: Operational Facilities

The City of Lloydminster maintains several operational facilities that are ready to be utilized to support emergency operations during a disaster. These facilities include:

- ❖ ECC #1: 2nd Floor RCMP Building, 5106-44th Street, Lloydminster
- ❖ ECC #2: Fire Station 2, 2706-59th Avenue, Lloydminster
- ❖ Staging Area #1: City of Lloydminster Operations Building, 6623-52nd Street, Lloydminster
- ❖ Staging Area #2: City of Lloydminster Airport (YLL), 8301-75th Street

4.1   ECC- Primary
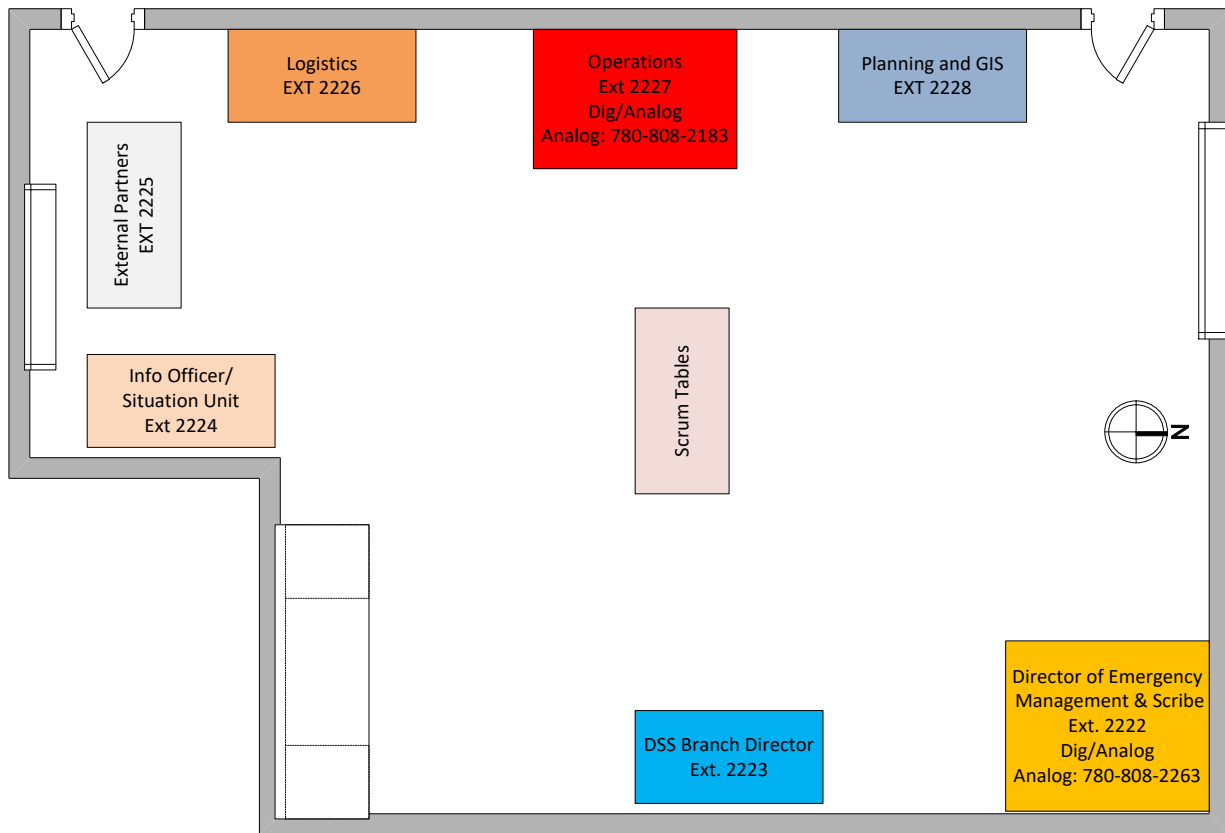
Figure 3: ECC 1

City of Lloydminster ECC- 2nd Floor RCMP Building

All telephones: 780-875-6184 Ext. 222

Analog- Operations 780-808-2183

Analog- Manager of Emergency Management Operations 780-808-2263

4.2   ECC #2
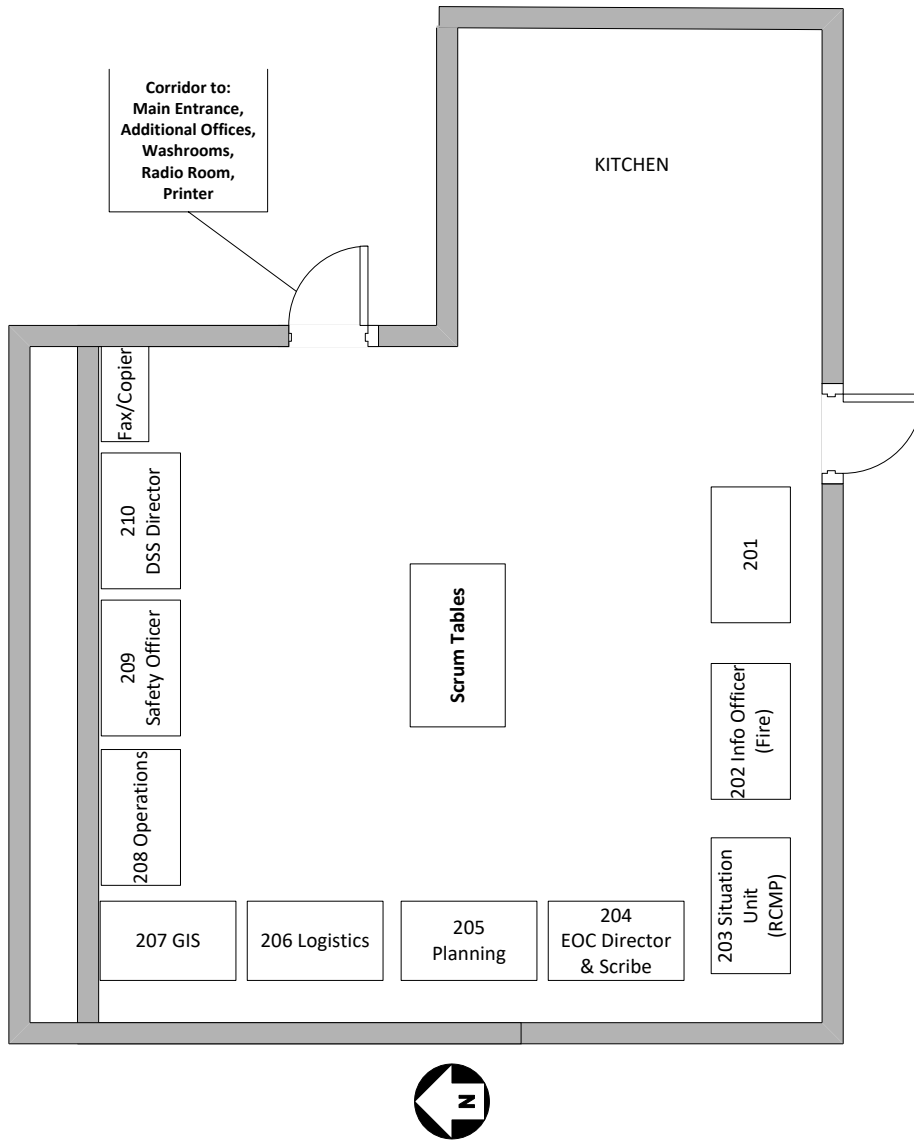
Figure 4: ECC 2

- Station 2 remains an operational fire station at all times. ECC personnel are required to avoid the apparatus bays when fire services are operating in the station.
-

Corridor to:
Main Entrance,
Additional Offices,
Washrooms,
Radio Room,
Printer

KITCHEN

Fax/Copier

210 DSS Director

209 Safety Officer

208 Operations

Scrum Tables

201

202 Info Officer (Fire)

203 Situation Unit (RCMP)

207 GIS

206 Logistics

205 Planning

204 EOC Director & Scribe

4.3   Staging Area 1

Figure 5: City of Lloydminster Operations Building Site

4.4   Staging Area 2

Figure 6: City of Lloydminster Airport site

Reception Center- SSC

Reception Center-?

4
F
A
C
I
L
I
T
I
E
S

Part 5: Roles and Responsibilities

Part 5 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 are modified.

ECC Checklists are contained in the ECC Operations Manual Annex F of this plan.

5 ROLES AND RESPONSIBILITIES

5.1 Common Responsibilities:

Checklist for Incident Command Post, Emergency Operations Center, Reception Center and Staging Area Personnel:

Upon Notification:

☐ Confirm

- Availability
- Reporting location and time
- Travel instructions
- Short description of the type and severity of the incident

☐ Monitor incident status via radio, media or other means as possible

Upon Arrival:

☐ Check in at designated location (ICP, ECC, Staging Area, Reception Center)
☐ Receive briefing

Ongoing:

☐ Participate in meetings and the operational planning process as required
☐ Prepare, organize and provide appropriate information to the Planning Section Chief or 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 Planning Section
☐ Ensure equipment is operational prior to each work period
☐ Brief replacements related to operations at shift changes
☐ Demobilize as directed
☐ Participate in After Action processes

5.1.1 General Leadership Responsibilities

Checklist for Incident Command and Emergency Coordination Center Organization

Note: Unit leader responsibilities are that of the Section Chief until assigned

- ☐ Attend briefing and establish need for section functionality
- ☐ Evaluate the current status of assigned area and resources
- ☐ Request additional resources as required through formal communications
- ☐ Conduct briefings to ensure understanding of the current Incident Action Plan (IAP)
- ☐ Assign duties to assigned staff
- ☐ Supervise and evaluate efficacy of assigned staff
- ☐ Utilize 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

5 ROLES AND RESPONSIBILITIES

5.2 Senior City Leadership

5.2.1 Council

☐ Provides overall emergency policy and direction to the Emergency Coordination Center Director

☐ Sets expenditure limits

☐ Formally requests outside support and resources not covered by agreements

☐ Authorizes the declaration and termination of a State of Local Emergency (SOLE)

☐ Provides direction for emergency public information activities

☐ Acts as spokesperson for the jurisdiction
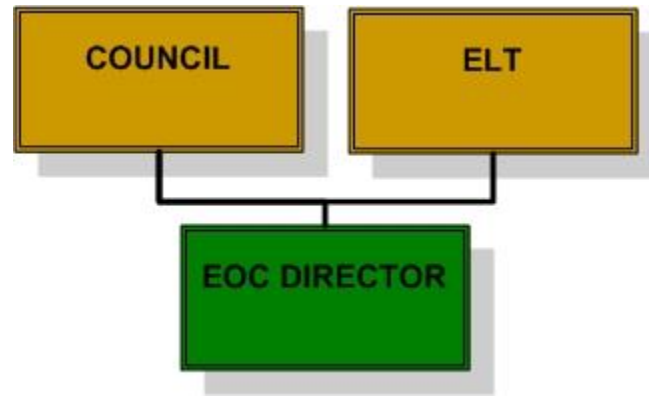
5.2.1 Executive Leadership Team

- ☐ Provide timely advice to Council to support effective decision making
- ☐ Provide rapid risk assessments to support Council and ECC decision making
- ☐ Provide support and direction to the Emergency Coordination Center Director
- ☐ Alter existing administration policies and procedures as needed
- ☐ Communicate situation urgency to City staff
- ☐ Support business continuity efforts throughout the organization
- ☐ Participate in media events as required by the Information Officer
- ☐ Maintain adequate situational awareness by either appointing an ELT member to the ECC or through participation in frequent updates from the ECC Director
- ☐ Support ECC operations as members of the Emergency Management Agency as training and experience permit
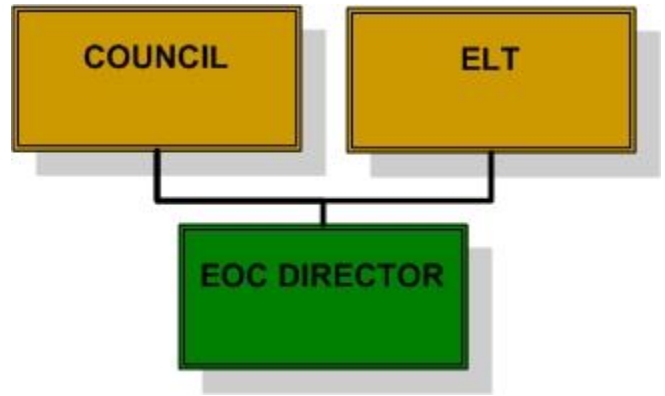
5 ROLES AND RESPONSIBILITIES

5.3 Command

5.3.1 Director of Emergency Management

☐ Oversee emergency operations on behalf of the Lloydminster Emergency Management Agency

☐ Activate the Municipal Emergency Management 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 City emergency response plans, procedures 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 (SOLE) to the Mayor and City Manager as required

☐ Communicate with elected officials through the City Manager (Chief Administrative Officer-CAO)

   o Determine schedule for daily communications with the City Manager, Mayor 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 are provided to the public through media, social media, Alberta Emergency Alerts, SaskAlerts and the City's mass notification system

☐ Resolve conflicts related to competition for limited resources based upon response priorities

☐ Monitor and approve the organizational structure for response to the incident. Proactively determine if existing City and mutual aid resources are sufficient for the response. Work with the Provincial Operations Center to secure additional resources.

☐ Work with the City Manager, Executive Leadership Team and the Planning Section Chief to develop strategies for the recovery and renewal priorities and the transition from response to recovery.

5.3.2 ECC Director

The DEM will initially fill this position. Based on the operational requirements of the incident or event, this position may be transferred to qualified personnel. The ECC Director works with the Incident Commander (IC) to lead the overall response to the emergency or event. The ECC Director coordinates the efforts of the Emergency Management Agency and ensures that a response involving the City is being managed effectively. The ECC Director oversees the incident with a strategic view and in support of the IC and scene.
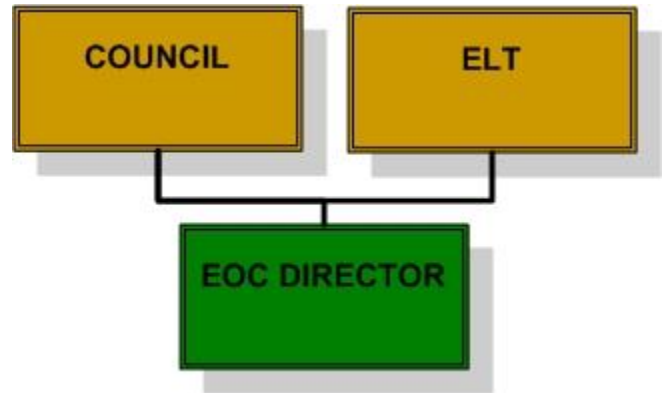
ECC Director Decisions

Issues that require a decision or approval from the ECC Director include:

- Establishing ECC priorities and objectives
- ECC Action Plans
- Extraordinary resources requests
- Press releases
- Media interviews
- Public information bulletins
- Situation reports
- Evacuation orders
- Preparation of Declaration of State of Local Emergency
- Request mutual aid
- Request for Provincial support

The ECC Director must carefully assess, evaluate, and prioritize each issue requiring a decision / approval. Once the decision is made it must be assigned to applicable functions / positions for implementation and communicated to all appropriate ECC staff.

Briefings are commonly used to facilitate the decision-making process.

- ☐ 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 local, Provincial and Federal agencies have been notified (if applicable)
- ☐ Set schedule for continual communications with IC
- ☐ Activate appropriate Command and General Staff positions
- ☐ Brief Command and General staff and give initial assignments, including specific delegation of authority
  - ○ Identify incident objectives and any policy directives for the management of the incident
  - ○ Provide a summary of the current organization
  - ○ Provide a review of current incident objectives
  - ○ Determine the time and location of the first Planning Meeting
- ☐ Determine the need for a State of Local Emergency (SOLE) declaration and notify DEM
- ○ The DEM will meet with and advise the Mayor and City Manager with respect to a declaration of a State of Local Emergency according to the Emergency Management Bylaw
- ☐ Report situation update, ECC/IC priorities, objectives and strategies to DEM for City Manager and City Council
- ☐ Name the incident if not already done by IC
- ☐ Ensure ICS priorities are followed including an emphasis on the welfare and safety of all personnel
- ☐ Determine the need for mutual aid
- ☐ Approve and authorize implementation of the Incident Action Plan (IAP)
  - ○ Review the IAP for completeness
  - ○ Verify that objectives are incorporated and prioritized
  - ○ Sign IAP (ICS Form 202)
- ☐ Ensure adherence to ICS for the ECC (MEMP Section 2.17)
- ☐ Establish the level of planning to be accomplished:
  - ○ Written IAP
  - ○ Contingency planning

5 ROLES AND RESPONSIBILITIES

- o Formal planning meeting
- ☐ Determine information needs and inform staff of requirements
- ☐ Ensure General and Command Staff coordination
  - o Periodically check progress on tasks assigned to Command and General Staff
  - o Approve necessary changes to strategic goals and the IAP
  - o Ensure the Liaison Officer is making periodic contact with participating agencies and that participating agencies are making routine contact with the City
- ☐ Establish parameters for resource requests and releases
  - o Review requests for critical resources
  - o Confirm who has ordering authority within the organization
  - o 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
  - o Approve requests for additional resources and funding
  - o Manage release of resources as necessary
- ☐ Approve the release of information by the Information Officer (IO)
- ☐ Confirm the Operational Period
- ☐ Coordinate with outside agencies as necessary
- ☐ Evaluate and ensure that incident objectives are being accomplished
- ☐ Ensure incident investigation occurs as necessary.

5.3.3   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 the 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 that the ECC is appropriately equipped and that ECC members are executing their roles and are provided assistance and 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 in the 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 period(s)

5.3.4 Incident Command (IC)

The IC is responsible for the tactical management of the response to an incident or event. The IC will follow their services protocols and notify the DEM of the incident in accordance with Section 2.7 of this Plan.

- ☐ Establish and declare Incident Command and don the IC vest
- ☐ Develop and inform the ECC of communications plan (ICS Form 205)
- ☐ Obtain a briefing from the DEM **and/or** previous IC **or** assess the situation
    - o Review the current situation status and initial incident objectives
    - o Ensure that 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:
    - o Written Incident Action Plan (IAP)
    - o Contingency Planning
    - o Formal Planning Meeting
- ☐ Determine information needs and inform staff of requirements
- ☐ Ensure Command and General Staff coordination
    - o Periodically check progress on tasks assigned to Command and General Staff
    - o Approve necessary changes to strategic goals and IAP
    - o Ensure Liaison Officer is making periodic contact with participating agencies and that participating agencies are making regular contact with the City
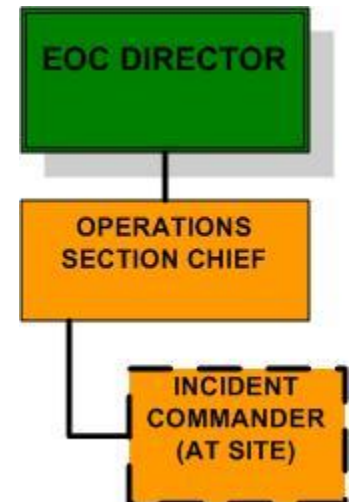
- ☐ Establish parameters for resource requests and releases
    - o Review requests for critical resources
    - o Confirm who has ordering authority within the organization
    - o Confirm those orders that require Command authorization
- ☐ Manage demobilization and release of resources as appropriate
- ☐ 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

5.3.5   Deputy Incident Commander

The Deputy Incident Commander is responsible for assisting the Incident Commander (IC) with the tactical management of the response to an emergency 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 the IC
- ☐ Ensure appropriate ICS structure and staff positions are activated and functional
- ☐ Assist with establishment of Incident Objectives
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers
- ☐ Ensure adherence to the Operational Planning Process
- ☐ Perform the incident command function as per Transfer of Command protocol

5.4 Command Staff

5.4.1 Information Officer (IO)

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

At all times, where the ECC is activated, IO functions will be coordinated at the ECC.

☐ Obtain briefing from the ECC Director or Unified Command

    o   Identify current organization (ICS 201 and 203, resource lists, etc.)

    o   Determine point of contact for media (Scene or Incident Command Post)

    o   Determine current media presence

☐ Arrange for necessary workspace, materials, telephones and staff

    o   Organize, assign and brief assistants

    o   Request additional staff through incident Chain of Command

    o   Consider assigning Assistant Information Officers to:

        ▪   Joint Information Center

        ▪   Field (site) Information

        ▪   Internal information

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

☐ Obtain IC/Unified Command approval for media releases

    o   Confirm details to ensure no conflicting information is released

    o   Identify site and time for press briefings and determine appropriate set up

☐ 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 advanced notice in order to shut down processes.

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

☐ Participate with the DEM in the Chief Administrative Officer's briefing

    o   Determine constraints on information process

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

5.4.2 Safety Officer

- ☐ Obtain briefing from ECC Director and/or from initial Safety Officer
- ☐ Organize, assign and brief assistants where required:
  - o From each discipline for multi discipline incidents
  - o At each site for multiple high-risk operations
  - o Establish reporting rhythm
- ☐ Request additional staff through incident Chain of Command
- ☐ Assess the incident visually and identify associated hazardous situations
  - o Consult with Site Command and Safety Officer(s)
  - o Identify appropriate personal protective equipment (PPE), control zones and safety hazards
- ☐ Identify potentially unsafe acts and identify corrective actions immediately
  - o Ensure implementation of identified corrective actions
- ☐ Brief assistant Safety Officers prior to Planning Meetings
- ☐ Participate in Planning and Tactics meetings
- ☐ Assist in the development of the "Special Instructions" block #7 of the Assignment List (ICS 204) as requested by the Planning Section
- ☐ Review and approve the Medical Plan (ICS 206)
- ☐ Provide Safety Message (ICS 202/208) 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 work areas
  - o Ensure accident scene is preserved for investigation
  - o Ensure accident is properly documented
  - o Coordinate with Incident Compensation and Claims Unit Leader, agency Risk Manager and Health and Safety (OHS) Administration
- ☐ Recommend corrective actions to IC and Agency involved
- ☐ Coordinate critical incident stress, hazardous materials and other debriefings as necessary

EOC DIRECTOR

Safety Officer

5 ROLES AND RESPONSIBILITIES

5.4.3 Liaison Officer

☐ Obtain briefing from the Incident Commander (IC)

    o Obtain summary of incident organization (ICS 201 and 203)

☐ Determine companies/agencies, non-governmental organizations (NGO's) 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:

    o From each discipline for multi discipline incidents

    o At each site for multiple site high risk operations

    o Request additional staff through Chain of Command

☐ Provide a point of contact for assisting and cooperating agency representatives

    o Establish a 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 and limitations)

    o Interview agency representatives concerning resources, capabilities, and restrictions on use- provide this information at Planning Meetings

☐ Collaborate with the Information Officer and IC to coordinate media releases associated with inter-governmental cooperation issues

☐ Keep cooperating/assisting agencies aware of incident status

☐ Monitor incident operations to identify current or potential inter-organizational issues and advise the IC as appropriate

    o 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 cooperating and assisting agency issues and concerns

☐ Participate in the operational planning processes

5.4.4   Risk Management Officer

□ Obtain briefing from the ECC Director and or Initial Risk Management Officer

□ Organize, assign and brief assistants

    o   Request additional staff through Incident Command

□ Identify legal situations associated with the incident from response to recovery and mitigation

□ Ensure legal documentation is recorded and filed (e.g. Declaration/Termination of State of Local Emergency, Recovery)

□ Ensure validity of mutual aid agreements

□ Ensure validity of volunteer agreements

□ Ensure emergency management plan is in compliance with standards, codes and best practices

□ Establish litigation mitigation goals

    o   Reduced exposure to legal claims

    o   Improved life safety

    o   Enhanced property, image/reputation protections

□ Identify potential liability for negligence

□ Identify liability immunities

□ Inform the Mayor and CAO on legal aspects in accordance with the SOLE

□ Work with the Information Officer in respect to key messages communicated

□ Brief the ECC Director on legal issues and concerns

EOC DIRECTOR

RISK MANAGEMENT OFFICER
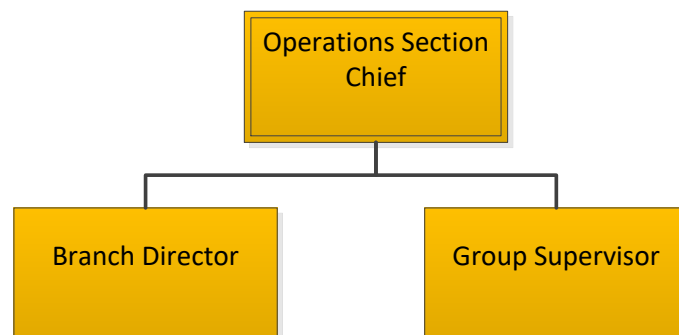
5.5   Operations Section

5.5.1   Operations Section Chief

☐ Obtain Briefing from ECC Director and/or Incident Commander (IC)

- o Determine incident objectives and recommended strategies
- o Determine the status of current tactical assignments
- o Identify current organization, location of resources and assignments
- o Confirm with Logistics resource ordering process
- o Determine location of Level 1 and Level 2 Staging Areas and resources assigned there

☐ Establish the Operational Period in consult with the Incident Commander (IC)

☐ Develop and implement Operations portion of the Incident Action Plan (IAP)

☐ Brief and assign Operations Personnel in accordance with the IAP

- o Brief Staging Area Manager on types, kinds and numbers of resources to be maintained in Staging
- o Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike Team Leaders) on assignments, ordering procedures, 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 the Safety Officer to carry out operational activities while complying with all safety requirements (ICS 215A)

☐ Ensure the coordination of the Operations Section with other Command and General Staff

- o Ensure resource ordering and logistical support needs are passed to the Logistics Section in a timely manner- ensure sanctioned ordering process is followed
- o 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 operational support efforts
- Coordinate media field visits with the Information Officer (IO)

☐ Monitor and request resources needed to implement Operations tactics as part of the IAP development (ICS 215r)

☐ Implement effective strategies and tactics to meet operational directives

☐ Make or approve 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 with the Planning Section Chief, Safety Officer and the IC prior to the Planning Meeting (discuss strategy/tactics and outline organizational assignments)

☐ Hold Section meetings as necessary to ensure communications and coordination among Branches, Divisions and Groups

☐ Mobilize and demobilize teams or task forces assigned to Operations Section

☐ Report information on changes in the implementation of the IAP, special activities, events, and occurrences to the ECC Director/Unified Command as well as to the Planning Section Chief and the 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

```
                    ┌─────────────────────┐
                    │ Operations Section  │
                    │       Chief         │
                    └──────────┬──────────┘
              ┌────────────────┴────────────────┐
    ┌─────────────────┐              ┌─────────────────┐
    │ Branch Director │              │ Group Supervisor│
    └─────────────────┘              └─────────────────┘
```

5.5.2 Operations Branch Director, Division/Group Supervisor

- ☐ Obtain briefing from Branch Director, Operations Section Chief or Incident Commander
  - o Determine resources assigned to the Division/Group
  - o Confirm geographic boundaries or functional responsibilities of the Division/Group
  - o Confirm the location and function of additional Divisions or Groups operating adjacent to or within geographic location
  - o Confirm tactical assignment
  - o Confirm communication assignment
- ☐ Attend operations briefing
- ☐ Organize, assign and brief assistants
- ☐ Provide copies of the current Incident Action Plan (IAP) to subordinates
- ☐ Implement the IAP with subordinates
- ☐ Supervise Division/Group resources, making changes as required
- ☐ Ensure subordinates observe required safety precautions
- ☐ Coordinate Division/Group assignments and incident activities with subordinates; assign tasks
  - o Determine the need for assistance on assigned 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
  - o Maintain resource tracking system
- ☐ Report special occurrences or events (i.e. accidents or sickness) to immediate supervisor
- ☐ Resolve logistics problems within the Division/Group
  - o Monitor communications and assess communications needs
  - o Ensure adequate food, liquids and rehabilitation
  - o Ensure personnel are aware of process for medical assistance
- ☐ Keep Resources Unit Leader informed (through the Chain of Command) of the status of resources assigned
- ☐ Evaluate and implement Demobilization Plan (ICS 221) when appropriate

- o Debrief with Branch Director or Operations Section Chief as shift change- include work accomplished/left to be accomplished, operational difficulties, resource needs, etc.
- o Participate in developing branch plans for the next Operational Period

5 ROLES AND RESPONSIBILITIES

5.6 Planning Section
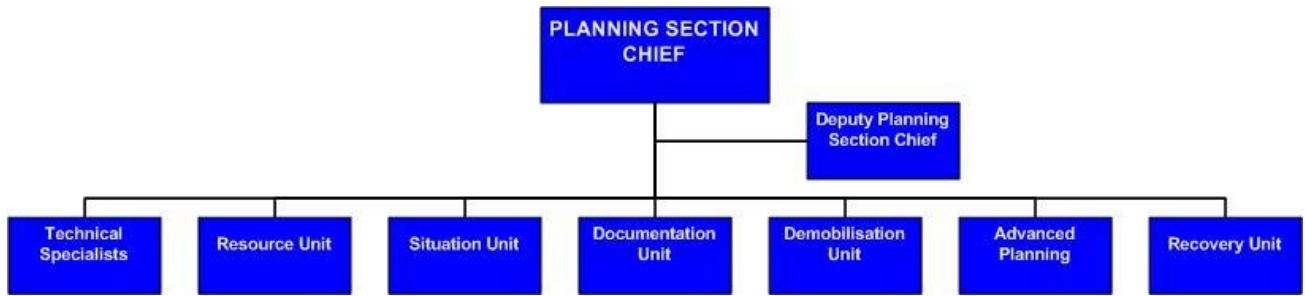
5.6.1 Planning Section Chief

- ☐ Activate Planning Section
- ☐ Obtain Briefing from the ECC Director
- ☐ Determine the current resource status (ICS 201 and ICS 204 for subsequent Operational Periods
- ☐ Determine current status/intelligence (ICS 201)
- ☐ Determine current incident objectives and strategy
- ☐ Determine whether IC requires a written Incident Action Plan (IAP) initially use ICS 201
- ☐ Determine time and location of first planning meeting
- ☐ Determine desired contingency plan
- ☐ 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 and Resource Status Boards)
- ☐ Establish and maintain resource tracking system
- ☐ Compile and display incident status summary information. Document on Incident Status Summary (ICS 209) or other approved form
- ☐ Forward Incident Status summaries to Agency Administrator and or designated staff once per operational period or as required
  - o Provide copy to 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
- ☐ Lead the Operational Planning Process
- ☐ Supervise the preparation of the IAP using the appropriate ICS forms as required
- ☐ Provide input to the IC/Unified Command and Operations Section Chief in preparing the IAP

EOC DIRECTOR

PLANNING SECTION CHIEF

☐ Meet with the Operations Section Chief and/or Incident Command prior to the Planning Meetings to discuss proposed strategy and tactics and diagram incident organization and resource locations

☐ Evaluate and formulate information on alternative strategies (best to worst case scenarios)

☐ 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

☐ 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 Unit Leader

☐ Determine the accountability of incident resources through the Resources Unit 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 Sections organizational structure, including names and locations of assigned personnel

☐ Provide periodic predictions on incident potential

☐ Coordinate with the Information Officer (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

☐ Ensure 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.

5.6.2 Demobilization Unit Leader

- ☐ Obtain briefing from Planning Section Chief
    - o Determine objectives, priorities and constraints on demobilization
- ☐ Review incident resource records to determine scope of demobilization effort
    - o Resource tracking system (ICS 215)
    - o Check in forms (ICS 211)
    - o Assignment List (ICS 204)
- ☐ Meet with Agency representatives to determine:
    - o Agencies not requiring formal demobilization
    - o Personnel rest and safety needs
    - o 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 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 work load are at the level the agency can reasonably assume:
    - o Incident is controlled
    - o Incident personnel are released except for those needed for final tactical assignments
    - o Incident base(s) are reduced or in process of being shut down
    - o Planning Section has organized final incident package
    - o Finance/Administration Section has resolved major unknown finance problems and defined a process for follow up
    - o Rehabilitation and clean-up is accomplished or contracted
    - o Team has conducted or scheduled required debriefings
- ☐ Obtain approval for 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 the logistical support needs of released resources (rehabilitation, transportation, equipment replacement, etc.)
- ☐ Distribute approved 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 offsite incident organizations and facilities
- ☐ Determine briefing requirements

5 ROLES AND RESPONSIBILITIES

5.6.3 Documentation Unit Leader

- ☐ Obtain briefing from Incident Commander (IC) or Planning Section Chief
  - o Identify supervisor in organization
  - o Identify work locations, resources available, expectations of incident organizations concerning timelines, report format, participation in Planning Meetings, etc.
- ☐ Establish work area; ensure adequate duplication/printing capability for the scale of operations and adequate staff to assist in the duplication and documentation processes
  - o Request additional staff through the chain of command
- ☐ Accept and file reports and forms submitted by incident personnel
- ☐ Check accuracy and completeness of records submitted for files
- ☐ Establish and organize incident files
- ☐ Establish duplication and printing services and respond to requests
  - o Determine the number needed and duplicate Incident Action Plan (IAP) accordingly
- ☐ Retain and file duplicate copies of official forms and reports
- ☐ Ensure that legal restrictions on public and exempt records are observed.
- ☐ Provide status reports to the Planning Section Chief and appropriate requesters
- ☐ Submit completed incident files to the Planning Section Chief

5.6.4   Resource Unit Leader

□ Obtain briefing from Planning Section Chief

- o 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:

- o All tactical and support personnel and apparatus (i.e. mutual aid or hired)
- o Transport and support vehicles

□ Review Incident Briefing form (ICS 201) for resource information

□ Review check-in list (ICS 211)

- o Confirm resources assigned to Staging
- o Confirm resources assigned to tactical Operations organization
- o 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 the Organizational Assignment List (ICS 203) and Organizational 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 or 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 or special resources:

- o Other disciplines
- o Technical specialists
- o Resources needed to implement contingency plans

5 ROLES AND RESPONSIBILITIES

5.6.5 Situation Unit Leader

- ☐ Obtain briefing from Planning Section Chief
    - o Determine necessary contingency plans
    - o Identify reporting requirements and schedule (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
    - o Assign Field Observers
    - o Request Technical Specialists as required
- ☐ Supervise Technical Specialists as assigned (on very complex incidents it may be necessary to assign a Technical Specialist Supervisor)
    - o Brief Technical Specialists on current incident status
    - o Assign analysis tasks
    - o Notify staff of timelines and format requirements and monitor progress
- ☐ Participate in the operational planning processes and meetings as required by the Planning Section Chief
- ☐ Conduct situation updates at meetings and briefings as required by the Planning Section Chief
- ☐ Prepare and maintain Incident Situation Displays (these may be maps, forms, weather reports, victim or damage assessments information and other reports from technical specialists)
- ☐ Provide photographic services and maps
    - o Photographic services may be used to document operations and intelligence activities, public information activities and accident investigations
    - o Ensure photographs are processed at the end of each Operational Period
    - o Request or develop additional and specialized maps as required
    - o 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, prediction and analysis for Command and Operations; prepare information on alternative strategies using ICS 204
- ☐ Determine and maintain appropriate map displays
  - o Review all data for completeness, accuracy and relevancy prior to posting
  - o Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in the Planning area
  - o Develop additional displays (weather reports, incident status summaries, etc.) as necessary
  - o Ensure displays and maps are posted and kept up to date
- ☐ Prepare the Incident Status Summary (ICS 209) and post in the 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
- ☐ 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

5 ROLES AND RESPONSIBILITIES
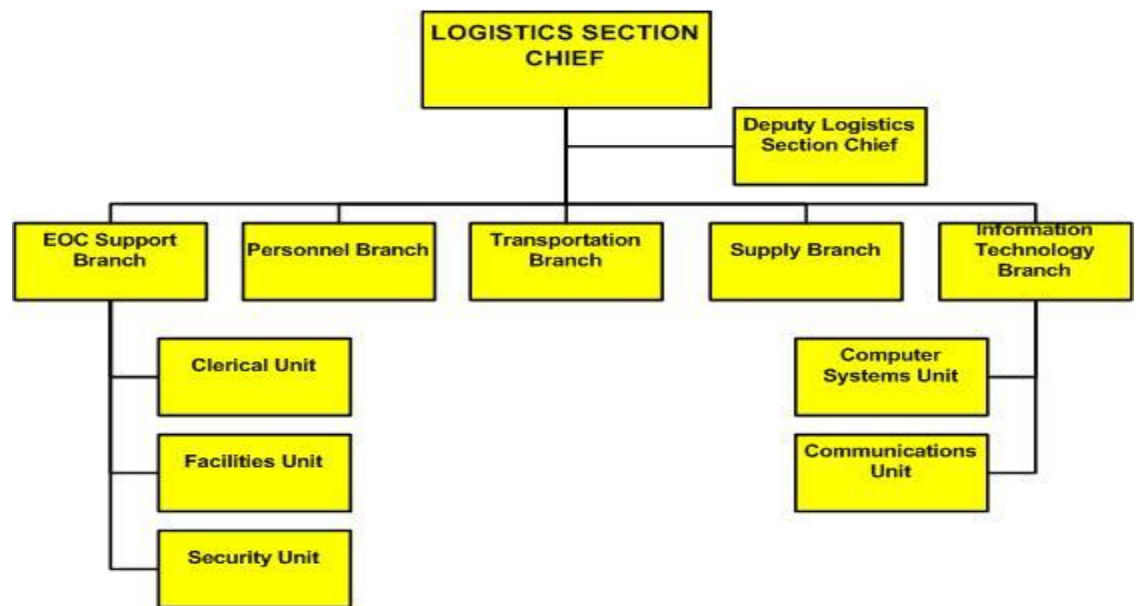
5.7 Logistics Section

5.7.1 Logistics Section Chief

☐ Obtain briefing from ECC Director

- o Review situation and resource status for number of personnel assigned to the incident
- o Review current organization
- o 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 preparation of the ECC Incident Action Plan (IAP)

- o Provide input on resource availability, support needs, identified shortages and response timelines for key resources
- o Identify future operational needs (both current and contingency) in order to anticipate logistical requirements
- o Ensure Incident Communications Plan (ICS 205) is prepared and updated
- o Ensure Medical Plan (ICS 206) is prepared and updated
- o 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

☐ Request and/or implement expanded ordering processes as appropriate to support the incident

☐ Review Operational Planning Worksheet (ICS 215) and estimate Section needs for upcoming operational period

☐ Prepare service and support elements of the ECC IAP

☐ Track resource effectiveness and make necessary adjustments

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

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

☐ Recommend the release of Unit resources in line with the Demobilization Plan (ICS 221)

5.7.2 Service Branch Director

☐ Obtain a briefing from the Logistics Section Chief; determine, confirm and/or request

- o Potential duration of incident]
- o Number and location of personnel to be fed
- o Communication systems in use
- o Medical support needs of the incident
- o Personnel already requested for the Branch
- o Additional resources through the 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

- o Provide summary of the communications, food and medical needs of the incident responders

☐ Participate in the planning processes 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 immediately

5.7.3   Communications Unit Leader

- ☐ Organize and staff Communications Unit as appropriate. Ensure the Incident Communications Center and the Media center is established
  - o Assign Call Center Manager and ensure adequate staff are assigned to answer phones
  - o Estimate unit needs for expected operations and request additional resources through the Chain of Command
- ☐ Assess communications systems and frequencies in use; advise on communications capabilities and limitations
- ☐ Prepare and implement Incident Communications Plan (ICS 205)
  - o Obtain current organizational chart
  - o Make communications assignments to all other Operations elements including volunteer, contract or mutual aid
  - o Determine Command communications needs
  - o Determine support communications needs
- ☐ Include satellite and cellular telephones and pagers in the Incident Communications Plan (ICS 205) if appropriate
  - o Determine specific organizational elements to be assigned telephones
  - o Identify all facilities/locations with which communications must be established (i.e. reception centers, staging areas, press area, liaison area, agency facilities, other governmental entities, ECC(s), etc.
  - o Identify and document all telephone numbers
  - o 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)
  - o ***DO NOT PUBLICIZE OUTGOING CALL LINES***
- ☐ Establish appropriate communications distribution/maintenance locations
- ☐ Ensure communications systems are installed and tested
- ☐ Ensure an equipment radio protocol (functional rules) is established
- ☐ Ensure portable radio communication equipment is distributed as per the Communication Plan

☐ 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

- o Ensure radio equipment is tested
- o Facilitate repair, including programming of service provider's radios

☐ 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. amateur radio) into the communications system

☐ Determine the need and research the availability of additional networks and systems

- o Order through the Supply Unit on approval of the Logistics Section Chief
- o Contact both provincial governments for access to other provincial or federally available networks and radio systems

☐ Provide technical information as required on

- o Adequacy of communications systems currently in operation
- o Geographic limitations on communications systems
- o Equipment capabilities and limitations
- o Amount and type of equipment available
- o Anticipated problems in the use of communications equipment

☐ Maintain records on all communications equipment as appropriate

☐ Recover all equipment from Units being demobilized

5 ROLES AND RESPONSIBILITIES

5.7.4 Medical Unit Leader

☐ Obtain a briefing from the service Branch Director or Logistics Section Chief

  o Obtain information on any injuries that occurred during initial response operations

  o 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:

  o Number and location of aid stations

  o Number and location of standby ambulance, other resources and medical personnel to assign to the incident

  o Potential for special medical problems, i.e. hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.

  o Responder rehabilitation requirements,

  o 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 Medical Plan (ICS 206). This plan should be coordinated with the medical organization with the Operations Section, approval from the Safety Officer and activated. The plan should include:

  o Medical assembly area,

  o Triage area

  o Ambulance Traffic Route

  o Landing Zone for air ambulance

  o Aid Station Locations

  o Rehabilitation facilities for responders

  o Hazard specific information

  o Closest hospital

  o Consideration should be given to separate treatment areas for responders and victims

- ☐ Notify Safety Officer and formal chain of command for major medical emergencies
- ☐ Prepare procedures for major medical emergencies
- ☐ Communicate major medical and public health emergencies as possible
- ☐ 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
  - o Provide continuity of medical care for incident personnel
  - o Provide or oversee medical and rehabilitation care delivered to incident personnel
- ☐ Monitor health aspects and trends of incident personnel including occupational stress
- ☐ Prepare medical reports and submit as directed
  - o 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
- ☐ Coordinate facilities for mortuary affairs
- ☐ Provide oversight and liaison as necessary for incident victims among emergency medical care, medical examiner and hospital care.

5.7.5 Food Unit Leader

- ☐ Obtain a briefing from the Logistics Section Chief or Service Branch Director; determine:
  - o Potential duration of incident
  - o Number and location of personnel to be fed
  - o 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)
  - o Determine and implement a process to ensure only authorized incident personnel are being fed
  - o Coordinate with Procurement Unit
- ☐ Determine food service requirements for planned and expected operations
- ☐ Ensure sufficient potable water and beverages are available for all incident personnel
- ☐ Ensure that appropriate health and safety measures are taken; coordinate with Safety Officer
- ☐ Ensure food quality assurance
- ☐ Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief
- ☐ Advise Supply Unit when food orders are complete
- ☐ 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

5.7.6 Support Branch Director

- ☐ Obtain a briefing from the Logistics Section Chief

    - o Determine the facilities activated in support of the incident

    - o Identify potential for additional facilities

    - o Determine ground support and transportation needs

    - o Determine resource ordering process

    - o Confirm and identify personnel already requested and/or dispatched for Branch

- ☐ Determine initial support operations are in coordination with the Logistics Section Chief and Service Branch Director

- ☐ Prepare initial organization and assignments for support operations

- ☐ Assemble, brief and assign work locations and preliminary work tasks to Branch personnel

    - o Provide summary of emergency situation

    - o Provide summary of facility, supply and ground support needs of the incident

- ☐ Determine need for fuel delivery and vehicle support

- ☐ Determine whether mutual aid and contract equipment are in use; confirmation method should be an inspection

- ☐ 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

- ☐ Participate in organizational meetings of Logistics Section personnel

- ☐ Resolve problems associated with requests from Operations Section Chief immediately

5.7.7 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
  - o Consider need for "lead agency" representation in ordering process
  - o 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
  - o Establish clearly defined time when the Supply Unit will assume responsibility for ordering. This will require close coordination with Operations and Planning staff
  - o Confirm process for coordinating contract related activities with the Procurement Unit
  - o Confirm process for emergency purchase orders with Finance/Administration Section
- ☐ Confirm the type, kind and quantity of supplies enroute from Resources Unit
- ☐ Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS308)
  - o Determine specifications (size, extra equipment, personal protective equipment, qualifications, etc.)
  - o Determine desired delivery time and location, person ordering and person to whom the resource should report or be delivered
  - o Obtain estimated price for resources which expect reimbursement
  - o 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
    - o 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
    - o Coordinate with Facilities Unit on storage
    - o Coordinate contracts and resource orders with the Finance/Administration Section
    - o Obtain resource name, number, identifiers, etc., along with estimated time of arrival (ETA)
    - o Relay information to appropriate staff
- ☐ Maintain inventory of supplies and equipment
- ☐ Coordinate re-servicing of re-usable equipment
- ☐ Submit reports to the Support Branch Director

5 ROLES AND RESPONSIBILITIES

5.7.8 Facilities Unit Leader

- ☐ Obtain briefing from Logistics Section Chief of Support Branch Director
    - o Expected duration of incident
    - o Facilities already activated
    - o Anticipated facility needs
- ☐ Obtain a copy of the Incident Action Plan (IAP) and determine:
    - o Incident Command Post (ICP) location
    - o Incident base(s)
    - o Supply, receiving, distribution centers
    - o Staging areas
    - o Information/Media Briefing Centers
    - o Other incident facilities
- ☐ Determine requirements for each facility to be establishes:
    - o Sanitation
    - o Sleeping
    - o Feeding
    - o Supply area
    - o Medical support
    - o Communications needs
    - o Security needs
    - o Lighting
- ☐ In cooperation with other staff, determine the following requirements for each facility:
    - o Needed space
    - o Specific location
    - o Access
    - o Parking
    - o Security
    - o Safety
- ☐ Plan, prepare and activate facility layouts in accordance with the above requirements
- ☐ Coordinate negotiations for rental office or storage space with Procurement Unit and specific facility manager

- ☐ Video or photograph rental office or storage space prior to taking occupancy
- ☐ Provide Base and Camp Managers and obtain personnel to operate facilities
- ☐ Provide sleeping facilities
- ☐ Provide sanitation and shower services as needed
- ☐ Provide facility maintenance services- sanitation, lighting and cleanup
- ☐ Demobilize base and camp facilities
- ☐ Restore area to pre-incident conditions- take photograph or video
- ☐ Maintain Facilities Unit records

5 ROLES AND RESPONSIBILITIES

5.7.9 Ground Support Unit Leader

- ☐ Obtain briefing from Logistics Section Chief of Support Branch Director and determine
  - o Fuelling needs of apparatus on incident
  - o Transportation needs for responders
  - o Location of Supply Unit receiving and distribution point(s)
  - o Incident transportation maps and restrictions on transportation routes
  - o Need for vehicle repair services and policy toward repair and fuelling of mutual aid and rental equipment
- ☐ Staff Unit in relation to above considerations
  - o 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
  - o Determine timelines
  - o Identify types and kinds of services required
  - o Assign resources to implement Transportation Plan
- ☐ Consider the need to use agency pooled vehicles or rental vehicles to augment transportation resources
- ☐ Ensure the condition of rental and mutual aid equipment is documented prior to use; coordinate with Procurement Unit
- ☐ Support out of service resources according to agreement for mutual aid and rental equipment
- ☐ Notify Resources Unit of all status changes on support and transportation vehicles
- ☐ Maintain inventory of support and transportation vehicles (ICS 215)
- ☐ Coordinate transportation services
- ☐ Maintain time usage information for rented and mutual aid equipment
- ☐ Requisition maintenance and repair services (e.g. fuel, spare parts) and service use records and cost summaries. Forward to Finance/Administration Section
- ☐ Coordinate support for incident transportation needs:
  - o Arrange for and activate towing, fuelling, maintenance and repair services
 - o Review the Incident Action Plan (IAP) for transportation requirements

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

5.8 Finance Section

5.8.1 Finance Section Chief

☐ Obtain briefing from ECC Director to determine

o Incident objectives

o Participating/coordinating agencies

o Anticipated duration/complexity of incident

o Names of agency contacts the Incident Commander is aware of

o Possibility of cost sharing

o Work/rest guidelines (in consultation with the operations Section Chief); ensure these are being met, as applicable

o Identify financial requirements for planned and expected operations

o Determine agreements in place for land use, facilities, equipment and utilities

o Confirm/establish procurement guidelines

o Determine procedure for establishing charge codes

o Identify important local contacts

o Confirm agency/local guidelines and processes

o Obtain copies of all incident related agreements, activated or not

o Determine potential for rental or contract services

o Coordinate with Command and General Staff and Human Resource Staff to determine the need for temporary employees

o Ensure proper tax documentation is completed

o Determine the best methodology to develop, staff and maintain time records

☐ Determine resource needs for the Finance/Administration Section including support to all Emergency Social Service (ESS) Functions.

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

☐ Attend briefing with responsible Assisting/Cooperating Agency(s) to gather information

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

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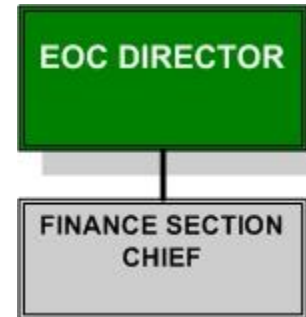
- o Provide financial summary on labour, materials and services
- o Prepare forecasts on costs to complete operations
- o Provide cost benefit analysis as required
- o Obtain information on incident status, planned operations, change in objectives, use of personnel/equipment/vehicles and local agency/political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

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

☐ 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

☐ Monitor and track:

- o Labour- with breakdown of work locations, hours, rates for response personnel, contract personnel, volunteers and consultants
- o Equipment- with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles and other
- o Materials and supplied 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 as required to determine any cost share agreements or financial obligations

☐ Assist Logistics Section in resource development

- o Identify vendors for who open purchase orders or contracts must be established
- o Negotiate as hoc contracts
- o Prepare work objectives for subordinates, brief staff, make assignments and evaluate performance

☐ Provide input in all planning sessions on financial and cost analysis matters

☐ Ensure that all personnel time records are transmitted to the appropriate representative

- o Notify Time Unit when emergency timekeeping process is in effect and where timekeeping is taking place
- o Distribute timekeeping forms to all Sections- ensure forms are being completed and submitted correctly
☐ Participate in all demobilization planning. Coordinate Finance/Administration Section demobilization
- o Develop recommended list of section resources to be demobilized and initial recommendations for release when appropriate
- o Release resources in conformance with the Demobilization Plan (ICS 221)
☐ Ensure all obligation documents initiated at the incident are properly prepared and completed
☐ Brief administrative personnel on all incident related financial issues needing attention of follow-up prior to leaving the incident
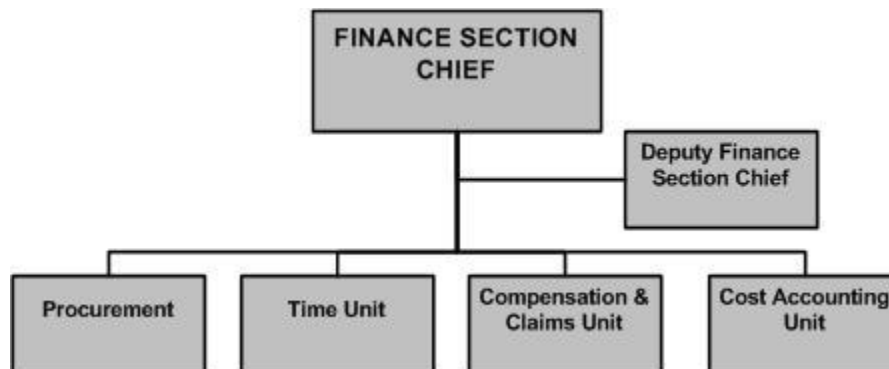
5.8.2 Time Unit Leader

- ☐ Obtain briefing from Finance/Administration Section Chief; determine
    - o Incident requirements for time recording
    - o Required timelines for reports
    - o Location of timekeeping activity
    - o Number of personnel and rental or mutual aid 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
    - o Request additional resources through Chain of Command
- ☐ Advise Ground Support Unit, Facilities Unit and other uses of equipment of the requirement for daily records of equipment time
- ☐ Contact appropriate Agency representative9s) to determine agency specific timekeeping constraints
    - o Time records should be maintained for all volunteer and mutual aid resources regardless of whether or not time will be reimbursed
- ☐ For each Operational Period, initiate, gather or update a time report from all applicable personnel assigned to the incident
- ☐ Verify that all personnel identification information is correct on the time report
- ☐ Post personnel travel and work hours, transfers, promotions, specific pay considerations 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
- ☐ Ensure all records are current and complete prior to demobilization
- ☐ Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues and follow-up

5.8.3 Procurement Unit Leader

- ☐ Obtain briefing from Finance/Administration Section Chief; determine
    - ○ Charge code and delegation of authority to commit agency funds or assign a qualified procurement officer to the Unit with authority to expend funds on behalf of the City
    - ○ 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 assign one or more persons to simply travel the incident and document everything they see being used. Coordinated closely with Safety and Operations
    - ○ 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 (MOU's) 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 City property management requirements
- ☐ Ensure proper accounting for all new property
  - o Obtain copies of all vendor invoices
  - o Verify that all equipment time records are complete
  - o Maintain comprehensive audit trail for all procurement documents
  - o Check completeness of all data entries on vendor invoices
  - o Compare invoices against procurement documents
  - o Assure that only authorised personnel initiate orders
- ☐ Determine whether additional vendor service agreements will be necessary
- ☐ 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

5.8.4 Compensation Claims Unit Leader

- ☐ Obtain briefing from Finance/Administration Section Chief; determine
  - o Accidents or injuries to date
  - o Determine status of investigations
- ☐ Establish contact with Medical Unit Leader, Safety and Liaison Officers and Agency representatives
- ☐ Determine the need for Compensation for injury and Claims Specialists, and staff unit as required
- ☐ Ensure written authority is obtained for persons requiring medical treatment
- ☐ Ensure correct billing forms are prepared for transmittal to doctor and/or hospital
- ☐ Ensure all witness statements and statements from the Safety Officer and Medical Unit are reviewed for completeness
- ☐ Coordinate with Safety Officer (Command) to
  - o Provide liaison with provincial Occupational Health and Safety agencies
  - o Provide analysis of injuries
  - o 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 on prompt notification of injuries or death
- ☐ Obtain a copy of the Incident Medical Plan (ICS 206)
- ☐ Coordinate with the 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
- ☐ Keep Finance /Administration Section Chief briefed on Unit status and activities
- ☐ Demobilize Unit in accordance with the Demobilization Plan (ICS 221)

5.8.4. (a) Compensation for Injury Assistant- Specific Responsibilities

☐ Determine accidents/injuries to date (if any)

- o 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

- o Ensure all witness statements are reviewed for completeness

☐ Keep informed and report on status of hospitalized personnel

☐ Establish procedures with Medical Unit for prompt notification of injuries or fatalities

- o Arrange for notification of next of kin for serious injuries and fatalities. This will be done through Command.

5.8.4. (b) Claims Assistant- Specific Responsibilities

☐ Work closely with Operations and Planning Sections to ensure timely receipt of information from the field

☐ Determine whether or not Agencies/Units have 'claims teams" who are trained to do claims investigations and documentation for large incidents

☐ Coordinate with Alberta Emergency Management Agency/Saskatchewan Emergency Management and Fire Safety, 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 Claims Unit. However, information gathered by the Unit may be forwarded to the Agency as part of its recovery effort.

5.8.5 Cost Claims Unit Lead

- ☐ Obtain briefing from Finance/Administration Section chief; determine
  - o Reporting timelines
  - o Standard and special reports required
  - o Desired report format
- ☐ Obtain and record all cost data
  - o City equipment costs
  - o Contract or mutual aid equipment costs
  - o Contract or mutual aid personnel costs
  - o Damage to facilities, infrastructure. Equipment or vehicles
  - o Supplied and food
  - o 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 resource use cost estimates for Planning Section
  - o Ensure estimates are updated with actual costs as they become available
  - o Ensure information is provided to Planning according to Planning's schedule
- ☐ Make recommendations for costs savings to Finance/Admin Section Chief
- ☐ Maintain cumulative incident cost records. Cost should reflect each individual agency
  - o Agency, contract or mutual aid equipment and personnel costs and pay premiums (i.e. straight time, hazard, overtime, etc.) facility damage, supplies, etc.
- ☐ Ensure all cost documents are accurately prepared and documented appropriately
- ☐ Complete all records prior to demobilization

Part 6: Hazard Specific Plans

Part 6 outlines ECC Considerations for common scenarios based on the Hazard, Risk, and Vulnerability Assessment (HRVA).

The guidelines in this section are a supplement to the response procedures outlined in Part 2-Response and existing Departmental or Agency Emergency Response Plans (ERP's). Multiple guidelines may be used to guide planning considerations in complex emergency events.

The guidelines in this section are not intended to be 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.

6.1   Dangerous Goods Incident Response

Overview:

Dangerous goods incidents are a significant threat to the City and have been identified by the City of Lloydminster's HRVA as a priority for planning, preparedness, mitigation and response. A wide variety of hazardous materials are transported through the City by pipeline, rail and road. The larger industries inside the City use and produce these products and transport them routinely. 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 effects and conduct cleanup and disposal. Frequently hazardous materials incidents can be by-products of other emergency events such as severe weather or industrial fires.

ECC Considerations:

The ECC should consider the following when supporting a hazardous materials response:

- ☐ Confirm the product and quantities- when determining the quantity ensure that a common measure for volume is adopted across the response
- ☐ Confirm early notification of AEMA/EMFS and specialist mutual aid partners
- ☐ 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 the Alberta Emergency Alert, SaskAlert and Everbridge mass notification systems as required
- ☐ Gather additional product information (health effects, MSDS, CANUTEC, etc.)
- ☐ Confirm the cause of the spill
- ☐ Gauge the length of time people will have to be evacuated
- ☐ Ensure that an impact assessment is being completed (considering people, property, environment, City operations, etc.)
- ☐ Coordinate the follow-up investigation with Operations, Industry and responsible agencies
- ☐ Assist in coordinating the cleanup
- ☐ Determine the length of time the cleanup will take

□ Ensure an approach is identified for communicating and explaining to residents what occurred

□ Ensure liaison with City legal services and insurers as necessary

□ Report dangerous goods incidents in accordance with Provincial and National requirements

Incident Commander (Site):

The Incident Commander 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 environmental 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 City Administration and/or ECC

□ Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for all other messages)

Industry:

Industry should consider the following when supporting a response:

□ Implement the company Emergency Response Plan where applicable

□ Notify City of Lloydminster emergency services of actions being taken in response to the incident

□ Provide chemical identity, MSDS and emergency response documentation, properties and emergency medical information to City emergency services

□ Provide subject matter expertise to the IC and ECC if required to assist with the emergency response and incident planning

□ When appropriate, participate in Unified Command

□ Design and implement a strategy for controlling the release after review with Incident Command

□ Provide monitoring personnel and equipment

□ Clean up and remediate the site including disposal of contaminants

☐ Coordinate media releases with City Communications

Government of Alberta/Saskatchewan:

The GoA/GoS should consider the following when supporting a response:

☐ Advise and assist the City in implementing its 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 City and other involved agencies

☐ Provide or arrange for on and off-site monitoring of the threat as required

☐ Ensure specialist advice, equipment, manpower and assistance with road closures are provided if requested

☐ Ensure the safe removal of dangerous goods and post event cleanup standards are met

☐ Facilitate the implementation of provincial response plans as required

☐ Monitor safety and health standards of workers and other outside agencies

☐ Liaise with federal and other outside agencies as required

Government of Canada:

Requests for assistance from the Federal Government are handled through the Alberta Emergency Management Agency and/or Saskatchewan Emergency Management and Fire Safety. They will coordinate requests for assistance from the Government of Canada through the Federal Regional Director, Emergency Preparedness Canada (EPC).

Canadian Transport Emergency Center (CANUTEC) provides additional technical information on dangerous goods and communication links to international agencies. CANUTEC may be contacted directly by municipalities by calling collect (613) 996-6666 (24 hours).

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

6.2   Overland Flood Response

<u>**Overview:**</u>

Overland flooding represents a common and recurring issue for the City of Lloydminster. While most events affect specific properties or isolated areas and will not require an initial emergency response, they can in fact be wide spread as a result of serious rain events and may affect industry, business and the public as well as having serious impacts on Municipal operations and infrastructure.

<u>**ECC Considerations**</u>:

The ECC should consider the following when supporting an overland flood response:

- ☐ Determine the impact on critical infrastructure, including sanitary and storm water systems
- ☐ Prepare flood safety information and distribute to media and social media
- ☐ Prepare and distribute flood recovery information to media, social media and reception centres
- ☐ Determine if evacuation or shelter in place is required
- ☐ Evaluate the requirements for pumps, sandbags, berms and other flood control measures
- ☐ Activate the Municipal Emergency Management Plan, including notification of the Director of Emergency management (DEM)
- ☐ Consider recommending a State of Local Emergency declaration
- ☐ Direct and control all flood control response operations in the City
- ☐ Determine the required emergency response equipment, personnel and other resources required at the incident site
- ☐ Provide assistance to residents displaced by flooding
- ☐ Address concerns related to homes in Lloydminster whose water services are compromised by flooding, including those serviced by wells
- ☐ Disseminate vital emergency information to staff, the media and citizens utilizing appropriate channels
- ☐ Provide information to the public concerning water supply safety, alternative sources of water and protective actions to be taken

□ Request assistance from agencies not under Municipal control as required (NGO's, industry, Mutual Aid, etc.)

□ Coordinate community disaster financial assistance (PDAP-SK or DRP-AB) as deemed necessary

□ Assist with damage estimation and assessment post flooding

□ Provide residents and businesses with information on safe handling of items damaged by water and/or sewage

□ Lead mitigation and prevention strategies to reduce the impact of future flood events

Incident Commander (Site):

The Incident Commander should consider the following when managing an overland flood response:

□ Make the decision to activate the City of Lloydminster Emergency Management Plan

□ Identify flood risk areas

□ Prioritize response activities

□ Evaluate and identify equipment and resources required

□ Communicate with the ECC on Conditions, Actions and Needs

Lloydminster Fire Services:

□ Conduct floodwater rescue as required

□ Rescue and/or evacuate any persons in danger

□ Assist RCMP with evacuations in affected areas as required

Lloydminster RCMP:

□ Evacuate affected areas as required

□ Perform traffic and crowd control operations

□ Restrict vehicular access to flooded streets, where appropriate

□ Disperse people not directly connected with the operations who, by their presence are considered to be in danger or whose presence hinders in any way the efficient functioning of flood control operations

☐ Secure the affected areas, based on need and availability of staff

<u>Lloydminster Water and Wastewater Services</u>:

☐ Implement actions to protect water and sewer systems and identify threats to drinking water

☐ Work with Lloydminster Communications to advise the public of protective actions that may be required in the event of damage or concerns related to the sewer systems and/or drinking water sources

☐ Request the disconnection or discontinuance of any service that may constitute a public hazard

☐ In the event a flood emergency results in the release of untreated or partially treated sewage into the environment, implement internal procedures and notify applicable provincial Ministries in both Alberta and Saskatchewan

<u>Industry:</u>

Industry should consider the following when supporting an overland flood response:

☐ Implement the company Emergency Response Plan where applicable
☐ Coordinate media releases with City Communications
☐ Utility operators:
  o Perform disconnect operations where this is considered necessary and in the interest of public safety
  o Secure services and equipment to ensure continuity of supply
  o Coordinate the priority restoration of affected services as dictated by emergency needs of city services and other essential users
  o Assist with cleanup and restoration of services
  o Assess ability to resume normal operations

<u>Government of Alberta/Saskatchewan</u>:

The GoA/GoS should consider the following when supporting an overland flood response:

☐ Advise and assist the City in implementing its emergency management plan

6 HAZARD SPECIFIC PLANS

□ Advise and assist the City with Disaster Recovery Program (DRP)/Provincial Disaster Recovery Program (PDAP) assessments and information

□ Assist with the identification of potential liability issues and possible solutions

□ Assist with emergency information communications

□ Assist with the identification and implementation of short and long term recovery strategies

Government of Canada:

No direct assistance is likely required from an overland flooding event.

Environment Canada will provide specialized weather reports/forecasts as requested by the ECC. This may be critical particularly where flooding is occurring, and further rain events may impact the area.

6.3 Utility Failure (Gas, Electricity, Water, Information Technology (IT), Telephone)

<u>**Overview:**</u>

Utilities and telecommunications failures occur regularly, and in many cases, unexpectedly. Failures are mostly short-term interruptions that are easily managed. However, failures can be prolonged and lead to major impacts on the public, industry and the City.

6.3.1 <u>ECC Considerations</u>:

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

- ☐ Health and safety implications of the situation
    - o General population
    - o 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 City to rectify the problem
- ☐ Initial and ongoing public notification regarding timeframe for resumption of services
- ☐ Assess the immediate impact on City operations
- ☐ Assess the short and long-term impact on City operations
- ☐ Sheltering for residences affected for a prolonged period
- ☐ Immediate needs of people (i.e. food, lodging, clothes, medical support, etc.)
- ☐ Business continuity plans activated for IT and telephone impact
- ☐ In a telecommunications failure, confirm communications protocol, to include policy on personal cell phone usage and payment
- ☐ Means of regular communications if IT issue persists
- ☐ Cleanup activity coordination as required
- ☐ Confirm the cause, if applicable, to prevent recurrence

6.3.2 Loss of Gas Supply:

The ECC should consider the following when supporting a loss of gas response:

- ☐ Impacts on gas consumer:
  - o Residential,
  - o Commercial
  - o Industrial plant users,
  - o Critical infrastructure including municipal operations
- ☐ Special messaging regarding safety of auxiliary heating sources:
  - o Carbon monoxide warnings,
  - o Safe options
- ☐ Special messaging on cold weather instructions

The Gas Utility (ATCO or SaskEnergy) are to control all gas facilities, plant and services in accordance with their ERP's to ensure the safety of the public and emergency response personnel, which includes the following:

- ☐ Continuing or discontinuing gas supply to mains and services
- ☐ Advising customers on service interruptions and restoration plans
- ☐ Repairing facilities and gas infrastructure
- ☐ Providing technical expertise on gas related matters

Gas Agency Representative in Municipal ECC (ECC):

- ☐ When notified that the Municipal Emergency Response Plan has been activated, a gas agency representative reports as requested by the Director of Emergency Management (DEM) to the ECC and assumes the Gas Utilities Lead position.
- ☐ Notifies respective gas utility to activate their ERP
- ☐ Provide progress reports to the Operations Section Chief or Incident Command from the gas agency
- ☐ Receives media/public inquiries and periodic bulletins and announcements from the gas utility and works with the Municipal Information Officer for release of information to the media and public

Incident Commander (Gas Utility):

The Incident Commander should consider the following when managing a loss of gas supply response:

- ☐ Ensure agency ERP has been activated
- ☐ Report as per ERP to a safe location close to the incident site where appropriate, ad establish Command, assess the situation, relieve the initial responding personnel and organize and supervise the efforts of responding field staff
- ☐ Manages gas supply, repair functions and gas related matters
- ☐ Reports regularly in accordance with Gas Agency Representative in the ECC advising on the status of the situation, additional needs or problems and significant risks
- ☐ As personnel arrive at sire, the IC briefs staff, assigns duties, and reminds staff not to respond to media/public inquiries, but to direct them to the IC who will forward inquiries to the Gas Agency Representative in the ECC for handling in collaboration with the Municipal Information Officer

6
H
A
Z
A
R
D
S
P
E
C
I
F
I
C
P
L
A
N
S

6.3.3 Loss of Electrical Supply specific considerations:

The ECC should refer to the specific emergency response and business resumption plans of the electrical utilities serving the City of Lloydminster and those of affected municipal departments and consider the following when supporting a loss of electrical supply response:

- ☐ Disruption of traffic, aviation and rail signals
- ☐ Disruption of other utilities and communications
- ☐ Trapped persons in electrically operated devices (i.e. elevators, electrically operated lifts)
- ☐ Establishing an ICP for restoration of power at site of incident
- ☐ Establishing the ECC to ensure emergency services are available to the City/Region and to provide coordination of response activities
- ☐ Assessing Critical Infrastructure for impacts (hospitals, care homes, schools, other utilities, government and public buildings)
- ☐ Establishing a priority list for essential services (i.e. hospital, water treatment, etc.)
- ☐ Managing the allocation of emergency power if widespread outage
- ☐ Protection of property (loss of electrically operated security mechanisms)
- ☐ Assessing the need for auxiliary lighting

Electric Utility:

The Electric Utility(ies) will utilize their Emergency Response Plan to effectively respond to the incident:

- ☐ Electrical resumption operations will remain the sole jurisdiction of the Utility
- ☐ The Electrical Utility will endeavour to provide a senior Agency Representative to work out of the Municipal ECC (ECC) to ensure collaboration and communications are effectively supported

<u>Incident Commander (City)</u>:

The Incident Commander will communicate regularly with the Electric Utility Agency Representative in the ECC and coordinate plans, public messaging and response activities with the ECC.

ECC efforts will focus on:

- Impacts of the power outage on residents, industry and municipal/critical infrastructure impacts
- Delivery of essential services including fire, police, ambulance and emergency communications services
- Collaboration with affected electrical utility agencies to ensure effective support is provided to the Agency's as required and that accurate information is communicated to affected persons

6 HAZARD SPECIFIC PLANS

6.3.4 Loss of Water or Sewer specific considerations:

The ECC should consider the following when supporting a loss of water or sewer services:

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

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

Incident Commander (Water or Sewer):

Water or Sewer Incident Command Post and Incident Commander will communicate regularly with their Agency Representative in the ECC and coordinate plans, public messaging and response activities with the ECC.

6.3.5 Loss of Telephone or IT Services specific considerations:

The ECC should consider the following when supporting a loss of water or sewer services:

- o Critical infrastructure and systems (utilities, etc.)
- o Emergency communications systems

In the event of an external interruption of telephone or internet services the service provider will endeavour to provide an Agency Representative to liaise with the ECC

The City's ITS department will provide a senior member to the ECC to support planning and operations.

Incident Commander:

IT/Phones Incident Commander will communicate regularly with the Agency Representative and/or ITS Lead in the ECC and coordinate plans, public messaging, and response activities with the ECC.

6 HAZARD SPECIFIC PLANS

6.4 Health Care/Hospital/Mass Casualty Support:

Overview:

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

ECC Considerations:

The ECC should refer to the City's Pandemic Plan or consider the following when supporting a response:

- ☐ Confirm the circumstances and the cause
- ☐ Verify that the information is correct
- ☐ Confirm the present location of the injured parties and/or fatalities
- ☐ Assess whether there is a continuing threat present that may further harm individuals
- ☐ Determine if Alberta Emergency Management Agency or Saskatchewan Emergency Management and Fire Safety should be notified
- ☐ Ensure that appropriate Saskatchewan and Alberta Government Agencies are notified
- ☐ ***Ensure that process of victim identification and notification is being led by the RCMP only***
- ☐ Assess the need for a possible communications strategy for the public and liaise with lead agencies/Ministries, etc.
- ☐ Ensure that any psycho-social supports are arranged for impacted personnel and residents as required

ECC support for a Hospital Incident of Mass Casualty Incident

In the event it becomes necessary to implement the Saskatchewan Health Authority Emergency Plan, the Municipal ECC (ECC) will liaise with both Alberta and Saskatchewan Health Agencies.

<div style="text-align: right">6
H A Z A R D
S P E C I F I C
P L A N S</div>

Transport Assistance- Casualties/Hospital Patients

The ECC Transportation Lead in Logistics may coordinate arrangements for casualty transport vehicles with emergency medical services, local passenger transport agencies and other providers as required. Additionally:

☐ Coordination of casualty movement from the site will be under the direction of the on-site EMS lead

☐ The EMS Lead will need to communicate with the Staging Manager on the movement of units in and out of the scene

☐ Transportation units, when deployed, must report to the staging area for further direction

☐ The transportation plan needs to consider access and egress of EMS to and from the casualty collection point

☐ The City will manage Volunteers and ensure they are registered and provided with full instructions before they proceed with their task

Casualty Assistance at the Hospital:

Volunteer stretcher bearers may be required by Unified Command to meet the ambulances and casualty transport vehicles as they arrive at the hospital, remove casualties and take them to the designated triage areas. They should remain with the casualties until assigned to the treatment area, accompany casualties to the treatment area and then return to the Casualty Reception Area with the equipment.

Security at the Hospital and Casualty Information Center:

☐ Volunteers may be requested to provide access/egress control at:
  o Main entrance doors
  o Emergency door
  o Other entrance doors
  o Casualty Information Center

☐ Duties and instructions for volunteer access/egress will include training as provided by Hospital Administration

Traffic Control at the Hospital:

Volunteers may also be required to control traffic to ensure emergency vehicles are unrestricted in terms of access and egress. High visibility vests and appropriate personal protective equipment (PPE) and communications equipment must be provided. Volunteers will work with RCMP and community Peace Officers as available.

First Aid Volunteers at the Incident Scene:

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

Information Center

The Emergency Social Services Director will coordinate the Information Center for relatives and friends of the casualties. Volunteers may be required to manage the center along with clergy and community health personnel

NOTE: Communications between the Health Region and the Casualty Information Center needs to be structured and contain on information that is factual and cleared for release. Next of Kin Notifications will be done by the RCMP.

Public Information:

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

- ☐ A Casualty Information Center will be established for public information inquiries only.
- ☐ Media should be directed to the Municipal ECC Information Officer and/or the ECC Media Center, if established.

6.5   Environmental Public Health Support

Overview:

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

- ☐ Disease and injury control
- ☐ Safe drinking water
- ☐ Safe food
- ☐ Health environments including but not limited to indoor and ambient air quality, heat safety
- ☐ Waste water, solid waste and Vector control
- ☐ Safe built environment
- ☐ Safe recreational water
- ☐ Hygiene and Infection Control
- ☐ Safe, hygienic handling and storage of dead bodies

> **ALERT/WARNING**
>
> The ECC Director will alert the Medical Officer of Health (MOH) for both SHA and AHS if an emergency requires public health assistance

ECC Considerations:

The ECC should consider the following when supporting a response to any or all of the above situations. Note that any reference to notification of the MOH or Environmental Public Health is to be interpreted as both the MOH for PNRHA and AHS unless otherwise specified:

- ☐ Notify the MOH with incidents that may affect the source, treatment or distribution of potable water to the public
- ☐ Communication by the MOH to the public on boil water advisories
- ☐ Environmental Public Health (EPH) should be consulted when reception centers are utilized for feeding or sheltering evacuees
- ☐ Environmental Public health should be consulted regarding the assessment of flood affected housing

☐ Consider adding instructions to contact MOH/EPH when any community event 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 City of Lloydminster has the potential to impact the health of the public.

6

H
A
Z
A
R
D

S
P
E
C
I
F
I
C
P
L
A
N
S

6.6   Interface Fire Response

Overview:

Interface fires have the potential to impact city properties and residents. These events, however, represent a regional emergency likely originating in neighboring jurisdictions. Ideally, a regional response plan will be implemented to deal with this type of event. In the event that 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:

☐ Where there is a threat to public safety, use of the public notification systems available to the City including the Alberta Alerts, SaskAlerts and the City's Everbridge system should be considered.

Evacuation:

☐ Procedures for evacuation are included in the City of Lloydminster Evacuation and Shelter in Place Plan

External Notification and Requests for Assistance:

☐ Where external resources are required to fight the fire, consideration should be given to providing notifications to both EMFS and AEMA.

☐ If provincial support is required, the following information will be required:
- o Location of fire
- o Size of fire
- o Type of fuel
- o Fire behaviour (surface or ground fire, rate of advance, etc.)
- o What is at risk (life threatening, property exposures, industry, etc.)?
- o Manpower and equipment at the fire
- o Radio frequency being used by Command
- o Verbal and written request for support (approvals may be made with an initial verbal approval followed by a written confirmation)

ECC Considerations:

The ECC should consider the following when supporting a response:

- ☐ Impact related to:
    - o Casualties or fatalities from fire or smoke
    - o Property damage
    - o Traffic and communications disruptions
    - o Potential loss of utilities (power lines, etc.)
- ☐ Accurate and timely weather and wind forecasts
- ☐ Traffic control and access routes
- ☐ Mutual aid and other sources for additional firefighters
- ☐ Water distribution points
- ☐ Transportation requirements and obtain vehicles
- ☐ Alert and warning the public of the fire, to include instructions on what they need to do
- ☐ Medical aid posts
- ☐ Firefighting equipment suitable for interface firefighting
- ☐ Water bombers
- ☐ Bulldozers
- ☐ Tenders (water haulers, farm tanks, etc.)
- ☐ Power saws, shovels, axes, portable tanks, and other hand tools for fire suppression
- ☐ Emergency feeding services
- ☐ Communications equipment

6.7   Violent Threat Response

Overview:

Extreme events such as active shooters and hostage takings have occurred at facilities throughout Canada, including in Saskatchewan and Alberta. Examples include a stabbing rampage in Cornwall Mall in Regina, shooting in a high school in Taber, Alberta and the 2017 rampage by a lone person running over a police officer and pedestrians in Edmonton. These incidents are generally very short, but critically acute in nature and result in long lasting impacts on those involved and the wider community.

This Plan does not contemplate any aspect of the police response to the event. The police will, however, be encouraged to use the ECC as a resource to support their tactical and operational plans.

All communications related to this type of event will be carefully coordinated with law enforcement to ensure operational security is maintained at all times

ECC Considerations:

The ECC should consider the following when supporting a response:

- ☐ Confirm the building, section and area affected by the incident
- ☐ Confirm the boundaries of the exclusion zone around incident with RCMP
- ☐ Will the exclusion zone be expanded?
- ☐ Evacuation instructions- shelter in place, evacuation, lock down
- ☐ Is there a threat to other people, infrastructure/equipment and operations?
- ☐ Confirm when the situation is controlled
- ☐ Confirm the length of time people will need to be evacuated, sheltered in place or locked down
- ☐ Is there potential for a second, similar event?
- ☐ Complete an operational impact analysis
- ☐ Short, medium and long-term impact on community
- ☐ Confirm the motive for the incident
- ☐ Coordinate psycho social supports for responders and community
- ☐ Work closely with police on communications strategies with the community

6.8   Civil Disorder

Overview:

Events such as protests, or work stoppages have the potential to disrupt Municipal operations of damage its reputation. While civil disorder is uncommon, there have been recent Canadian examples including Idle No More protests, riots following sporting championships and work stoppages that have or could have resulted in significant negative impacts for the municipality in which they occurred. Safety of persons also includes those participating in protests or other forms of non-violent civil disobedience.

ECC Considerations:

The ECC should consider the following when supporting a response:

- ☐   If there is a threat to safety including to those participating, ensure that personnel are moved or remain in a safe location
- ☐   Confirm the cause of the situation
- ☐   Confirm if the situation is peaceful or hostile in nature
- ☐   Determine the potential for the situation to escalate
- ☐   Assess the potential duration of the situation
- ☐   Confirm who will be the spokesperson for the Municipality with the parties involved
- ☐   Seek approaches to accommodation or resolution of the situation, including a communications strategy
- ☐   Confirm if the area has been isolated
- ☐   Consider security of the area and if additional resources are required
- ☐   Confirm the need and optics of a police presence
- ☐   Ensure regular patrols of the area take place
- ☐   Attempt to identify the leaders and individuals causing the situation
- ☐   Complete an operational impact analysis on City operations and functions
- ☐   Consider the impact of the situation on residents, business, industry and other stakeholders
- ☐   Advise affected stakeholders of the situation
- ☐   Ensure a communications strategy with the public is established

☐ Confirm issues regarding access and determine alternate approaches if needed

☐ Consider legal implications of any interaction of discussion with the people involved.

6.9 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 contact 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 health authorities to develop corporate and regional pandemic emergency response plans (Annex 2: City of Lloydminster Pandemic Plan) which will provide support in managing the effects of a pandemic influenza outbreak.

Similar response actions are required for other types of infectious disease outbreaks. The Medical Officer(s) of Health will outline specific public protection measures.

Generally, infectious diseases are spread through three different mechanisms:

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

More information about infectious diseases and how the City and public can respond to them can be found at the following agency websites:

☐ The Public Health Agency of Canada (PHAC)
☐ US Center for Disease Control (CDC)
☐ World Health Organization (WHO)
☐ Alberta Health Services (AHS)
☐ Saskatchewan Health Authority (SHA)

ECC Considerations:

The ECC should consider the following when supporting a response:

☐ Consult with specialists: AHS Medical Officer of Health, SHA Medical Officer of Health

- ☐ Consult with City of Lloydminster Pandemic Plan as required
- ☐ Confirm the extent of the illness in the community and vulnerable populations
- ☐ Confirm the cause of the illness
- ☐ Assess if the situation may escalate
- ☐ Assess the potential duration of the situation
- ☐ Consider quarantining residences as an option (SHS/AHS direction)
- ☐ Consider lock down or shelter in place options
- ☐ Consider impacts of continuing Municipal Services that interface with the public
- ☐ Conduct an operational analysis of critical services
- ☐ Consider the impact of a prolonged situation
- ☐ Confirm if additional security is required
- ☐ Confirm that a patient tracking and surveillance plan has been established with the intent being to support those who require assistance
- ☐ Confirm the immunization/medical plan as required

6 HAZARD SPECIFIC PLANS

6.10 Severe Weather

Overview:

Severe weather events have been identified as the most likely serious emergency event to affect the City and area. Such events will likely impact multiple facilities and services and can do so for prolonged periods of time. Examples of events are tornadoes, snow storms, rain storms and prolonged extreme heat and cold. Climate change impacts are causing an increase in both the frequency and intensity of these events.

ECC Considerations:

The ECC should consider the following when supporting a response:

- ☐ Assess the potential duration of the event, including normalization period
- ☐ Coordinate a damage assessment of infrastructure, utilities and IT services
- ☐ Assess the impact on City operations
- ☐ Assess the short and long-term impacts 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 will be required
- ☐ Consider immediate needs of people/evacuees:
  - o Food
  - o Clothing
  - o Lodging
  - o Specialized medical support (prescriptions, equipment, care)
- ☐ Consider plans to manage service disruptions
- ☐ Coordinate cleanup operations and debris management
- ☐ Specialized roadway management equipment and materials
- ☐ Coordinate psychosocial supports for responders and residents as required

Severe Weather Advisory System- Environment Canada

Severe weather watches and warnings are issues by Environment Canada. Alberta Emergency Alerts and SaskAlerts also disseminate warnings and watches as requested by users.

Three levels of severe weather advisory messages are:

- ☐ **_Weather Watch_**- advisory only. Conditions are right for the potential development of severe weather
- ☐ **_Weather Warning_**- a severe weather event is imminent and may be occurring in some areas. Take precautions and listen to your radio/television/website, etc.
- ☐ **_Actual Event_**- Take all necessary precautions as the event is in progress

Information

If additional information is required on any watch or warning, Environment Canada operates an Inquiry Center that can be reached at 1-800-668-6767 or by email at enviroinfo@ec.gc.ca.

6 HAZARD SPECIFIC PLANS

6.11 Information Technology (IT) Cyber Attack

Overview:

It is likely that attempts will be made to hack into or disrupt City IT systems. If successful, major attacks can significantly impair Lloydminster's ability to function.

ECC Considerations:

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

- ☐ Confirm that the IT Business Continuity Plan has been activated
- ☐ Assess the potential for the situation to escalate or immediately recur
- ☐ Ensure initial and continued notification of impacted people
- ☐ Confirm with service providers the potential length of the interruption
- ☐ Assess the impact on City operations and services
- ☐ Consider the IT requirements for City Essential Services and critical infrastructure
- ☐ For disruption of City operations, assist in facilitating communications and coordination resources
- ☐ If an IT issue exists, confirm prioritized means of regular communications or an interim system to be used
- ☐ Confirm cause and motive for the attack, if possible, to prevent recurrence

6 HAZARD SPECIFIC PLANS

6.12 Aircraft Crash

Overview:

An aircraft crash can range from a relatively minor event to a major disaster depending upon the type of aircraft, number of passengers and crew, crash location and cargo. Aircraft crashes can occur on the airport property or along glide and flight paths leading into and out from the airport. Off-site crashes have the potential to involve people and structures.

It is critical that accurate information about the specifics of an aircraft incident be understood as soon as possible so that resources can be deployed quickly and effectively.

An aircraft crash of any type will involve a large number of organizations including the owner, local emergency response agencies, RCMP, provincial and federal agencies. The investigation period following an air crash can be a lengthy event requiring significant analysis of the site resulting in business disruptions, dislocation and ongoing operational cycles.

ECC Considerations:

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

- ☐ Casualties
- ☐ Fatalities
- ☐ Fires
- ☐ Explosions
- ☐ Hazardous materials and dangerous goods including structural materials of the aircraft
- ☐ Damage to property both on and off airport property
- ☐ Dangerous cargo (including ordinance if the aircraft is military)
- ☐ 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 Lloydminster Airport
- ☐ Determine the incident scene area and perimeter (debris field)

- ☐ Ensure scene is secured for subsequent investigation (Transportation Safety Board)
- ☐ Understand the requirements for firefighting and rescue operations
- ☐ Determine transportation plan for emergency vehicles and evacuees
- ☐ Notify hospital of casualties including type and number
- ☐ Establish temporary morgue
- ☐ Disposition of specialized cargoes
- ☐ Establish crowd control
- ☐ Eliminate hazards from damaged utilities (power lines, gas, etc.)
- ☐ Establish joint Public communications messages (Airline and ECC)
- ☐ Set up an inquiry service (ESS and Airline)

6

HAZARD SPECIFIC PLANS

6.13 Train Derailment

<u>**Overview**</u>:

A train derailment can occur anywhere along the rail tracks and when hazardous products are involved, an effective and immediate response is paramount. The situation in Lloydminster is complicated by the proximity of main line tracks to switch yards and trans-filling facilities all in close quarters to residential, commercial and industrial occupancies.

<u>**Incident Commander (Site)**</u>:

The Incident Commander should consider the following when managing a response:

- ☐ Determine if evacuation or shelter in place is required
- ☐ Define the incident scene and establish a control perimeter
- ☐ Secure the site and identify road closures- traffic management plan
- ☐ Establish traffic control;
- ☐ Establish crowd control
- ☐ Eliminate hazards from damaged utilities (power lines, gas, etc.)
- ☐ Consider the potential need for a relief train and/or off-loading trucks
- ☐ Determine if additional heavy equipment will be required
- ☐ Determine the need for air monitoring and environmental impact assessment
- ☐ Arrange for specialized equipment and response personnel if required
- ☐ Ensure the ongoing health and safety of workers at site
- ☐ Ensure the scene is secured for subsequent investigation
- ☐ Monitor site clean-up and restoration
- ☐ Provide situation reports to City Administration and/or ECC
- ☐ Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for all other messages)

<u>**Railway:**</u>

Industry should consider the following when supporting a response:

- ☐ Implement the company Emergency Response Plan where applicable
- ☐ Notify City of Lloydminster emergency services of actions being taken in response to the incident

- ☐ Provide product and chemical identity, MSDS and emergency response documentation, properties and emergency medical information to City emergency services
- ☐ Provide subject matter expertise to the IC and ECC if required to assist with the emergency response and incident planning
- ☐ When appropriate, participate in Unified Command
- ☐ Design and implement a strategy for controlling the release after review with Incident Command
- ☐ Provide monitoring personnel and equipment
- ☐ Clean up and remediate the site including disposal of contaminants
- ☐ Coordinate media releases with City Communications

ECC Considerations:

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

- ☐ Casualties/injuries
- ☐ Fatalities
- ☐ Fire
- ☐ Explosions
- ☐ Hazardous Materials/Dangerous Goods
- ☐ Residential and any other neighborhoods involvement
- ☐ Environmental impacts
- ☐ Municipal infrastructure impacts including roads and product migration in storm and sanitary sewers
- ☐ Evacuations and shelter in place
- ☐ Business and stakeholder impacts

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

- ☐ Ensure all other rail traffic has been warned and stopped
- ☐ Establish adequate communications with the rail company and any contracted response company
- ☐ Encourage rail company to staff an Agency position in the ECC as required to ensure effective coordination of efforts
- ☐ Ensure adequate evacuation and warnings if accident involves dangerous goods

- ☐ Understand the requirements for rescue and fire fighting
- ☐ Determine the transportation plan for emergency vehicles and evacuees
- ☐ Notify hospital of casualties including number and type
- ☐ Establish control routes for emergency vehicles
- ☐ Establish joint public communication messages (Railway and ECC)
- ☐ Set up an inquiry service (ESS and Railway)

6

HAZARD SPECIFIC PLANS

6.14 Business Continuity Incident General Guidelines

<u>Overview</u>:

For business continuity incidents, there are some general steps to take in most instances. The Business Continuity Plan (BCP) should be used to manage the tactical operations during these types of incidents. The City's ERP may be used to as the overarching incident management system.

Most business continuity incidents will be due to an emergency event causing a disruption in some portion of the city and making it impossible for that business or service to continue providing that service to unaffected portions of the City.

<u>ECC Considerations</u>:

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

- ☐ Essential services (Fire, EMS, police, government, utilities, water distribution, waste water treatment, etc.)
- ☐ Potential for life safety issues from loss of services (i.e. natural gas in the winter)
- ☐ Business and stakeholder impacts

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

- ☐ Understand the requirements for emergency services
- ☐ Determine current impacts
- ☐ Establish an incident action plan (IAP) to support resumption of critical services, and set prioritization
- ☐ Eliminate hazards from damaged utilities
- ☐ Notify City leadership
- ☐ Develop communications strategy detailing service resumption timelines and plans

6.15 Husky Refinery Incident

Overview:

Incidents at the Husky Refinery represent a shared response between the City of Lloydminster and Husky. This plan outlines considerations that the respective organizations should address in terms of clarification of roles and interests, coordination of operations and communications efforts as well as integrated planning processes. Industry will maintain responsibility for on-site operations with the City leading off site responses including evacuation and shelter in place processes.

Incident Command Considerations:

The Incident Commander should consider the following when managing a response:

- ☐ Determine if evacuation or shelter in place is required
- ☐ Define the incident scene and establish a control perimeter
- ☐ Secure the site and identify road closures- traffic management plan
- ☐ Establish traffic control;
- ☐ Establish crowd control
- ☐ Eliminate hazards from damaged utilities (power lines, gas, etc.)
- ☐ Determine if additional heavy equipment will be required
- ☐ Determine the need for air monitoring and environmental impact assessment
- ☐ Arrange for specialized equipment and response personnel if required
- ☐ Ensure the ongoing health and safety of workers at site
- ☐ Ensure the scene is secured for subsequent investigation
- ☐ Monitor site clean-up and restoration
- ☐ Provide situation reports to City Administration and/or ECC
- ☐ Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for all other messages)

Industry Considerations:

Industry Representatives should consider:

- ☐ Communicate impact and potential of the event
- ☐ Conduct all non-building emergency operations, including fire fighting
- ☐ Technical advice to ECC

☐ Information releases in collaboration with ECC

<u>ECC Considerations</u>:

The ECC's focus will be on the off-site impacts of the emergency event. The ECC should consider the following major impacts when supporting a response:

☐ Off-site impacts of products of combustion or release

☐ Shelter in place protocols

☐ Evacuation triggers

☐ Information releases in collaboration with Industry

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

☐ Understand the requirements/expectations for emergency services

☐ Determine current impacts

☐ Establish an incident action plan (IAP) to support resumption of critical services, and set prioritization

☐ Eliminate hazards from damaged utilities

☐ Notify City leadership

☐ Develop communications strategy

6.16 ADM Incident

Overview:

Incidents at the ADM plant represent a shared response between the City of Lloydminster and ADM. This plan outlines considerations that the respective organizations should address in terms of clarification of roles and interests, coordination of operations and communications efforts as well as integrated planning processes. Industry will maintain responsibility for on-site operations with the City leading off site responses including evacuation and shelter in place processes.

Incident Command Considerations:

The Incident Commander should consider the following when managing a response:

- ☐ Determine if evacuation or shelter in place is required
- ☐ Define the incident scene and establish a control perimeter
- ☐ Secure the site and identify road closures- traffic management plan
- ☐ Establish traffic control;
- ☐ Establish crowd control
- ☐ Eliminate hazards from damaged utilities (power lines, gas, etc.)
- ☐ Consider the potential need for a relief train and/or off-loading trucks
- ☐ Determine if additional heavy equipment will be required
- ☐ Determine the need for air monitoring and environmental impact assessment
- ☐ Arrange for specialized equipment and response personnel if required
- ☐ Ensure the ongoing health and safety of workers at site
- ☐ Ensure the scene is secured for subsequent investigation
- ☐ Monitor site clean-up and restoration
- ☐ Provide situation reports to City Administration and/or ECC
- ☐ Release information to media and the public regarding immediate life/safety warnings only (engage ECC Information Officer for all other messages)

Industry Considerations:

Industry Representatives should consider:

- ☐ Communicate impact and potential of the event
- ☐ Technical advice to ECC

☐ Information releases in collaboration with ECC

ECC Considerations:

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

☐ Off-site impacts of products of combustion or release

☐ Shelter in place protocols

☐ Evacuation triggers

☐ Information releases in collaboration with Industry

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

☐ Understand the requirements/expectations for emergency services

☐ Determine current impacts

☐ Establish an incident action plan (IAP) to support resumption of critical services, and set prioritization

☐ Eliminate hazards from damaged utilities

☐ Notify City leadership

☐ Develop communications strategy detailing service resumption timelines and plans

6 HAZARD SPECIFIC PLANS

6.17 School/College Incident

Overview:

Incidents involving the activation of any emergency plan at one of the City's educational institutions, Lloydminster Public or Catholic School Divisions or Lakeland College represent a significant emergency for the entire community. Emergencies can range from weather emergencies requiring shelter in place or evacuations to fires and violent threats. Schools are particularly vulnerable during a community emergency due to the numbers of children involved and the convergence and expectations of concerned families. A coordinated response with effective support from the City should be considered essential. Information and communication coordination should be considered a top tier planning concern. Family reunification is another process which would benefit from an integrated effort.

LCSD/LPSD/Lakeland Considerations:

Education Representatives should consider:

- ☐ Activation of the facility/division ERP
- ☐ Take steps to ensure the safety of students, staff and other individuals
- ☐ Arrange for transfer of students when safety is threatened by a disaster
- ☐ Take charge of the facility until local authorities are on site
- ☐ Communicate nature and severity of event to school/college leadership, City and others as required
- ☐ Work with emergency services personnel

ECC Considerations:

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

- ☐ Activation of the City's MEMP
- ☐ Liaise with School/College officials on information and other media releases

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

- ☐ Understand the requirements/expectations for emergency services
- ☐ Determine current impacts
- ☐ Provide ECC support to School/College ERP

6.18 Receiving Center for Out of Region Evacuation

Overview:

An out of region evacuation of people to the City of Lloydminster will result in significant impact on City resources. While not technically an emergency event, this type of event comes with significant organizational and jurisdictional requirements that may require activation of both the City's Municipal Emergency Management Plan and the Emergency Social Services Plan.

Lead Evacuation Agency Considerations:

The Lead Agency should consider:

☐

ECC Considerations:

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

☐

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

☐

Part 7: Recovery

Part 7 outlines ECC Considerations as the event transitions from response phase to recovery phase and defines the distinction between these phases and normal operations.

7.1   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 significant incident. 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**, and
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:

❖ Respond to 9-1-1 calls for assistance
❖ Staff and operate the Emergency Operations Center to manage emergency situations
❖ Manage early warning and mass notification 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 elements of the City 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 Center. The DEM, in liaising with the ESS Branch Director will conduct an assessment of the situation and may recommend the establishment of a Recovery Assistance Center.

❖ Recovery Priorities- If the City suffers from a widespread disaster or major emergency, the City must set priorities for:

  o Preparation of a damage and loss assessment for Disaster Recovery Program(DRP)/Provincial Disaster Assistance Program (PDAP)

  o Restoration of community services (utilities, transportation, community support services, schools, institutions, etc.)

  o Resumption of business operations

  o Rebuilding and restoration of social services and activities to pre-incident conditions

❖ **DRP/PDAP**- The provincial government may authorize a recovery program after evaluation of all the circumstances following a widespread disaster. For obtaining appropriate disaster recovery assistance, take the following action:

  o Immediately advise AEMA and EMFS Field Officers

  o Without delay, collect all available information as to the extent of the problem, including the cause, number of affected people, homes, businesses and public property and how it was impacted.

  o Record all costs related to emergency operations

  o Assist Government ministries in the collection of information and registration of a program is announced.

7.2   Resumption of Operations

City Operations- Impacted

It is the responsibility of the DEM and the City Manager to assess the impact of the emergency or disaster on regular City Operations, with the aim of resuming operations as soon as practicable following a response.

Towards the end of a response, the DEM will gather status reports of all sites and City departments impacted by the incident and report the findings to the City Manager (CAO). The City Manager with assistance from the DEM will determine the course of action relating to resumption of normal operations. Employee notification processes will be developed and implemented at appropriate times, regarding City business closures and recovery actions.

7.3   Public and Stakeholder Relations

General

NOTE:

The City of Lloydminster Corporate Communications Plan is the foundation regarding internal and external communications. The ECC Information Officer will use this document when considering public and stakeholder relations as the transition to recovery operations commence.

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 City is concerned about the safety and interests of all stakeholders through the provision of the following timely and accurate information:

- ❖ Impacts on City services and operations
- ❖ Description of City's recovery activities
- ❖ Critical and ongoing information for affected stakeholders on what they should be doing during the event

❖ An expected timetable for restoration of City operations

❖ Actions that the City 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

7.4 Restoration and Cleanup

General:

- ❖ The ECC Director must first approve restoration and cleanup of the incident when a SOLE is in effect.
- ❖ ECC Logistics will assist in coordinating restoration and cleanup efforts
- ❖ Restoration efforts must not be started until the scene is released from all investigatory agencies, including RCMP, Medical Examiner, Fire Services and various provincial and federal agencies that may have jurisdiction

7.5 Insurance and legal Issues

- ❖ The City Clerk's Office is responsible for management of all litigation and insurance issues.
- ❖ Any queries, requests for compensation and/or insurance claims by third parties should be referred directly to the City Clerk's Office.
- ❖ Insurance claims made by City employees will be made through the normal City insurance procedures.

7.6 Employee Assistance

General

There may be delayed or long-term human impacts stemming from an emergency or disaster. The City will encourage staff to access the Employee Assistance Program (EAP) and Occupational health and Safety Program to address these issues.

Managing Staff Under Stress

The ECC Director and Deputy must be constantly aware of the working conditions and stressful events that could affect ECC staff's ability to function. There are methods to help employees cope with stress.

- ❖ **Debriefing**. A debriefing is a useful process that can help emergency personnel cope with an incident. It is commonly held at the end of a shift to review operational procedures and identify immediate areas requiring attention and / or changes.
- ❖ **Defusing**. A defusing is a much shorter, less formal and less structured version of a critical incident stress debriefing (CISD). A defusing is held within 12 hours

of the event, and usually lasts about 30 to 45 minutes. Qualified personnel manage it. The defusing only involves the most seriously affected members who experienced the emotional event. Its purpose is to allow the affected personnel to express their feelings and to prepare them to go back to work. A defusing is a short-term fix for an immediate reaction to a troubling event.

❖ **Critical Incident Stress Debriefing** is a group meeting, conducted in a confidential environment that provides a forum for individuals to vent their emotions and express their reactions to the event. Two major goals of a CISD are to reduce the impact of a critical event and to accelerate the recovery of people who have experienced a traumatic event.

❖ **Post-Operation Debriefing**. (section 7.9 of this Plan) Soon after the ECC demobilization and response operation is concluded, the agencies involved will be invited to attend a formal debriefing with a view to improving response capabilities within the jurisdiction. To facilitate that meeting, which may not be attended by all ECC staff, it is important to ensure that significant operational information has been evaluated by the persons actively involved, and that an accurate written record of the operation has been preserved. During the debriefing, "lessons learned" are recorded as well as participants' comments on the current plans and procedures implemented. If possible, representatives from all supporting functional organizations including other orders of government should be invited to the post-op debriefing.

❖ *The ECC Director / Deputy should constantly check with section chiefs and / or monitor ECC staff for signs of stress. If a particular staff person appears distressed, take immediate action and do not delay if it is determined that the person should be relieved.*

7.7   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. Group's potentially requiring reports are as follows:

❖ Workers Compensation Board
❖ Occupational Health and Safety
❖ City of Lloydminster Mayor and Council
❖ Alberta Municipal Affairs and Saskatchewan Government Relations

7.8 Emergency Social Services

Overview:

A disaster can cause extensive personal suffering and extensive loss of damage to property, requiring a broad range of resources and assistance to those affected. The activation of the 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 a reception center- The ECC Director will conduct an assessment of the situation and may recommend the establishment of a Reception Centre
- ❖ The ESS Branch Director will activate the Canadian Red Cross Contract as early as possible in an emergency activation
- ❖ The ESS Branch Director will cause the callout of personnel and agencies in accordance with the ESS Plan to establish the Reception Centre
- ❖ The ESS Branch Director ensures that the ESS Plan is activated and functional.

7.9 Post Operation 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 ICP and ECC debriefs, each City department that had an active role during the emergency should hold a debriefing immediately after the incident response (or when the 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 following should be discussed at a minimum:

- ❖ Were personnel properly trained and did the respond effectively and in a timely manner according to predefined procedures?
- ❖ Were adequate numbers and types of resources available to support the incident?
- ❖ Was equipment effective and adequate?
- ❖ What was the cause of the incident? How can a recurrence be prevented?
- ❖ Recommendations on procedures that will improve the City's emergency response efforts in the future.

Refer to Annex H- City of Lloydminster Debriefing Protocol for more information

After Action Review- Report:

Following the Post Operations Debriefing(s), items will need to be documented. This feedback should be incorporated into an After-Action Report (AAR) or an AAR with separate reports from the various operating agencies. Regardless of approach the following information will be required:

- ❖ 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 City's shelter/evacuation response for the affected public (where 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 of as a result of response efforts
- ❖ A summary of current and future costs
- ❖ Recommendations for preventive 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 debrief report will outline the strengths and weaknesses of the City's Municipal Emergency Response 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.

Revisions to the MEMP:

A review of the Municipal Emergency Response Plan should be scheduled as soon after activation as is reasonable to begin the process of updating it in accordance with the outcomes of the approved After-Action Report.

7.10 Transition to Normal Operations

Overview:

Transition to normal operations is an incremental process that must be considered in demobilization and recovery planning. Most major emergencies only affect a portion of a jurisdiction, meaning that large areas of the City may be functioning in relatively "normal" operations.

Leadership and Commitment

Senior Management designates specific representatives of management who, irrespective of other responsibilities, have defined roles and responsibilities for the recovery phase and the transition from emergency operations to normal operational processes.

This Page Left Intentionally Blank

7
R
E
C
O
V
E
R
Y

Part 8: Prevention, Mitigation and Preparedness

Part 8 details the routine activities during normal operations of the City that will address awareness, prevention, mitigation and preparedness. The Emergency Management Agency, led by the Manager of Emergency Management Operations to share in ensuring that the measures outlined in this section are addresses as appropriate to each operating area of the City.

8.1 Emergency Management Bylaw- Plans and Programs

The City of Lloydminster has passed a bylaw under the authority of the Alberta Emergency Management Act that establishes an Emergency Management Agency, Director of Emergency Management and an Emergency Advisory Committee of Council. Along with this the Bylaw sets up authority and direction to establish critical emergency management plans and programs necessary to ensure the safety of responders, residents, business and emergency management partners before, during and after an emergency event.

The bylaw establishes an Emergency Advisory Committee of Council that is tasked with providing advice on matters pertaining to emergency preparedness and plans.

The Bylaw also creates an Emergency Advisory Committee. This administrative committee is made up of the senior management group with the City and has the delegated authority to exercise the City's powers and duties under the Act.

A Director of Emergency Management has been appointed by Council whose role is to prepare and coordinate plans and programs for the City.

8.2 Emergency Management Agency Staffing

It is the DEM's responsibility to ensure that the Emergency Management Agency is staffed according to the MEMP. All City personnel should be aware that they may be required to fulfill a role in the EMA.

Senior members of the EMA should possess the following:

- ❖ Availability and willingness to work collaboratively
- ❖ Ability to work within an ICS structured team environment
- ❖ Ability to work in a stressful environment
- ❖ Have demonstrated leadership abilities
- ❖ ICS Canada Training, with a minimum of ICS 200
- ❖ Role specific orientation and training (i.e. Incident Command, Command Staff, General Staff, etc.)

The City of Lloydminster provides necessary training and orientations.

8.3 ECC Infrastructure Readiness

It is the responsibility of the Manager of Emergency Management Operations responsibility to ensure that the City's primary and alternate ECC's are maintained in a state where they can be readily made available and functional. On an annual basis, the following should be inspected and tested, as a minimum:

- ❖ Functionality of telecommunications (phones, radios, etc.)
- ❖ Functionality of IT systems including computers, smart boards, etc.
- ❖ Documentation and plans
- ❖ Administrative supplies
- ❖ Availability of infrastructure (fax, copier, etc.)

Other City Plans:

A hard copy of up to date Emergency Response Plans will be kept at each ECC site. Electronic copies, as available will also be retained by the Manager and made available to the EMA on the City's Z drive.

8.4   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 upon the individual's responsibilities.

The City offers training that includes but is not limited to the following:

- ❖ Incident Command System Training- ICS 100, 200, 300, 400
- ❖ Emergency Operations Center training and orientation
- ❖ Emergency Response Plan Orientation
- ❖ Role specific training for ECC assigned personnel
- ❖ ECC Director/Deputy Director Role
- ❖ DEM/DDEM training
- ❖ Public Information Officer role
- ❖ Media and Public Relations
- ❖ Alberta Emergency Alert
- ❖ SaskAlerts
- ❖ Everbridge

Plan Orientation and Familiarization:

Basic information about the MEMP is provided to key personnel that will have an active role in an emergency. His 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.

8 PREVENT-MITIGATE-PREPARE

ECC Training:

This session orients ECC members to how to function in an ECC during a response. Examples of content include activation, briefings and Incident Action Plan development. Description is also provided on how to set up 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, will receive specific training. ECC Director/Deputy Director training will cover such topics as leadership, decision making, problem solving, and conflict management.

Incident Command System Training:

All City 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 and mutual aid partners.

Public and Media Relations Training:

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 Cooperating/Assisting Agencies:

Cross training will take place with Cooperating and Assisting Agencies that may provide assistance to the City during an emergency. Basic information about the City layout and methods of conducting response operations will be shared with these agencies.

Training Records:

Records will be kept of all emergency management training that is conducted.

8.5 Emergency Exercises

Overview:

Exercises are intended to accomplish a number of purposes. They allow an organization to do one of more of the following:

- ❖ Practice the management of a response
- ❖ Validate the MEMP or portions thereof
- ❖ Validate ECC resources
- ❖ Validate emergency response vehicles equipment

- ❖ Increase familiarity with the MEMP
- ❖ Increase confidence in using the MEMP
- ❖ Maintain awareness of the MEMP

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

- ❖ Orientation
- ❖ Workshop
- ❖ Tabletop Exercise
- ❖ Drill
- ❖ Functional Exercise
- ❖ Full Scale Exercise

The City commits to utilizing a combination of these learning methods to ensure that personnel assigned emergency management responsibilities under the MEMP are prepared and sufficiently experienced to discharge their duties.

A training schedule will be developed and distributed no later than January 31st of each year detailing scheduled emergency management training events, including exercises.

8 PREVENT - MITIGATE - PREPARE

8.6 Hazard Risk Vulnerability Analysis (HRVA)

A hazard, risk and vulnerability assessment (HRVA) is an essential part of any municipal emergency management program. The HRVA offers an opportunity to evaluate current and historical conditions and provide a planning focus for the City's emergency management, response, prevention and mitigation plans. While not specifically required by the Alberta Emergency Management Act, the Act does require municipalities to develop plans that will guide their response to emergency events, and good plans depend on accurate foundational information to ensure they deliver what the community needs.

No municipal government has unlimited resources that would allow the planning and actioning of every potential risk. As a result, the ranking of risks based on consistently applied criteria must be undertaken to determine which hazards are most important to plan for. The City of Lloydminster HRVA evaluated 51 potential risks that could impact the City, identifying 24 that present a moderate or higher risk rating. These 24 risks will form the basis of mitigation and response planning for the City of Lloydminster. This ensures that resources are focussed on those priority concerns in terms of development of special hazard plans, investments in controls or response capabilities and development of public education and awareness programs. The City's plans are developed with an "all hazards" and are easily applicable to those less likely scenarios.

This assessment uses both quantitative and qualitative methods to determine risk ratings for various hazards. The hazards are assigned a hazard planning priority rating ranging from Very Low to Extreme. Mitigation plans are being developed for only those risks rated Moderate or above.

The risk assessment has identified the following as the top tier risks in Lloydminster.

- Rail incident
- Wind event related to summer storms
- Urban fire
- Industrial Fire
- Non-emergency events
- Hazardous materials spills
- Overland flooding

Hazard specific plans for these events have been developed and can be found in Section 6 of this Plan.

MUNICIPAL EMERGENCY MANAGEMENT PLAN

The following chart illustrates the 51 potential risks that were assessed in the City's HRVA process. The 24 risks rated moderate or higher form the basis of mitigation and response planning for the City of Lloydminster.

	VERY LOW	LOW	MODERATE	HIGH	VERY HIGH	EXTREME
ALMOST CERTAIN 1-5 years			Hail Storm	Lightning		Wind Event *Urban Fire* Industrial Fire *Non-Emergency Event* Overland Flood
LIKELY 1-5 years	Snow	Gas Interrupt *Interface Fire*		Gas Leaks		
Probable 1-5 years	Cold Emergency *Other HazMat*	IT Interruption[1]		MVC-Freight *Blizzard* Crude Oil Release	Ice Storm *Electric Supply Interruption*	Rail Incident *Hazardous Materials Event*
Unlikely 1-5 years	MVC-Passenger *Heat Emergency* Telephone Interruption *911 Interruption* Radiation Emergency *Drought*	Animal Disease *Out of Region* Structural Collapse	Hospital	Air Crash *Water Supply* Process Failure *HIRF* Violent Threat	Storm Sewer *Sanitary Sewer*	
Very Unlikely 1-5 years	Plant Disease *Pest Infestation* Flood	*Terrorism*	Pipeline Event		Tornado	
Rare 1-5 years	Geomagnetic *Land Subsidence* Riots *Civil Disobedience* Seismic *Space Object*					

Figure 7: Outcomes of HRVA 2019

---

[1] This pertains to interruption of services at a service provider level, and not to internal City IT systems. Risk of service interruption to City systems will be evaluated as part of a business continuity risk evaluation.

8.7 Prevention, Mitigation, Preparedness, Response and Recovery

The City of Lloydminster Emergency Management Agency members, led by the DEM, are responsible for the development of plans and strategies geared to the development of a resilient community.

The City's Emergency Management Program is active and progressive and involves the preparation of detailed response plans that comprise a number of strategies and initiatives that follow the four pillars of emergency management: Mitigation and Prevention, Preparedness, Response and Recovery.

Mitigation and Prevention:

Mitigation and Prevention include activities designed to eliminate or reduce the impacts and risks of hazards before an emergency or disaster occurs. Prevention and mitigation may be considered independently, or one may include the other.

In the City of Lloydminster land use management, building and maintenance of drainage systems such as storm sewers and public education and awareness campaigns are examples.

Preparedness:

Being prepared means being ready to respond effectively to an emergency event and manage its consequences through measures taken prior to an event. Preparedness includes more than responders and includes the general public, business, industry and neighboring jurisdictions. Successful responses to emergency events depend heavily on everyone doing their part.

The City of Lloydminster prepares through the developing, reviewing and updating a variety of scenario specific emergency response plans. The city is working to establish formalized response relationships with other municipalities and orders of government, establish memorandums of understanding for services, and establish formal working relationships with a wide array of non-government organizations (NGO's). These are all exercised regularly to ensure that the system is able to function effectively when called upon.

Public awareness programs are critical to preparedness efforts. Recent emergency events have shown that it is essential for the public to understand their roles in preparing for and responding to the threats presented in a major emergency event.

Response:

Response refers to actions taken during or immediately after an emergency occurrence to manage consequences and minimize suffering and loss. Police, fire, ambulance, and city public works services respond to Type 4 and 5 incidents every day. Type 3, 2 or 1 events can require response agencies can require response agencies that include

industry, Federal and Provincial government agencies, NGO's, other jurisdictions and emergency volunteers.

In the city of Lloydminster, response activities to higher level emergencies include the use of Mass Notification systems, evacuations (including shelter in place) and activation of the EMA and Emergency Social Services (ESS) plans.

Recovery:

Recovery encompasses the measures needed to repair and restore municipal services to an acceptable state following a local emergency or disaster event. Recovery activities can be a very long-term state of operations that could take months and even years to resolve. Frequently recovery operations include disaster assistance programs from either or both the Governments of Alberta and Saskatchewan.

8.8 Public Education and Awareness Program

Public education and awareness programs are an essential aspect of the City's emergency management plans and program. The provision of timely, accurate and trusted information to the public, business and other stakeholders is a critical function for the Emergency Management Agency.

Public awareness and education programs are integrated with provincial and national campaigns to ensure consistency in direction across jurisdictional lines and reduce overlapping or conflicting investments and efforts. Some of the external resources available include:

- ❖ Public Safety Canada- Get Prepared
- ❖ Public Health Agency Canada
- ❖ Alberta Emergency Management Agency
- ❖ Saskatchewan Emergency Management and Fire Safety
- ❖ Alberta Fire Commissioner's Office
- ❖ Canadian Red Cross
- ❖ St Johns Ambulance
- ❖ Federal Emergency Management Agency (United States)

Program areas include:

General Preparedness:

- ❖ Can you cope for 72 hours following a disaster?
- ❖ Holiday, seasonal and special event safety tips

Personal Preparedness:

- ❖ Registration with the City's emergency notification system

- ❖ Obtaining apps for your computer and phone for the provincial notification systems
- ❖ How to prepare for an emergency- critical things individuals and families will require
- ❖ Planning tips for those with special needs

Preparing Your Business:

- ❖ Planning tips for business owners and their staff
- ❖ Business continuity and resumption practices for business (under development)

Recovery Support:

- ❖ Procedures and resources for recovery from individual to major emergency events

Pets:

- ❖ Pet care during and after emergency events

Volunteer Opportunities:

- ❖ Discover opportunities to assist in the prevention, preparation response and recovery from emergencies affecting your City.

Shelter in Place:

Sheltering in place is an effective tool used across Canada. Most buildings in Canada are constructed and sealed to withstand severe cold and heat extremes and, in some instances, dangerous goods events. Through public awareness, Lloydminster Emergency Management will provide:

- ❖ Ongoing awareness campaigns to educate residents as to how and when shelter in place is best utilized
- ❖ Communication and threshold notification exercises with the general public to practice shelter in place
- ❖ Plans and instructions for residents and business on City of Lloydminster website

Evacuation:

Public safety strategies during a serious emergency event frequently include a need to either shelter in place or evacuate the area. The decision is made by the City's emergency response authorities who base their decision on the nature of the incident and its potential to cause harm to people and their property. The City has done extensive work in developing plans including evacuation routes to

ensure that in the unlikely event of a major evacuation being ordered, that responders will be prepared to support a smooth and efficient evacuation.

It is important to note that a State of Local Emergency is not required to order either level of evacuation. Emergency events can progress very quickly requiring immediate action by all involved. Emergency officials have various pieces of legislative authority to act in these cases.

❖ Evacuation public education and are designed to inform the public off the two types of evacuation notification.
- o **Voluntary Evacuation**: A voluntary evacuation is really an advisory that a potentially serious event may occur or that an event has occurred that could grow more serious. Persons who require help, who have health issues, or who feel the safer leaving the immediate area may wish to begin leaving the area. Those who do not wish to depart at this stage may wish to use the voluntary alert as an opportunity to collect essential belongings, medications and papers in case a mandatory evacuation is ordered.
- o **Mandatory Evacuation**: Generally, means that a serious emergency event is occurring and is likely to expand, either affecting your home or business, affect critical infrastructure, contaminate the air, block access and exit routes to the community or provide some other serious threats to health and safety. In the event of a mandatory evacuation, specific instructions will be provided including the general nature of the emergency, when you need to leave and where you should consider going.

Severe Weather:

When a natural disaster from a severe weather event like a tornado occurs, it can take first responders as much as 72 hours to reach those in non-critical situations. As soon as severe weather is announced, ensure that your personal supplies, including medications, are ready and available. Emergency management has prepared information sheets empowering residents on how to prepare and respond to weather events including blizzards, hail, heavy rain, ice storms, lightning, high winds, thunderstorms and heat or cold emergencies.

These materials are then supported with strategic messaging using the City and provincial mass notification systems where specific information and instructions will be communicated to residents and others in the City.

8 PREVENT-MITIGATE-PREPARE

Community Mass Notification Systems:

The City utilizes three mass notification systems:

- ❖ SaskAlerts
- ❖ Alberta Emergency Alerts
- ❖ Notify Now (operated by the City of Lloydminster)

All of these systems offer applications that can be loaded onto telephones, tablets and computers allowing a personalized service.

Residents are encouraged to register with Notify Now to ensure that they receive alerts to their cellular phones and other devices should an emergency or other event occur.

8.9   Business Continuity Planning:

Overview:

In conjunction with the Municipal Emergency Management Plan, the City of Lloydminster's plans for business continuity provide important support and guidance for situations where an incident has or may impact the City's ability to maintain essential services and operations.

As part of its efforts, partnerships with local industry and business are being developed to share best practices and to ensure business continuity efforts are complementary.

THIS PAGE LEFT INTENTIONALLY BLANK

8 PREVENT - MITIGATE - PREPARE

Part 9 Governance Framework and Plan

Section 9 outlines the framework of the City of Lloydminster's Emergency Management Program, the Emergency Management Agency (EMA) and the Municipal Emergency Management Plan (MEMP). It highlights the specific objectives and strategies to achieve those objectives as it pertains to preparedness, mitigation, and response and recovery pillars of emergency management.

9.1 Emergency Management Program:

The City of Lloydminster 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

All Hazards:

As part of the emergency management program, the City will conduct an annual Hazards, Risk and Vulnerability assessment of threats to the community. These are ranked and prioritized based on the severity of impact and likelihood of occurrence.

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 others.

Just as all hazards need to be considered, in developing emergency response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed.

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 as follows:

Emergency Management Continuum
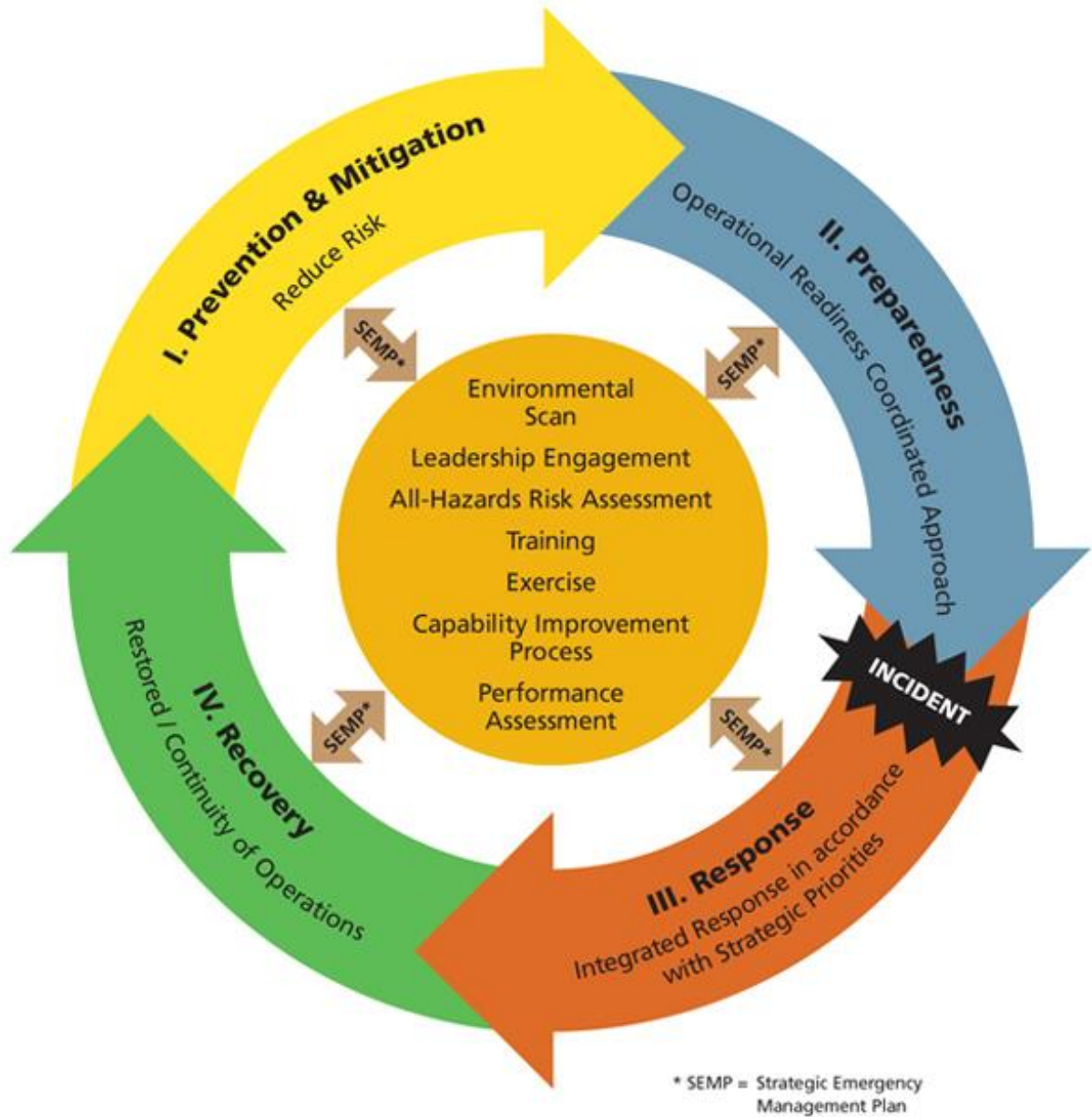
Hazard Identification and Risk Assessment:

The identification of hazards is the first step in developing appropriate mitigation and response plans. Although there are some similarities in how the City reacts to all emergencies, there are also important distinctions that are addressed in hazard specific plans.

The specific documents that address all hazards planning within the City of Lloydminster include the following:

- ❖ Hazard, Risk and Vulnerability Assessment
- ❖ Emergency Operations Center Response Plan (under development)- response actions similar to all emergencies
- ❖ Hazard specific plans including but not limited to:
  - o Pandemic Plan
  - o Crisis Communications Plan
  - o Evacuation and Shelter in Place Plan
  - o Transportation Plan
  - o Emergency Social Services Plan

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. Everyone, including the City, business, industry and residents have roles and responsibilities for the mitigation of damage caused by an emergency event.

City Examples:

- ❖ Storm sewer upgrades and design to reduce impacts of summer storms

Resident Example:

- ❖ Cleaning eaves before spring, shoveling snow away from house

Preparedness:

Preparedness activities increase the capacity of the City and its residents to respond effectively when a disaster or emergency event occurs. This involves a continuous cycle of planning, training, equipping, exercising, evaluating and taking corrective action to ensure effective coordination during a response.

Preparedness occurs at the following levels:

- ❖ Residents
- ❖ Business and industry
- ❖ Municipal
- ❖ Provincial
- ❖ Federal

The City of Lloydminster incorporates the following preparedness measures into its emergency management program:

- ❖ Development of emergency plans,
- ❖ Establishing mutual aid agreements with key partner agencies,
- ❖ Training internal and external response personnel,

❖ Conducting exercises to reinforce training and to test emergency plans,
❖ Evaluating and assessing effectiveness as part of its continuous improvement plans,
❖ Maintaining the Emergency operations Centre and other key response facilities with the necessary equipment to support effective operations,
❖ Developing continuity and resumption plans for critical services and facilities,
❖ Providing all hazard education and awareness programs for residents, businesses and industry to encourage preparedness at the personal, household and business level.

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, the environment and the economy. 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 the economic and social losses

Instructions for managing these activities during activation are provided within the supporting documents that accompany this plan, including:

❖ Emergency Operations Centre Response Plan
❖ Crisis Communications Plan
❖ Emergency Social Services Response Plan
❖ Hazard Specific Plans

Recovery:

Recovery refers to the activities undertaken to restore, rebuild and renew an affected area, operation or facility following an emergency. There are two distinct areas of focus for recovery: municipal service recovery and community recovery and renewal.

Municipal Service Recovery:

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

❖ Delivery of utility services
❖ Ability to maintain public safety

***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 one of these has been affected by a disaster. This program is currently under development.

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 orders of government, the private sector and the general public.

Relationships and Authorities:

Figure 8 at the end of this section graphically illustrates the relationships and authorities of the various parties involved during normal operations and during emergency operations.

Reporting Structure and Governance:

Mayor and Council: 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 Mayor and Council provide support, direction and general oversight through the Emergency Management Advisory Committee.

9.2 Emergency Management Organization

The City of Lloydminster's Emergency Management Organization is structured around a commitment to continuous improvement on its ability to effectively manage emergency incidents. This legislated requirement entails; developing, approving, leading and implementing plans and programs that are designed to achieve the City's emergency management goals, which are:

1. Prevent emergency and disaster events wherever possible,
2. Strategically mitigate impacts with permanent or temporary resources,
3. Respond effectively to save lives, protect critical infrastructure, property and the environment,
4. Recover safely and effectively, thereby reducing the impacts on residents and City services.

9.2.1 Emergency 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 the Emergency Management Agency (EMA). The DEM participates in the EAC as an advisor.

The Emergency Advisory Committee consists of the Mayor and two (2) Councillors who shall be selected by Council in accordance with the procedures outlined in the City of Lloydminster Organizational Bylaw.

During municipal emergencies, the EAC provides general support to the ECC and acts on behalf of the Mayor and Council, 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 the City's reputation.

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

9.2.2   Director of Emergency Management (DEM)

The Director of Emergency Management is responsible for the following activities as described in Section 11(2) of the Act:

1. Prepare and coordinate emergency plans and programs for the municipality,
2. Act as the director of emergency operations on behalf of the emergency management agency,
3. Coordinate all emergency services and other resources used in an emergency, and
4. 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 City to manage the response to the incident and/or event.

The DEM will appoint Deputy Directors of Emergency Management to fulfill the duties of the DEM in their absence.

The DEM or designate will notify and update the CAO and/or Mayor when the MEMP is activated in whole or in part. The CAO or mayor will be the primary liaison for communications between the ECC and Council.

During ECC operations, the DEM is responsible for all key messages to the public, agency personnel and elected officials and will communicate with Council's primary liaison before speaking to media.

Any communications with the media shall be aligned with the ECC's key messages, which will have been approved by the DEM.

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

The Mayor and/or the EAC chair may accompany the DEM as the media spokesperson, but this may depend upon the nature and timing of the information being provided and the level of media training they have.

9.2.3   Chief Administrative Officer (City Manager)

Reporting to Council, the Chief Administrative Officer (CAO) is the administrative head of the municipality and remains the administrative head during the activation of the Municipal Emergency Management Plan. The CAO provides corporate resources and support where available and within their authority to direct Business Continuity in support of the Incident and ECC.

9.2.4   Emergency Management Agency

The Emergency Management Agency (EMA) is comprised of the City's senior staff as appointed under the City of Lloydminster Emergency Management Bylaw. The EMA is the agent of the City to exercise the powers and duties of the City under the Act as per Section 11.2.

The Director of Emergency Management is the head of the Emergency Management Agency.

The EMA is the primary group responsible for the development of plans, measures and programs pertaining to the mitigation of, preparation for, response to and recovery from any hazards, whether natural, technological or human induced.

The Emergency Management Agency shall consist of those senior City Personnel identified in the Emergency Management Bylaw including, at a minimum:

- ❖ The City Manager;
- ❖ Manager, Emergency Management Operations;
- ❖ Executive Manager, Community Development Services;
- ❖ City Clerk;
- ❖ Chief Financial Officer;
- ❖ Executive Manager, Operations;
- ❖ Chief of Staff;
- ❖ Senior Manager, Emergency Services/Fire Chief;
- ❖ Director, Recreation and Cultural Services;

- ❖ Senior Manager, Public Safety;
- ❖ Manager, Social Programs and Services;
- ❖ Director, Planning and Engineering;
- ❖ Manager, Information Technology;
- ❖ Transport Canada Liaison;
- ❖ Senior Manager, Employee Relations;
- ❖ Director, Environmental Services;
- ❖ Manager, Building Maintenance;
- ❖ Director, Transportation Services;

In addition, the DEM may appoint members to the EMA from other City Departments and public or private organizations within or around the City.

9.3   Incident Command System (ICS)

During an activation of the Emergency Operations Center Response Plan, the EMA shall utilize the Incident Command System (ICS) to determine roles and functions within the Emergency Coordination Centre (ECC).

9.4   Emergency Communications Governance

Scheduled Communications- Scheduled briefings at pre-determined times and/or frequencies dependent on the type of event.

- ❖ Scheduled communications may include briefings of the event or emergency briefings regarding known upcoming public notifications (e.g. planned evacuation, re-entry)
- ❖ Scheduled communications are provided to the next level up in the organization.
- ❖ Any concerns or questions regarding the scheduled communications are directed to the next level down in the organization until the concern is resolved or the question answered.
- ❖ On occasion and only at the request of the CAO, the DEM will provide scheduled communications directly with the mayor and Council.

Unscheduled Communications- Media inquiries or immediate life safety communications dictated by the emergency.

- ❖ Unscheduled communications may include details provided to the media during a media scrum or emergency communications sent to the public where a scheduled briefing is not practical. (e.g. immediate evacuation, shelter in place)
- ❖ Details regarding these communications are directed to the City's Executive Leadership Team and Mayor and Council through a direct email by the Information Officer or DEM where the IO is not available.

❖ Any concerns or questions regarding the unscheduled communications are directed to the next level down in the organization until the concern is resolved or the question is answered.
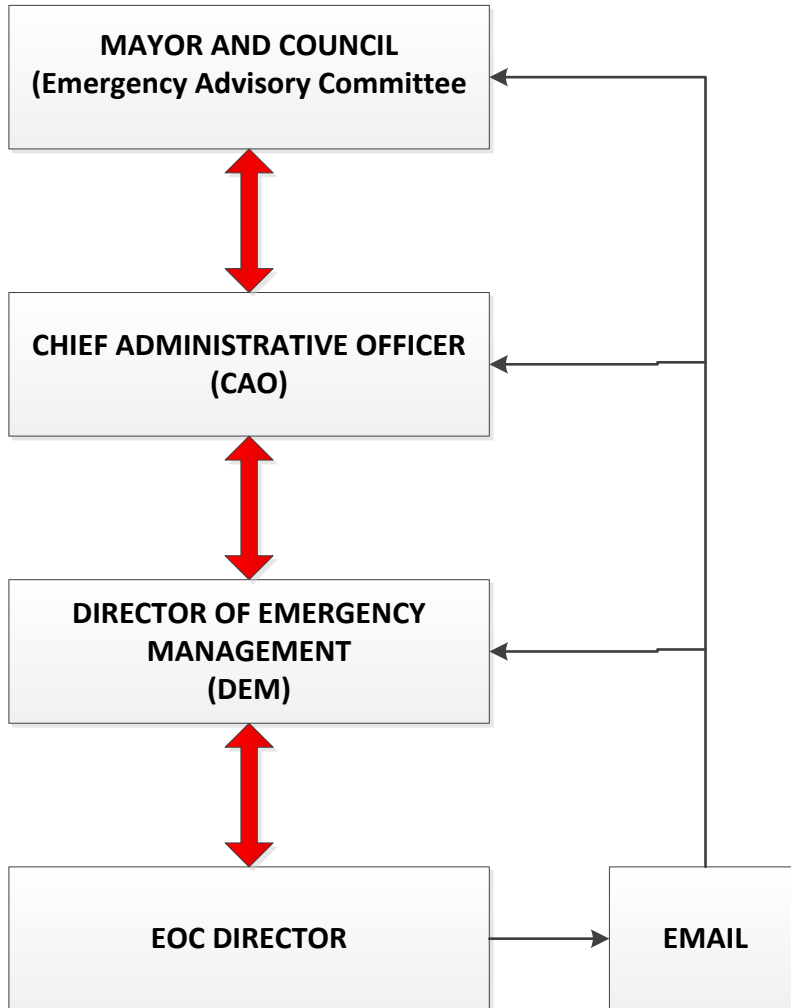
Figure 8: Reporting and Functional Relationships

9.5   Municipal Emergency Management Plan

9.5.1 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 Lloydminster. This plan addresses incidents that may cause damage of suffici9oent severity and magnitude to warrant activation of all or part of this MEMP.

Work is currently under way to develop an effective regional capability to ensure that should the City's resources be insufficient to meet requirements of the event, or where the emergency impacts multiple municipalities, a capable organization will be available to support local and regional partners.

The MEMP is not intended to replace existing procedures for managing routine events in the City. Type 5 and 4 events are common occurrences that are managed effectively by the City of Lloydminster's emergency services and City Departments. During an emergency, when the MEMP is activated in whole or in part, the Emergency Management Agency (EMA) led by the Director of Emergency Management (DEM) will be activated accordingly.

The City of Lloydminster MEMP is applicable only to emergency events within the City. However, it may be activated in whole or in part where an emergency in another jurisdiction requires application of City resources to support it. This would include the City acting as a receiving centre for evacuees from other jurisdictions.

The MEMP applies to members of the Emergency Management Agency and any contractors, and/or subcontractors 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 response agencies.

9.5.2   Plan Components

Risk Assessment:

Hazard, Risk and Vulnerability Assessment
This document is the foundation for the City's risk registry and all subsequent emergency response plans and project charters within the City. It is an analysis and ranking of risks and associated hazards and vulnerabilities- natural, technological and human- that may impact the City of Lloydminster Each risk is ranked based on the probability of its occurrence and the severity of its impact.

Business Impact Analysis (BIA) (Under Development)

The Business Impact Analysis is a ranking of all business functions that the City performs based on how critical they are, how long these functions can be interrupted before causing serious consequences, and the minimum number of staff required to perform these critical tasks.

The BIA determines the priority in which the business functions are restored after an interruption.

Mitigation:
GIS Maps and As Built Drawings:

Records of the composition, placement, assessment and inspection requirements for the City's temporary and permanent infrastructure.

Preparedness:
Public Awareness and Education Plan: (Under development)

This plan describes the seasonal and ongoing messaging and activities to increase public awareness about specific hazards as well as general emergency preparedness. The plan establishes a multi-year prioritization of messaging, creation of critical text and informational packages and ensures that messaging for key public communications systems is maintained in a current and up to date form.

Training and Exercise Plan: (under development)

This plan outlines the policy of the City in terms of emergency related training and exercises for key staff and partner organizations. This plan is designed to use a building block approach in which staff are familiarized to and have the opportunity to practice roles and plans in stages that increase in complexity and difficulty. The plan is structured around mastery of specific roles and their relationship to the greater emergency organization.

Multi-year Exercise Plan: (Under Development)

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.

Response:
Annex B: ECC Operations Manual:

The ECC Operations Manual provides step by step instructions on the activation, response, activities and demobilization of the Emergency Coordination Center (ECC). This includes checklists of typical tasks for each ECC position.

Annex E: Evacuation and Shelter in Place Plan:

Specific response plan related to supporting operations where the public is required to either shelter in place or evacuate. The plan includes maps detailing best evacuation routes as well as linkages to other plans including Reception Center, Emergency Social Services and the MEMP.

Hazard Specific Plans- Chapter 6 Municipal Emergency Management Plan
Specific hazards identified in the Hazard, Risk, and Vulnerability Analysis are used in conjunction with the MEMP but describe special response considerations, such as dealing with animals, as well as identifying agencies that may be required for the response.

Currently includes Pandemic Plan

Annex C: Emergency Social Services (ESS) Plan

The ESS Plan describes the activities and roles necessary to provide for the basic needs of individuals displaced during an emergency (such as food, shelter and clothing). This plan focusses on the immediate aftermath of an emergency until evacuees can return to their homes or more long-term solutions can be found. This plan will also include relocation and facility information for Reception Centers and other relevant facility needs.

Annex D: Emergency Information and IT Plan: (under review)

Forming the current version of the City's Crisis Communications Plan, this plan describes how the City communicates with all of its audiences (internal, external, residents, Government, media, etc.) during a crisis event. It includes roles and responsibilities, descriptions of different communications tools (such as web based, radio, social media, electronic signs, etc.), contingency plans for loss of power or relocation and templates for messages.

This plan is used in conjunction with the MEMP but may be activated on its own if there is a situation that requires rapid, coordinated communication to audiences through multiple channels (e.g. a fatality in the community).

9.5.3   Transition from Response to Recovery:

Business Continuity Plan (BCP): (Under Development)

This plan provides a framework for maintaining and, if necessary, restoring critical municipal services during an interruption to regular business function. It identifies critical municipal services, strategies for how to continue these functions in the event of an interruption and the roles and responsibilities of the Business Continuity Team.

This plan may be activated in conjunction with the ECC Response Plan if the interruption is from a large scale emergency or may be activated on its own to address isolated interruptions (e.g. gas leak in City Hall).

Business Function Recovery Plans: (under development)

These plans are annexes to the BCP for specific business functions within the City Administration. These plans describe strategies on how to maintain and recover critical functions within each business unit. Contact lists and alternate locations if the business units cannot stay at their primary location. *Each critical business function requires its own Business Function Recovery Plan.*

Information Technology Disaster Recovery Plan:

This Annex to the BCP is specific to the IT department. It describes the hardware and software used by the City, redundancies in the networks, and recovery strategies in the event of an interruption to any information technology service. This plan will include

strategies to deal with any emerging threats in terms of cybercrime, including ransomware.

9.5.4   Recovery:

Community Recovery and Renewal Plan: (Under Development)

Recovery planning is a very incident specific activity that will begin in the early phases of an emergency. As the response is continuing, the DEM will determine when emergency operations begin to shift to recovery operations.

This plan describes the considerations, strategies and organizational requirements necessary to coordinate community recovery and renewal. 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-Governmental Organization Collaboration Plan: (Under development)

Provides a framework for how agencies with mandates for reconstruction and community renewal work together to meet the ongoing needs of the community during long term recovery.

The following diagram provides a framework demonstrating how these plans work together to create a comprehensive emergency management program under the umbrella of the Municipal Emergency Management Plan.
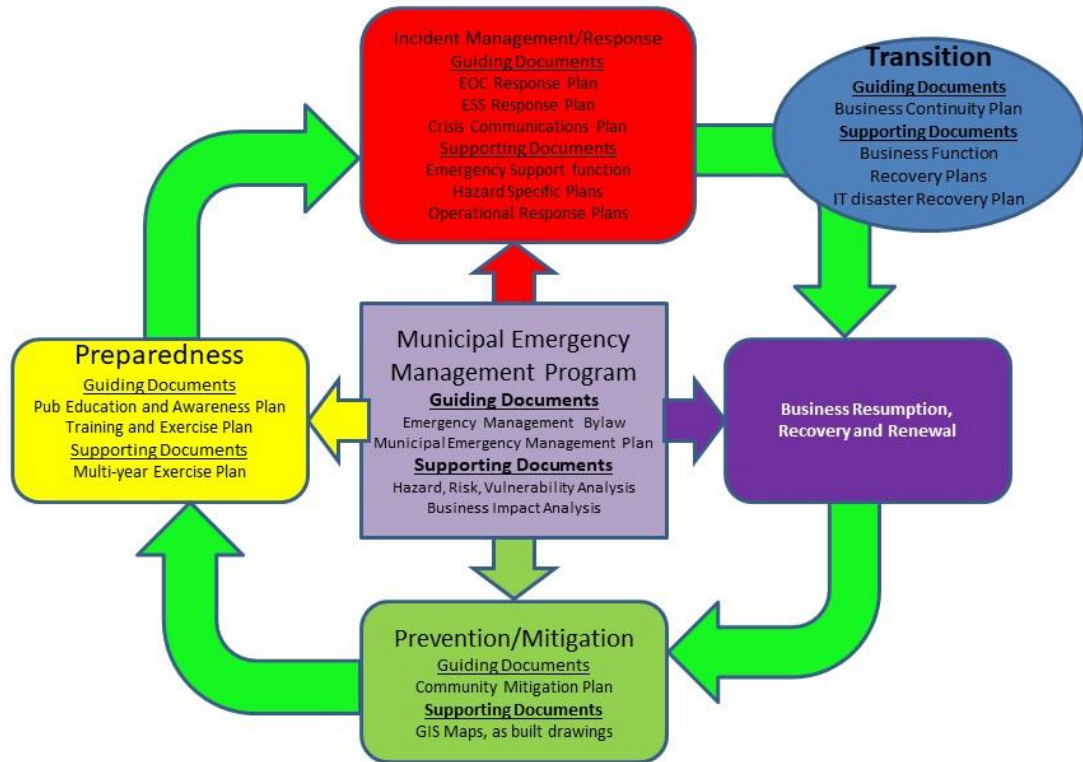
9.5.5 Legislated Authority

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

- ❖ The City of Lloydminster Charter, Section 8(2) b; and
- ❖ The Province of Alberta Emergency Management Act RSA 2000, c. E-6.8; and
- ❖ The City of Lloydminster Emergency Management Bylaw

9.5.6 Confidentiality

Section 17.1 of the Emergency Management Act:

(1) Terms used in this section have the same meaning as is assigned to them in the Freedom of Information and Protection of Privacy Act.

(2) The Freedom of Information and Protection of Privacy Act does not apply in respect of information in a record that is in the possession of a public body where the information

      (a) Is used or to be used for the purpose of preparing or administering a crisis management plan under a regulation under this Act, or

(B) forms part of a crisis management plan under a regulation under this Act.

9.5.7   Financial Procedures:

- ❖ All Branch Directors and Section Chiefs are responsible for approval of costs spent within their Branch/Section during an emergency
- ❖ All Units should get approval of expenditures charged to the City from a Branch Director and/or Section Chief
- ❖ All expenditures must indicate where and from whom the resource is being requisitioned/procured and for whom or for which part of the City it is being provided (see ICS Form 204-for use by Operations Chief/Branch Director)
- ❖ Best practices include securing a cost estimate of resources provided
- ❖ All resources (personnel & equipment) must be checked in and checked out to track total time of resources used which could have impact on costs. Thorough tracking of resources is required to ensure efficient and cost-effective use of resources
- ❖ Financial processing procedures will follow normal City of Lloydminster process. Anything outside these guidelines must be pre-approved by Finance.

9 GOVERNANCE

This page left intentionally blank

9
G
O
V
E
R
N
A
N
C
E

Part 10   Administration

Part 10 includes information on how this MEMP is maintained. The Manager of Emergency Management Operations is responsible for the maintenance and further development of this plan.

10.1   Plan Development and Maintenance

Responsibility:

The Manager of Emergency Management Operations is responsible for the development of the MEMP.

Review:

The MEMP will be reviewed as follows:

- ❖ Annually,
- ❖ After an emergency, following an After-Action Review, and
- ❖ As directed by the CAO or the Emergency Advisory Committee.

The review and any edits resulting from the review should, whenever possible, include stakeholder consultations that include:

- ❖ Emergency Management Agency members
- ❖ Potentially affected mutual aid partners,
- ❖ Emergency Management Working Group members that may have an interest in the edits, and
- ❖ Non-governmental partner agencies that may have an interest in the edits.

Revisions:

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

- ❖ Email a request for edits to the Manager of Emergency Management Operations

The Emergency Management Agency will review and consider any 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. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised, including semi-annual updates of contact information. Such revisions will be documented in the chart at the

beginning of this document and dates and revision numbers in each section header/footer will be identified (see this page for example).

1 0   A D M I N I S T R A T I O N

10.2 Plan Distribution:

A limited number of hard copies of the MEMP are distributed to the following people identified on the distribution list. Each copy is numbered and the person responsible for it is shown beside its location. The document should not be copied, shared or reproduced without the permission of the manager of Emergency Management Operations.

Overall responsibility for the manuals and their location rests with the Manager of Emergency Management Operations.

#	Location	Responsible Position
1	Office	Manager of Emergency Management Operations
2	Office	Senior Manager of Public Safety
3	ECC-1	Primary ECC
4	ECC-1	Primary ECC
5	ECC-2	Secondary ECC
6	ECC-2	Secondary ECC
7		
8		
9		
10		
11		

10.3 Plan Availability:

Overview:

Copies of the MEMP will also be available in electronic format on the City's Z Drive under the EMO file (Z:\EMO). The MEMP will be in a "read only" format.

A public copy will be made available on the City of Lloydminster website.

Electronic copies will be made in a "read only" format to partner agencies and jurisdictions, including NGO's who wish to obtain a copy of the Plan.

Part 11:   Glossary and Abbreviations

11.1   References

The following references were used in the development of the MEMP:

- ❖ City of Medicine Hat- Municipal Emergency Management Plan (Public Version) 2017
- ❖ City of Lloydminster Emergency Response Plan 2017
- ❖ British Columbia Emergency Management System (BCEMS) 2016
- ❖ 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 Response Plan (Public Version) Draft August 2011
- ❖ ICS Canada- ICS Material and Forms 2013
- ❖ The Town of High River Municipal Emergency Management Plans 2014

11.2   City Bylaws, Policy, Contracts and Memorandum of Understandings

The following section outlines the City's bylaws, policies and MOU's as relevant to the MEMP:

- ❖ Emergency Management Bylaw 08-2018
- ❖ Policies and Protocols
- ❖ MOU as determined by the parties to the MEMP
- ❖ Contracts for the delivery of key support services as required by the MEMP

11.3   Confidentiality

The governance Section of this plan is available on the website and a redacted version of the MEMP may be shared at the discretion of the DEM and the City's privacy officer.

11.4   Definitions

AEMA- Alberta Emergency Management Agency

AHS- Alberta Health Services

AB- Province of Alberta abbreviation

ARES- Amateur Radio Emergency Service- A formally recognized group of volunteer radio operators who can be available during a disaster

CAO- Chief Administrative Officer

City- City of Lloydminster

Critical Infrastructure- Utilities (power, water, gas, communications), hospitals, transportation (highways, airport, rail), banking, police, fire, government, industry

DSS- Disaster Social Services- Provides basic essential items to victims, evacuees and affected residents by providing: lodging, food, water, personal services and other basic necessities as may be required

Emergency- a present or imminent event outside the scope of normal operations that requires a prompt coordination of resources to protect the health, safety and welfare of people and to limit damage to property, the environment and the economy

Emergency Alert- this refers to the automated notification system the City uses to notify residents of an emergency/disaster incident via phone, text and/or email through the notification system provider (Everbridge).

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

EMA- Emergency Management Agency- a body created to act as the agent of the local authority in exercising the local authority's powers and duties defined under the Alberta Emergency Management Act.

Emergency Site/Scene- the location where the emergency takes place

EMFS- Saskatchewan's Office of Emergency Management and Fire Safety

ECC- (Emergency Coordination Centre) A pre-identified location for carrying out coordinated emergency response and recovery activities including planning, logistical and operational support functions of Incident Command as well as Disaster Social Services

EMS- Emergency Medical Services

ERP- Emergency Response Plan

Hazard- a potentially damaging physical event, phenomenon, or human activity that may cause loss of life or injury, property damage, social and economic disruption or environmental damage

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

HRVA- Hazard, Risk and Vulnerabilities Assessment- an analysis and ranking of the risks and associated hazards and vulnerabilities- natural, technological and human induced that may impact the City of Lloydminster

Incident Command or IC- On-site at incident and manages all objectives, plans and resources for the emergency response.

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

IMT's- Incident Management Teams are trained and experienced in ICS to a minimum of ICS 300 and may deploy at the request of the City to provide assistance to ECC operations

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

IT-Information Technology

Local Authority- refers to Lloydminster City Council.

MEMP- Municipal Emergency Management Plan- A comprehensive plan that outlines how emergencies and 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

Mutual Aid- A formal agreement between two or more jurisdictions to provide pre-identified support and resources during an emergency

OFC- Alberta Office of the Fire Commissioner- Provides technical advisory services to Alberta communities and organizations that deliver fire and emergency response and prevention services for citizens

OH&S- Occupational health and Safety- may involve either the Saskatchewan or Alberta Ministries depending on location of the event

POC- Provincial Operations Centre- Acts as nerve centre for coordinating resources and emergency response from the Provincial level. Organize information and implement plans to protect welfare of residents during an emergency situation

11 GLOSSARY And ABBREVIATIONS

RCMP- Royal Canadian Mounted Police

Regional Emergency- an event that may require prompt regional coordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property

SAR- Search and Rescue

SK- Province of Saskatchewan abbreviation

SHA- Saskatchewan Health Authority- (formerly **PNHR** – Prairie North Health Region)

SOLE- State of Local Emergency

SK-EMFS- Saskatchewan Emergency Management & Fire Safety

Stand Down- the process whereby the conduct of a response is complete, and a shift occurs for the ECC to demobilize

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.

WCB- Workers Compensation Board

11 GLOSSARY And ABBREVIATIONS

Part 12   Appendices

Appendix 1: List of active Annexes

- Annex documents will be stored as separate documents.
- The master files will be maintained in the City of Lloydminster's server system under Z:\EMO\ECC\MEMP and Annexes
- Electronic copies will be maintained in both ECC's
- The following Documents represent the currently identified Annexes to the Lloydminster Municipal Emergency Management Plan:

Annex A: City of Lloydminster Hazard, Risk and Vulnerability Assessment

This Annex provides a detailed analysis of identified risks that the City of Lloydminster MEMP may be used to manage. The risks are identified and quantified in terms of their likelihood, based in part on historical data and their impact on the life safety of residents and responders. The HRVA also evaluates the ability of the City to respond effectively to the event.

Annex B: Emergency Operations Center (ECC) Operations Manual

The ECC Operations manual provides essential information on the establishment and initial operations of the Emergency Operations Centre, as part of the overall MEMP. It is intended to provide a guide to the ECC Director on the decision-making process on response levels and activation criteria. This manual will change frequently as it adapts to emerging understandings and in response to post incident analysis.

Annex C: Emergency Social Services Plan

The Emergency Social Services Plan makes provisions for providing for the basic needs of evacuees. The plan establishes ESS as a part of the Operations Section of the ECC but recognizes the unique nature of the services in terms of providing support and services to evacuees, not responders. The Plan is based on application of ICS principles.

Annex D: Emergency Information & IT Plan

The Emergency Information & IT Plan includes details for notifying the public of a large-scale emergency and details of the City's Emergency Alert public notification system including procedures for activation and ongoing public information updates. The plan also makes provision for emergency communications in the event that regular communication systems are interrupted.

Annex E: Evacuation & Shelter-In-Place Plan

The Evacuation & Shelter-in-Place Plan lays out the procedures for both shelter-in-place incidents and evacuations including evacuation notifications, evacuation routes, maps, resources and re-entry procedures. The plan also includes a separate annex for procedures and resources for acquiring transportation for the movement of people into or out of an area.

Annex F: Lloydminster Pandemic Plan

The Lloydminster is a hazard specific plan focussed on how the City will respond to a pandemic affecting the community and City operations. It is a supporting plan to the MEMP. The pandemic plan takes a different approach to education and awareness and should be used in parallel to the MEMP.

Annex G: ICS Forms

ICS Canada forms will be utilized for all Lloydminster Emergency Management Operations. These forms can be located in Annex G and accessed at the ICS Canada website http://www.icscanada.ca/en/forms.html .

Annex H: Operational Debrief Process

The procedure to be used following exercises or emergency activations to assess the performance of the plan and identify opportunities for improvements. The process results in production of an After-Action Report that captures and communicates the lessons learned.

Other Annexes will be added to the MEMP as they are required.