TOWN OF BLACKFALDS
MUNICIPAL EMERGENCY ADVISORY COMMITTEE
Civic Cultural Center – 5018 Waghorn Street
Monday, November 16th, 2026, at 5:00 p.m.

AGENDA

1. **WELCOME AND CALL TO ORDER**
   - 1.1 Welcome
   - 1.2 Call to Order
   - 1.3 Approval of Agenda

2. **LAND ACKNOWLEDGEMENT**
   - 2.1 Treaty Six Land Acknowledgement - Blackfalds Municipal Emergency Advisory Committee acknowledges that we are on Treaty 6 territory, a traditional meeting ground, gathering place, and travelling route to the Cree, Saulteaux (So-toe), Blackfoot, Métis, Dene (De-nay) and Nakota Sioux (Sue). We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.

3 **PRESENTATIONS**
None

4. **BUSINESS**
   - 4.1 Approval of Minutes from September 11th, 2025
   - 4.2 Bylaw 1252.20 - Emergency Management Bylaw Review
   - 4.3. Draft Lacombe Regional Emergency Management Plan – Update
   - 4.4 Draft LREMP Agreement
   - 4.5 Town of Blackfalds – Hazard Risk Assessment for Community / Review
   - 4.6 Tabletop Exercise – Dec. 1st, 2026
   - 4.7 ICS/ESS Training

5. **CONFIDENTIAL**
None

6. **ADJOURNMENT**

TOWN OF BLACKFALDS
MUNICIPAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE
Civic Cultural Center – 5018 Waghorn Street
Thursday, September 11, 2025, at 3:00 p.m.

MINUTES

MEMBERS PRESENT

Mayor Jamie Hoover
Deputy Mayor Edna Coulter (virtual)
Councillor Marina Appel

OTHERS ATTENDING

Ken Morrison, Director of Emergency Management and Protective Services, Chair
Kim Isaak, CAO

REGRETS

None

WELCOME AND CALL TO ORDER

Director Morrison welcomed all attending and called the Municipal Emergency Management Advisory Committee Meeting to order at 3:14 pm.

TREATY SIX LAND ACKNOWLEDGEMENT

A Land Acknowledgement was read to recognize that the Town of Blackfalds is on Treaty Six Territory.

AGENDA APPROVAL

Councillor Appel moved that the Municipal Emergency Management Advisory Committee approve the September 11, 2025, Agenda as presented.

CARRIED UNANIMOUSLY

MINUTES APPROVAL

Mayor Hoover moved that the Municipal Emergency Management Advisory Committee approve the Minutes from November 23, 2023, as presented.

CARRIED UNANIMOUSLY

EMERGENCY MANAGEMENT COMMITTEE BYLAW REVIEW

Committee members and Administration reviewed the Municipal Emergency Management Bylaw.

Director Morrison advised that the current bylaw meets and exceeds the legislative requirements.

DRAFT

Councillor Appel moved that the Emergency Management Committee Bylaw review be received as information.

CARRIED UNANIMOUSLY

REGIONAL EMERGENCY MANAGEMENT PLAN – UPDATE

Director Morrison provided an update on the Regional Emergency Management Plan. The Committee discussed the following:

- LREMP contracted out the plan revisions and anticipates it to be completed by mid October.
- LREMP Agreement is also in the process of being updated.

TOWN OF BLACKFALDS - HAZARD RISK ASSESSMENT FOR COMMUNITY / REVIEW

Committee members and Administration reviewed the Town of Blackfalds Hazard Identification Risk Assessment, and the following discussions were had:

- Recommendation from recent training is that municipalities should hire meteorologists and other specialists to assist with the HRIA's.
- Need to update the property damage for the Tornado hazard to moderate.
- Need to update the property damage for Earthquake hazard to moderate

Councillor Coulter moved that the Hazard Risk Assessment be approved with the noted amendments.

CARRIED UNANIMOUSLY

TOWN OF BLACKFALDS – AEMA ANNUAL VISIT / REVIEW

Committee members and Administration reviewed the ESS Draft Plan and discussed the Regional Emergency Social Services Plan.

Director Morrison advised that there are no major issues identified with the plan based on AEMA's review. He further noted that once the LREMP plan has been updated that information will be rolled into the Town's plan.

Councillor Appel moved that the report from AEMA's review of the Plan be accepted for information.

CARRIED UNANIMOUSLY

DRAFT

FULL-SCALE REGIONAL EXERCISE

Director Morrison advised that the full-scale regional exercise will be on November 19, 2025. The exercise will be based off a wildfire scenario. Director Morrison advised that Council members are welcome to attend however it would be in a non-participatory capacity.

ICA/ESS TRAINING

Director Morrison advised that he is recommending that all employees have ICS 200 and ICS 300 for employees that are part of the Incident Management Team. He further advised of the following training coming up at Lacombe County's office.

- ICS 200 – September 22 and 23.
- ICS 400 – September 29 and 30.
- Task Force Leader and Strike Force Leader Team – October 8, 14, 24.
- Planning Section Training – October 20 and 22.
- Scribe Training – October 23.
- Elected Official Training – November 6, 2025.
- Emergency Coordination and Command Centre Interface – November 13.

JustServe

Mayor Hoover noted that JustServe, the delegation that is coming forward to next week's Standing Committee Meeting, has a component to their program that can assist with the coordination of personnel management for emergency response.

Manager Morrison adjourned the Municipal Emergency Advisory Committee Meeting at 4:05 p.m.

Jamie Hoover, Mayor

Ken Morrison, Emergency Management & Protective Services Manager (DEM).

DRAFT

A BYLAW OF THE TOWN OF BLACKFALDS IN THE PROVINCE OF ALBERTA TO ESTABLISH A MUNICIPAL EMERGENCY MANAGEMENT AGENCY AND MUNICIPAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE FOR THE TOWN OF BLACKFALDS

WHEREAS Council of the Town of Blackfalds is responsible for the direction and control of its emergency response and is required, under the Emergency Management Act, RSA 2000, Chapter E-6.8, to appoint a Municipal Emergency Advisory Committee and to establish and maintain a Municipal Emergency Management Agency;

WHEREAS it is desirable in the public interest, and in the interests of public safety, that such a committee be appointed, and such an agency be established and maintained to carry out Council's statutory powers and obligations under the said Emergency Management Act;

WHEREAS it is recognized that an emergency or disaster of a jurisdictional or multi-jurisdictional nature could affect any or all municipalities within the geographical boundaries of Lacombe County to such a degree that local resources would be inadequate to cope with the situation; and

WHEREAS Council wishes to enter into a regional emergency management partnership with other municipalities within the geographical boundaries of Lacombe County for the purpose of integrated emergency management planning and operations;

NOW THEREFORE the Council of the Town of Blackfalds in the Province of Alberta, duly assembled in Council Chambers, enacts as follows:

1. This Bylaw may be cited as the 'Municipal Emergency Management Bylaw' for the Town of Blackfalds.

2. In this Bylaw, the following terms mean:

   a) **"Act"** means the Emergency Management Act, Revised Statutes of Alberta 2000, Chapter E- 6.8;

   b) **"Council"** means the Council of the Town of Blackfalds;

   c) **"Chief Administrative Officer"** or **"CAO"** means the Chief Administrative Officer for the Town of Blackfalds, or their delegate;

   d) **"Disaster"** means an event that results in serious harm to the safety, health or welfare of people or in widespread damage to property;

   e) **"Emergency"** means an event that requires prompt 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;

   f) **"Lacombe Regional Emergency Management Partnership"** means those municipalities who have entered into a joint agreement for the purpose of organizing integrated emergency planning, training, assistance and emergency operations programs;

   g) **"Lacombe Regional Emergency Advisory Committee"** means a regional committee comprised of a Councillor, or designate, from each of the partnering municipalities of the Lacombe Regional Emergency Management Partnership

   h) **"Lacombe Regional Emergency Management Agency"** means the Directors of Emergency Management, or designate, from each of the partnering municipalities of the Lacombe Regional Emergency Management Partnership;

   i) **"Lacombe Regional Emergency Management Plan"** means the integrated emergency management plan prepared by the Lacombe Regional Emergency Management Agency to coordinate response to an emergency or disaster within the geographic boundaries of Lacombe County

   j) **"Minister"** means the Minister responsible for the Emergency Management Act;

   k) **"Municipal"** means the Town of Blackfalds;

l) **"Municipal Emergency Advisory Committee"** means the committee established under this Bylaw; and

m) **"Municipal Emergency Management Agency"** means the agency established under this Bylaw

3. There is hereby established a Municipal Emergency Advisory Committee to advise Council on the development of emergency plans and programs.

4. There is hereby established a Municipal Emergency Management Agency to act as the agent of Council to carry out its statutory powers and obligations under the Act. This does not include the power to declare, renew, or terminate a state of local emergency, or the powers contained in Section 12 of this Bylaw.

5. Council shall:

a) by resolution, appoint three of its members to serve on the Municipal Emergency Advisory Committee;

b) provide for the payment of expenses of the members of the Municipal Emergency Advisory Committee;

c) by resolution, on the recommendation of the Municipal Emergency Advisory Committee, appoint a Director of Emergency Management and Deputy Director(s) of Emergency Management who shall do those things required of the Director of Emergency Management in that person's absence;

c) ensure that emergency plans and programs are prepared to address potential emergencies or disasters in the Town of Blackfalds;

e) approve the Town of Blackfalds emergency plans and programs; and

f) review the status of the Regional Emergency Management Plan and related plans and programs at least once each year

6. Council may:

a) by Bylaw borrow, levy, appropriate and expend, without the consent of the electors, all sums required for the operation of the Municipal Emergency Management Agency; and

b) enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans. or programs, including mutual aid plans and programs

7. The Municipal Emergency Advisory Committee shall:

a) review the Regional Emergency Management Plan and related plans and programs on a regular basis; and

b) review the status of the Regional Emergency Management Plan and related plans and programs at least once a year;

c) provide guidance and direction to the Town of Blackfalds Emergency Management Agency;

d) advise Council, duly assembled, on the status of the Regional Emergency Management Plan and related plans and programs at least once. each year

e) meet at least once each year, or by special request of the Chair; and

f) quorum of the Committee shall be 2 of 3 appointed Council members

8.1 The Municipal Emergency Management Agency shall be comprised of one or more of the following:

a) the Director of Emergency Management;

b) the Deputy Director(s) of Emergency Management;

c) the Commissioner, Chief Administrative Officer, Clerk or other administrative staff member(s) of the municipality;

d) the Police Chief or designate;

e) the Fire Chief or designate;

f) the Communications Officer (Public Information Officer) or designate;

g) the Public Works Manager/Foreman or designate;

h) the Planning and Development Manager or designate;

i) the Family and Community Support Services Manager or designate;

8.2 In addition, the following public and private organizations may be invited to provide representative(s) to the Municipal Emergency Management Agency:

a) the local RCMP Detachment Commander or designate;

b) the Ambulance Service Manager or designate;

c) the School Division Superintendent or designate;

d) representative(s) from Alberta Health Services;

e) representative(s) from adjacent communities which have entered into mutual aid agreements;

f) representative(s) from local business or business associations (e.g. Chamber of Commerce);

g) representative(s) from local industry or industrial associations;

h) representative(s) from local telecommunications service provider;

i) representative(s) from Municipal Affairs, Alberta Emergency Management Agency;

j) representative(s) from Alberta Environment;

k) representative(s) from Alberta Transportation; and

l) anybody else who might serve a useful purpose in the preparation or implementation of the Regional Emergency Management Plan

9. The Municipal Emergency Management Agency shall be responsible for:

a) reviewing and updating the Lacombe Regional Emergency Management Plan;

b) recommending to the Municipal Emergency Management Advisory Committee changes or revisions to the plan;

c) reviewing and providing input to the DEM into the development of the Town of Blackfalds Emergency Management training and exercise plan;

d) participating in exercises and training according to the established exercise and training program;

e) meet at a minimum of two times per year

10. The Director of Emergency Management shall:

a) assist in the preparation and coordination of the Regional Emergency Management Plan and prepare and coordinate related plans and programs for the Town of Blackfalds;

b) act as director of emergency operations, or ensure that someone is designated under the Regional Emergency Management Plan to so act, on behalf of the Municipal Emergency

Management Agency; and

c) coordinate all emergency services and other resources used in an emergency;

d) ensure that someone is designated to discharge the responsibilities specified in this section, paragraphs a), b) and c)

e) ensure that the command, control and coordination system prescribed by the Managing Director of the Alberta Emergency Management Agency will be used by the agency

11. The power to declare, terminate or renew a state of local emergency under the Act, the powers specified in Section 12 of this Bylaw, and the requirement specified in Section 15 of this Bylaw, are hereby delegated to a committee comprised of the Mayor, or the Deputy/Mayor, alone, or in their absence, any two members of Council. This committee may, at any time when it is satisfied that an emergency exists or may exist, by resolution, make a declaration of a state of local emergency.

12. When a state of local emergency is declared, the person or persons making the declaration shall:

a) ensure that the declaration identifies the nature of the emergency and the area of the Town of Blackfalds in which it exists;

b) cause the details of the declaration to be published immediately by such means of communication considered most likely to notify the population of the area affected; and

c) forward a copy of the declaration to the Minister forthwith

13. Subject to Section 12, when a state of local emergency is declared, the person or persons making the declaration may

a) cause the Lacombe Regional Emergency Management Plan or any related plans or programs to be put into operation;

b) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;

c) authorize or require any qualified person to render aid of a type the person is qualified to provide;

d) control or prohibit travel to or from any area of the Town of Blackfalds;

e) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of the Town of Blackfalds

f) cause the evacuation of persons and the removal of livestock and personal property from any area of the Town of Blackfalds that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property;

g) authorize the entry into any building or on any land, without warrant, by any person during the implementing of an emergency plan or program;

h) cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;

i) procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within the Town of Blackfalds for the duration of the state of local emergency;

j) authorize the conscription of persons needed to meet an emergency; and

k) authorize any persons at any time to exercise, in the operation of the Lacombe Regional Emergency Management Plan and related plans or programs, any power specified in paragraphs (b) through (j) in relation to any part of the municipality affected by a declaration of a state of local emergency

14. When, in the opinion of the person or persons declaring the state of local emergency, an emergency no longer exists in relation to which the declaration was made, they shall, by resolution, terminate the declaration.

15. A declaration of a state of local emergency is considered terminated and ceases to be of any force or effect when

    a) a resolution is passed under Section 12;

    b) a period of seven days has lapsed since it was declared, unless it is renewed by resolution

    d) the Lieutenant Governor in Council makes an order for a state of emergency under the Act, relating to the same area; or

    d) the Minister cancels the state of local emergency

16. When a declaration of a state of local emergency has been terminated, the person or persons who made the declaration shall cause the details of the termination to be published immediately by such means of communication considered most likely to notify the population of the area affected.

17. No action lies against the Town of Blackfalds or a person acting under the Town of Blackfalds direction or authorization for anything done or omitted to be done in good faith while carrying out a power under the Emergency Management Act or the regulations during a state of local emergency.

18. This Bylaw shall come into effect upon third and final reading of this bylaw.

19. Town of Blackfalds Municipal Emergency Bylaw 1117/11 and all amendments thereto are hereby rescinded.

READ for the first time this 8 day of December, 2020 A.D.

(**Resolution No.**)

Richard Poole
Richard Poole, Mayor

Myron Thompson,
Chief Administrative Officer

READ for the second time this 8 day of December, 2020 A.D.

(**Resolution No.**)

Richard Poole
Richard Poole, Mayor

Myron Thompson,
Chief Administrative Officer

READ for the third and final time this 8 day of December, 2020 A.D.

(**Resolution No.**)

Richard Poole
Richard Poole, Mayor

Myron Thompson,
Chief Administrative Officer

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Plan Overview

Purpose & Scope

Purpose

The purpose of the Lacombe Regional Emergency Management Plan (The Plan) is to provide a prompt and coordinated response to emergencies affecting two or more of the 13 identified municipalities within the Lacombe Region Emergency Management Partnership (The Partnership). The Plan adopts a flexible and scalable approach to manage all hazards across the Emergency Management Continuum: prevention and mitigation, preparedness, response, and recovery.

Scope

This plan is intended to be an adjunct to the individually required Municipal Emergency Management Plans as held by all 13 partners in the established agreement. The intent is NOT to remove any authorities, responsibilities, or expectations from any duly elected and appointed officials within any of the established and partner municipalities.

The establishment of this plan is set out as a recognition that there may be extenuating circumstances where an incident stretches a municipality's capacity, capabilities, and/or resources to such a point that they may require additional assistance. This plan formalizes the process of that regional approach to assist the regional partners to quickly effectively and efficiently access those resources, personnel, equipment, and capacity to respond to meet the needs of the citizens of the affected community(ies).

The Plan contains the guidelines for assessment, notification, activation, and authority during an incident. The plan is intended to create the foundation needed for all partners within the plan to respond to incidents that cross jurisdictional borders or breech functional operational capacity within their own municipalities based on the provided Hazard Impact and Risk Assessments. All individual municipalities are responsible for the direction and control of the response of their individual community's emergencies unless the authority for that response is formally delegated to a third party (IE the Lacombe Regional Emergency Management Partnership).

Guiding Plan Principles

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and management of resources during incidents. It is used for all kinds of emergencies and applies to small, large, and complex incidents. Various management operations use ICS.

Incident Command Post (ICP): An incident or multiple incidents will be managed by ICP.

Emergency Coordination Centre (ECC): The ECC exists to support and coordinate actions for the Incident Command Post (ICP).

Concept

The Lacombe Regional Emergency Management Advisory

Board (The Board) is responsible for the annual review of The Plan in its entirety, as well as the other necessary activities that coincide with its maintenance. The Plan adopts a flexible and scalable approach to manage all hazards across the Emergency Management Continuum: prevention and mitigation, preparedness, response, and recovery. This is achieved by:

- Ensuring appropriate strategies are developed to minimize the adverse effects of an incident on the region
- Develop risk-based plans with a focus on the integration, coordination, and support of Municipal Emergency Management Plans
- Describing the organization, roles, responsibilities, and procedures for effective incident management within the administration and regional authority
- Outlining operations for effective incident management across the co-ordination of multi-agency and multi-jurisdictional responses
- Providing information to build community resilience and better assist communities in preparing for, responding to, and recovering from incident events

The municipalities are mandated to develop, approve, lead, and execute plans and programs that fulfil both individual municipal goals and collective regional management objectives. These objectives include:

1. Prevent incidents whenever feasible
2. Effectively responding to save lives
3. Effectively responding to safeguard critical infrastructure, property, the environment, and the economy
4. Ensuring rapid recovery to minimize impacts on residents and municipal services.

This plan is not designed to replace existing procedures for managing normal day-to-day incidents in your municipalities, with normal day-to-day incidents being defined as common occurrences that are managed effectively on a routine basis by Emergency Services.

Guiding Authorities

The Plan is issued under the authority of:

1. *The Emergency Management Act,* Revised statutes of Alberta 2000, Chapter E-6.8. Updated June 2025.
2. The Local Authority Emergency Management Regulation 203/2018 as amended
3. Local Municipal Bylaws (See applicable Community tabs)
4. Lacombe Regional Emergency Management Partnership Agreement signatory parties

The Plan is maintained and implemented through the coordination of representatives from the recognized parties of the Lacombe Region Emergency Management Partnership which consists of: Lacombe County, the City of Lacombe, the Town of Blackfalds, the Town of Bentley, the Town of Eckville, The Village of Alix, The Village of Clive, The Summer Village of Birchcliff, The Summer Village Gull Lake, The Summer Village of Half Moon Bay, The Summer Village of Sunbreaker Cove, The Summer Village of Norglenwold, The Summer Village of Jarvis Bay.

Lacombe Regional Emergency Management Advisory

The Advisory consists of one municipal councillor from each of the parties who is appointed by the relevant Party. This committee provides the oversight and approval of activities regarding emergency planning, preparedness, mitigation, response and recovery within the Partnership. The Committee is also responsible for the development and approval of The Plan.

Lacombe Regional Emergency Management Agency (Agency)

Consisting of municipal staff from each of the parties, with each municipality appointing one member each, the members of the Agency are the staff and resources that are readily available during emergency operations. The Agency can also utilize key staff from among the parties of the Partnership to assist in and implement emergency operations as may be deemed necessary and available to them.

Municipal Director of Emergency Management

Each individual municipality's Director of Emergency Management will assist in the preparation and coordination of day-to-day activities as related to their municipalities as well as during activation of The Plan. This role is also responsible for the additional duties that are set out in the section 11.2(2) of *The Emergency Management Act, RSA 2000, Chapter E-6.8,* updated as of June 2025.

Municipal Emergency Plans

The Plan recognizes the individual authority required for effective implementation of emergency preparedness at the local municipal level. Hazard risk assessments will be conducted focusing on the uniqueness of a community's specific area and demographics. Through community engagement, each community will be responsible for their community specific information within this Plan, which will be found in the individual community specific tabbed sections.

The Plan acknowledges that a variety of stakeholders may be engaged in emergency management planning. Stakeholders include residents, municipalities, government, first responders, industry, volunteers, non-government organizations, and others as deemed necessary by the Partnership. These external partnerships are based on effective collaboration, coordination, and communication. These also represent the key components to the sustainability and effectiveness of emergency management plans and programs.

Emergency Services Organization

Each Municipal Council is responsible for the direction and control of the applicable Municipal and County emergency response until a delegation of authority is given, or the Government of Alberta assumes direction and control under Section 11a of *The Emergency Management Act RSA 2000, Chapter E-6.8*, updated in June 2025.

LREMP Maintenance and Review

Annual Maintenance

As in accordance with the Local Authority Emergency Management Regulation, AR 203/2018 Section 5, The Plan Must be reviewed at least once per year under the responsibility of the Agency and facilitated by the Coordinator. Once the annual review is completed and applicable updates have been made, it must be made available to the AEMA for review and comment.

Exercises

As per the Local Authority Emergency Management Regulation AR 203/2018, Section 6, the Agency must engage in at least one exercise every year (Usually in the form of a tabletop exercise) and every 4 years an exercise of a deployment nature.

The Agency, Coordinator, or the respective local emergency management agency will submit an exercise notification to the AEMA at minimum 90 days before implementing an exercise that includes:

- Exercise Scenario
- Exercise Objectives
- Intended Participants
- Date and time of intended exercise.

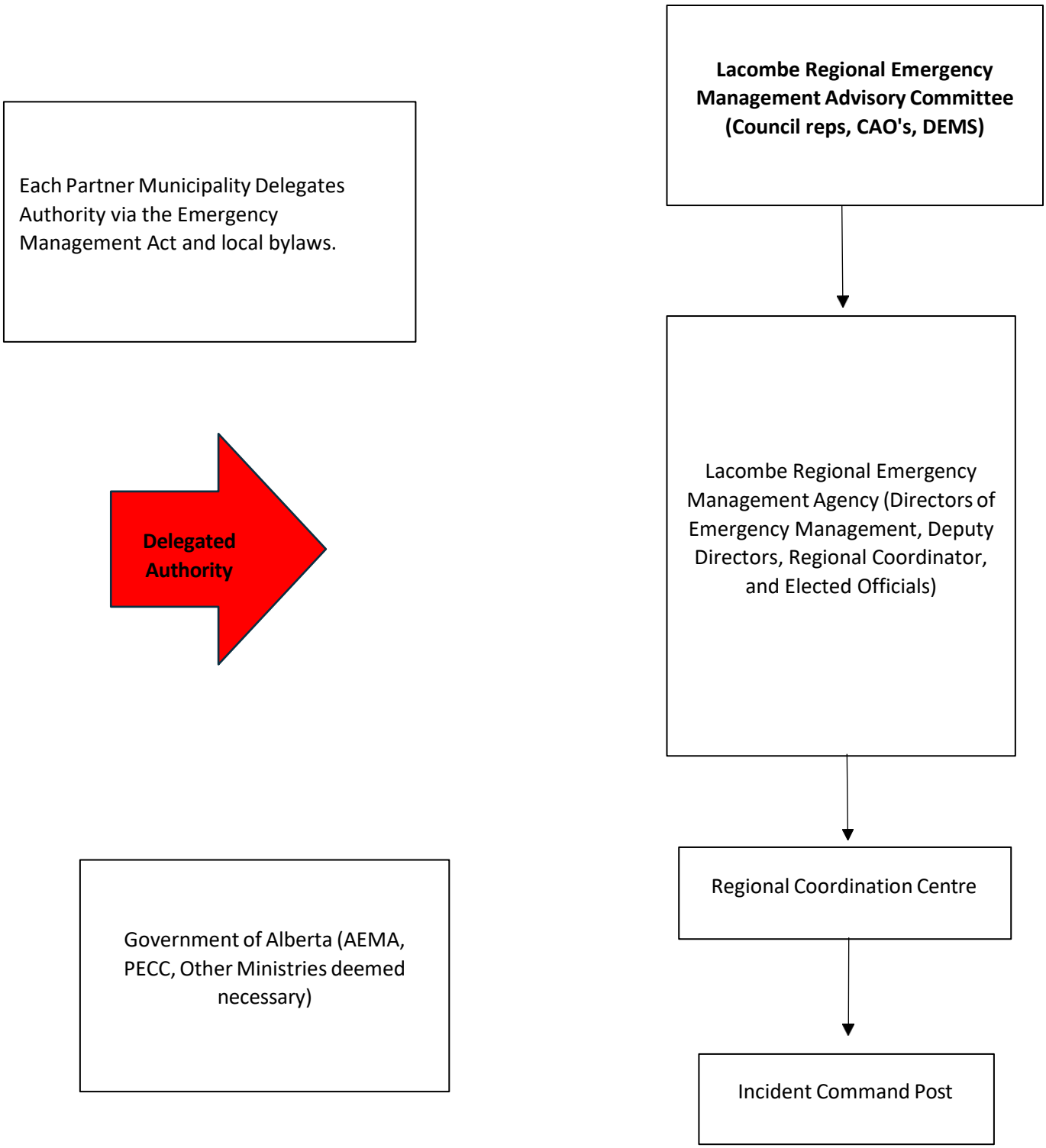
Training

The following minimum training courses and certifications will be required to be completed on a per role basis.

Title	Local Authority Elected Official Course (LAEO)	Basic Emergency Management (BEM)	Director of Emergency Management Course (DEM)	ICS 100	ICS 200	ICS 300	By When
Elected Official and Delegates							Within 90 Days of swearing in.
Director of Emergency Management							Within 18 months of appointment.
Local Authority Employees*							Within 6 months of appointment

* Local authority employees with assigned responsibilities respecting the implementation of their local authority's emergency plan.

Lacombe Regional Emergency Management Partnership Organization



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Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Laura Svab	403-391-9485	Lsvab@blackfalds.ca
CAO	Kim Isaac	780-678-4673	Kisaac@blackfalds.ca
DEM	Ken Morrison	403-396-0457	Kmorrison@blackfalds.ca
DDEM	Rick Kreklewich	403-885-6245	RKreklewich@blackfalds.ca
D/DEM	Preston Weran	403-318-2655	Pweran@blackfalds.ca
Fire Chief	Robert Cote	403-396-5009	RCote@blackfalds.ca
Police	S/Sgt. Jay Jestings	780-700-4327	jay.jestings@rcmp-grc.gc.ca

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
City of Lacombe	Chris Contenti		ccontenti@lacombe.ca
Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

Plan Activation

This plan may be activated in part or in whole:

(1) Contact Coordinator or designate to activate the Plan

(2) On a declaration of a State of Local Emergency (SOLE) by those authorized to do so in accordance with the Municipal Emergency Management bylaw. (Appendix 6.1 - Declaration of a State of Local Emergency)

(2) On a declaration of a Provincial State of Emergency by the Lieutenant Governor in Council in accordance with Section 11a of the *Emergency Management Act, RSA 2000, Chapter E-6.8*, updated in June 2025.

(3) When NO declared state of emergency exists:

a) By Council; or

b) By the Mayor, Reeve, or Committee of Council.

c) By the Municipal Director of Emergency Management (subject to immediate report to a member of council and prompt ratification by Council

NOTE: SEE APPLICABLE MUNICIPALITY BYLAW FOR DECLARATION PROCEDURES FOR THE INDIVIDUAL COMMUNITIES WITHIN THE REGION.

Quick Response Matrix

Incident Occurs

↓

First Responders Assess

↓

Criteria for Notifying Director of Emergency Management (DEM):

1. Is there a need or potential need to evacuate residents beyond the initial isolation zone?
2. Is environment/property/utility damage or potential damage critical?
3. Does the incident require more resources than are available locally or through mutual aid?
4. Will this incident attract media beyond local or regional levels and require public information?
5. Are regulatory, government and/or industry agencies required?

If "yes", notify DEM/DDEM. **If "no", proceed to "monitor/standard response".**

↓

Notify DEM/Deputy DEM:

↓

DEM/DDEM may implement emergency coordination procedures following additional information: Activate SV's Emergency Coordination Center or Incident Command Post (ICP/ECC)

- Type of incident;
- Location of incident;
- Nature of incident;
- Municipal/regional impact;
- Is immediate evacuation or activation of the AEA system required?
- What additional resources are required?
- Other important information?

↓

Mobilize LREMP Regional Plan

If regional assistance is required, refer to page 3.

↓

Mobilize Local ICP/ESS Plan

If ICP mobilization is required, refer to the next page.

↓

Monitor/Standard

↓

First responders are to proceed with normal standard operating procedures and/or guidelines to resolve the incident. Should the incident escalate beyond standard response, notification of DEM/DDEM shall be required.

↓

De-mobilization & Recovery

Mobilize SV's ICP/ ESS

First 4 Hours of Operational Period

- Confirm Command;
- Determine ICP location;
- Contact agency members/municipal official(s);
- Establish communications (emergency personnel, media, public information etc.);
- Determine if registration/evacuation/shelter-in-place is required;
- If required, mobilize ESS plan (See Emergency Social Services Plan tab);
- Determine if there is need for state of local emergency (SOLE);
- Notify regional contacts.

ICP Locations :

Primary: To be identified by Municipality

Secondary: To be identified by Municipality

Contact Municipal Agency Members and Staff

(Name) - (Role)	Phone
To be identified by Municipality	

Media/Public Information

Radio	
Sunny 94.1	403-357-4296
Real Country	403-348-0955
Big 105	403-343-7104
Newspaper	
Rimbey Review	403-843-4909
Social Media (Facebook)	

Regional ECC/ICP Contacts

Lacombe County/ICP/ECC	
Dave Bain-DEM Regional Fire Chief	403-877-8074
Dave Lahucik - Manager CPO/DDEM	403-896-0178

ESS	
Wendy (Blackfalds)	
Jennifer Peterson DDEM/City of Lacombe	403-358-0365

AEMA	
Lorne Thompson Field Officer-Central	587-591-1874
PECC Provincial Ops Center	1-866-618-2362

LREMP Plan Mobilization

Mobilize LREMP Regional

Requests for support within the Partnership shall be initiated by the jurisdictional DEM or DDEM and forwarded for approval by the jurisdictional council/administration. Upon approval of the request, the jurisdictional DEM or DDEM shall forward the request to the supporting DEM, who shall gain approval from the supporting council/administration prior to release of the support requested. Delegation of Authority

LREMP DEM/DDEM /CAO Contacts

Municipality	DEM/DDEM	Phone #
Lacombe County	Dave Bain-DEM	403-877-8074
	Dave Lahucik-DDEM	403-782-8959
City of Lacombe	Jason Flemming-DEM	403-396-3161
	Jennifer Peterson- DDEM	403-358-0365
	Diane Piche-DDEM	403-506-5017
Town of Blackfalds	Ken Morrison-DEM	403-396-0457
	Rick Kreklewich-DDEM	403-391-2003
	Preston Waren	403-318-2655
Town of Bentley	Julian Veuger-DEM	403-896-3339
	Marc Fortais-DDEM/CAO	825-439-2464
	Chris Loov	403-704-7065
Town of Eckville	Julian Veuger-DEM	403-896-3339
	Penny Seiling-DDEM	403-679-4266
	Darcy Web-CAO	587-877-0790
Village of Alix	Janene Anderson-DEM	403-318-4520
	Michelle White-DDEM	403-747-2495
Village of Clive	Janene Anderson-DEM	403-318-4520
	Carla Kenny-DDEM	587-447-8199
SV of Gull Lake	Tim De Vries-DEM	403-358-2203
	Harold Wayne-CAO	780-903-7788
SV of Birchcliff	Tanner Evans-DEM	778-808-0554
	Julian Veuger-DDEM	403-896-3339
	Roger Dufresne-Mayor	403-404-6684
SV of Sunbreaker Cove	Tanner Evans-DEM	778-808-0554
	Julian Veuger-DDEM	403-896-3339
	Mike Bruni-Mayor	403-813-1264
SV of Half Moon Bay	Tanner Evans-DEM	778-808-0554
	Julian Veuger-DDEM	403-896-3339
	Jonathan Johnston-Mayor	403-850-0339
SV of Norglenwold	Tanner Evans-DEM	778-808-0554
	Julian Veuger-DDEM	403-896-3339
	Rod Miller-Mayor	403-606-6379
SV of Jarvis Bay	Tanner Evans-DEM	403-596-1084
	Julian Veuger-DDEM	403-896-3339
	Julie Maplethorpe-Mayor	403-304-0446

Lacombe Regional Emergency Management Partnership

LREMP

LREMP Regional Advisory

City of Lacombe-Chris Contentie
Lacombe County-Dwanye West
S.V. Birchcliff – Ann Zacharias
S.V. Gull Lake- Harold Wynne
S.V Half Moon Bay- Jon Johston
S.V. of Jarvis Bay- Julie Maplethorpe
S.V. Norglenwold-Jeff Ludwig
S.V Sunbreaker Cove- Adele Poratto
Town of Blackfalds-Jim Sands
Town of Bentley –
Town of Eckville- Delaney Thorson
Village Of Alix – Ed Cole
Village of Clive- Norma Penny

Lacombe Regional Emergency Management Partnership Coordinator (LREMP)
Julian Veuger
PH 403-896-3339

Alberta Emergency Management Agency (AEMA)
Lorne Thompson
PH 587-591-1874
Brad Milton
PH 403-352-2657

Lacombe Regional Emergency Management Partnership (LREMP)
Directors of Emergency Management (DEM)
City of Lacombe-Jason Fleming
PH 403-396-3161
Lacombe County -Dave Bain
PH 403-782-8959
S.V of Birchcliff -Tanner Evans
PH 788-808-0554
S.V Gull Lake- Tanner Evans
PH 788-808-0554
S.V Half Moon Bay-Tanner Evans
PH 788-808-0554
S.V. Jarvis Bay-Tanner Evans
PH 788-808-0554
S.V Norglenwold -Tanner Evans
P.H. 788-808-0554
S.V Sunbreaker Cove-Tanner Evans
PH 788-808-0554
Town of Bentley-Julian Veuger
PH 403-896-3339
Town of Eckville-Julian Veuger
PH 403-896-3339
Town of Blackfalds -Ken Morrison
PH 403-396-0457
Village of Alix -Janene Anderson
403-318-4520
Village of Clive-Janene Anderson
PH 403-318-4520

Plan Deactivation & Response Evaluation

The formal deactivation of the plan or lowering of emergency levels shall be communicated to all agencies and organizations by the individual DEMs with advice from the Incident Commander.

Within 3 weeks of the deactivation of the Plan, representatives from all services and organizations involved shall meet to review the Plan, complete a post incident assessment which will include any observations and recommendations for updating the Plan that may be required.

Regional Plan Activation

Regional Emergency Management Plan – ICS Principles and Processes

The Partnership acknowledges the Incident Command System hereinafter referred to as ICS, as the recognized standard for incident / event management and will seek to incorporate ICS processes including P.P.O.S.T, Planning P, ICS forms as well as apply the rigor and accountability of ICS principles into the operation of the Incident Command Post (ICP) and the Regional Emergency Coordination Centre hereinafter referred to as RECC in support of the ICP.

The Plan has been produced to all member communities for their review and participation in future annual updates. The Plan has been designed to provide a framework for how the Region conducts its emergency management program. It is adopted as the official emergency plan for the Partnership and is available to each of the member communities (parties).

Assumptions

This plan is based on the following assumptions:

- Incident Command / Unified Command is responsible for on scene response activities during a type 3/2/1 emergency/disaster situation in conjunction with a Regional Emergency Coordination Centre (RECC).
- The Branch Director of Emergency Social Services (ESS) has the authority to activate and coordinate the services and activities of the ESS organization to meet the needs of evacuees in conjunction with the RECC.
- First responders such as Fire Service, Law Enforcement, Health / Emergency Medical Services and the RCMP will be available where possible, to provide the required level of first response during type 5/4 incidents without the support and / or coordination through the RECC.

The Regional Parties

The Plan and corresponding Programs are designed in compliance with the Local Authority Emergency Management Regulation and hereby duly supported by each of the “parties”. A single Regional Emergency Management Bylaw should be considered to formally link the various parties. The authority and subsequent responsibility to sustain a current regional emergency management plan has been assumed by LREMP. Under this model, the “parties” agree to work collaboratively to prepare for, mitigate where possible, respond to and recover from type 3/2/1 incidents within a municipality and / or the region.

Culture of Preparedness.

In accordance with section 4 of the Local Authority Emergency Management Regulation; Municipal and Regional Emergency Management requires commitment and discipline, from community stakeholders to routinely review / revise their Municipal and Regional Emergency Management Plans and corresponding programs. The Emergency Management program ensures that Regional Emergency Management Agency meeting agendas include preparedness planning; pandemic planning; crisis communications; business continuity planning; emergency social services planning; as well as scenario-based response planning relevant to current Hazard Identification Risk Analysis (HIRA) data.

Culture of Preparedness also includes but is not limited to the following:

- Up-to-date Preparedness Plans and Hazard Identification Risk Analysis (or HIRA)
- Building and developing a Regional Team (Incident Management Team-IMT)
- IMT is trained and conversant in ICS roles and responsibilities and in the application of ICS.
- IMT members meet regularly with internal and external assisting and cooperating agencies.
- Preparedness includes robust succession planning which also achieves depth in the organization.
- Tests state of readiness availability routinely
- HIRA specific, scenario-based exercises inclusive of community partners
- Resource sharing / mutual aid agreements in place and included in exercises.
- Delegation of Authority applied in a timely and effectively manner if required.
- Evacuation plans,
- Robust Notification System for Regional stakeholders as well as the public
- Forum for building community and volunteers into the response framework.
- Well trained and equipped Emergency Social Services (ESS) organization
- Fully equipped Facilities for sustained Emergency Coordination Centre, Emergency Social Services / Reception Centre(s)
- Ongoing engagement of the public, volunteers, schools, participating agencies. Emergency Preparedness efforts and strategies to protect lives can be highlighted during Emergency Preparedness Week including:
    - “Emergency Go-Kit” best practices,
    - Shelter-in-Place methodology
    - Communicating the difference between Shelter-in-place, Lockdown, Stay-at-home and the three stages of Evacuation.
- Practicing the development of an Incident Action Plan during Regional Emergency Management Agency meetings as well as training exercises which increases leadership confidence during actual incidents.

Regional Emergency Coordination Centre Activation

The affected communities DEM or designate will determine the need for the Plan activation and corresponding level of RECC activation based on the needs of Incident Commander. Upon determination of the need for RECC activation, the DEM will initiate the appropriate call-out. Names and numbers of individuals are in Appendix 7.1 (Contact Information & Resources). The DEM will contact Dispatch to activate the automated notification system.

An initial incident briefing will occur for all members of the RECC by the DEM of the affected community to ensure a common operating picture is understood. The ICS organizational structure established including Command Staff (Safety, Information and Liaison Officers) & General Staff will be confirmed. Successive briefing attendance can be scaled down to include only the key personnel as invited by the RECC Director. These key personnel will in turn disseminate information out to their respective teams though use of incident status and the incident action plan objectives or the Emergency Coordination Centre Action Plan. The DEM provides the following information:

- The emergency “type” and incident briefing as relayed from IC.
- The location of the RECC (primary or alternate)
- Type of Emergency Coordination Centre (regional or municipal)
- Any safety instructions
- Any transportation instructions

Emergency Operations Procedures

Planned events or unplanned incidents, and “incidents within incidents” require appropriate type and kind of resources urgently amassed to protect the public, property, and the environment. Having these resources secured or contracted in advance of an event to provide adequate operational, safety, and security needs and will help stabilize the incident and may conclude it successfully and without mishap. The logistical requirements will be immediately assigned to stabilize the incident problems that impact the life safety of the public, property, and environment. It is important to strike a balance when determining resource needs, both human and equipment. Having too few resources can result in loss of life and/or property. Alternatively, self-dispatched, unrequested resources can result in personnel deployed without proper safety procedures, tracking in place, or supervision.

Incident Typing

Incident typing is a tool used by the Incident Command System (ICS) to identify the complexity of an incident or event and for assessing the need for an Incident Management Team (IMT). Using a scale of 5-1, with 5 being the least complex and 1 being the most complex. For the purposes of this document, the Plan will only address those incidents that are Type 3 and more complex.

While the intention is that individual communities will be responsible for dealing with their own “Type5” and “Type 4” incidents, this does not mean that they cannot activate mutual aid agreements or make the request to activate this plan if the situation has overwhelmed the resources that are available.

As the complexity of an incident increases, resource needs and the ICS structure grow accordingly. When the Incident Commander (IC) completes the size up of the situation based on their protocols, the incident typing descriptions and complexity analysis below are combined to identify not only the scope of the incident but the immediate resource needs. Following process, these resource needs should be sent to the Logistics Section Chief or ordered through dispatch if a Logistics Section has not been assigned yet.

The Incident Commander should advise the responding municipalities DEM of the situation / prognosis and request for Emergency Coordination Centre support, if necessary. To assist in the initial assessment, a complexity analysis is provided on the next page.

Incident Complexity Level: Incident Effect Indicators Summary										
Type	Resistance to stabilization or mitigation	How long does it take for resources to meet incident objectives?	Effects on population immediately surrounding the incident	Length of incident effects	Evacuations necessary during mitigation	Adverse impact on CIKR	CIKR impact / mitigation measures	Coordination required with elected/ governing officials and stakeholder groups	Do conditions or actions that caused original incident persist?	Probability of cascading event or exacerbation of current incident
5	None	1-2 hours	Minimal	Minimal	Few or none	None	None	Minimal or none	No	None
4	Low	Several to 24 hours	Limited	Up to 24 hours	Few or none	Minimal	Uncomplicated within one operational period	Minimal or none	No	Low to none
3	Moderate	At least 24 hours	Moderate	Several days to over one week	Possible; may require shelter	Threatens, damages, or destroys property	Adverse; multiple operational periods	Some	Possibly	Medium
2	High	Several days	Significant	Several days to two weeks	Possible; may require shelter/ housing for several days to months	Threatens, damages, or destroys property	Destructive; requires coordination over multiple operational periods	Moderate, including political organizations	Possibly	High
1	High	Numerous operational periods	Significant	Two weeks to over a month	May require shelter/ housing for several days to months	Significantly threatens, damages, or destroys property	Highly destructive; requires long-term planning and extensive coordination over multiple operational periods	High, including political organizations	Yes	High

https://icscanada.ca/wp-content/uploads/2024/01/ICS-Canada-Incident-Complexity-Guidelines-1.p

Type 5 and Type 4 Incidents: Primary communications will be through typical, already established processes and procedures such as the radio system and the cellular system.

Type 3 Incidents: Primary communications will be through the radio system, emails, and the cellular system.

Internal:

As Type 3 incidents are multiple operational periods in length, the communications, alerts, and notifications will be completed through the Information Officer for urgent matters, and through the meetings and briefings in the planning process for general information. The DEM must be notified of Type 3 or potential Type 3 incidents. The DEM will determine the requirements to notify others within the organization.

External:

Responders from outside the regional organization may be included. Mutual Aid partners should be notified on the incident. This will allow them some time to prepare their response to multiple incidents (IE The regions and one in their area). Communication with the AEMA Central Alberta Field Officer should occur early in the incident.

The Regional IMTs throughout the province may be engaged to assist in the management of the Incident. This should be requested through the AEMA Field Officer or the PECC.

Type 2 Incidents: Primary communications will be through the radio system, emails, and the cellular system.

Internal:

Type 2 incidents will require full establishment of command and general staff, and Emergency Coordination Centre (ECC) personnel. Combined efforts between the Incident Command Post and ECC Information Officers and their assistants will be responsible for all communications within the command and coordination functions. Communication will include all internal municipal departments and personnel, not only operationally, but also the administrative and legislative components as well.

Personnel will be required for multiple shifts so efforts must be made to determine adequate staffing.

External:

Communication through the Field Officer to the Provincial Emergency Coordination Centre will be critical in getting information out to external stakeholders. The establishment of a Joint Information Centre and using a Joint Information System will be beneficial to the efficient and effective information transference. External stakeholders that will be involved in the alerting and communications should have a representative in the ECC.

Provincial IMT's may be of benefit to incidents of this complexity.

Type 1 Incidents: Primary communications will be through the radio system, emails, and the cellular system.

Internal:

Type 1 incidents from an alerting standpoint will be very similar to a Type 2 incident, in that all communications realms will need to be accessed. All operational, administrative, and legislative components will need to be alerted and communicated with.

External:

Communication through the Field Officer to the Provincial Emergency Coordination Centre will be critical in getting information out to external stakeholders. The establishment of a Joint Information Centre and using a Joint Information System will be beneficial to the efficient and effective information transference. External stakeholders that will be involved in the alerting and communications should have a representative in the ECC.

Provincial IMT's may be of benefit to incidents of this complexity.

Public Alerting

When this Plan is activated, the Information Officer (Or delegate) will facilitate the issuance of public notice of an incident. This alert may include shelter in place, evacuation notices, or general notice. Depending on the nature and scope of the incident, one or more methods may be utilized to notify/warn the public. When the decision to alert the public is made, the following options exist:

- Alberta Emergency Alert – radio, television, email, and texts (Information Alert or Critical Alert)
- Social Media
- Website
- Door to Door
- Telephone calls
- Public Service Announcements

The primary method of alerting the public is the use of the Alberta Emergency Alert (AEA). An AEA can be issued by individuals who have been designated by their community, organization, or department. The Information Officer (Or Delegate) if activated will be the point of contact for initiating information alerts or critical alerts through the Alberta Emergency Alert.

The AEA system can be activated for any of the 72 different types of alerts or warnings.

To activate the AEA, all the following conditions must be present:

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

Note: To activate the AEA, use the website process if possible. If that option is unavailable, dial the Activation Line: -1-866-647-9276 and an operator will assist you. The user Handbook can be found at: www.activatealert.alberta.ca or call 1-866-647-WARN (9276).

Social Media and the applicable municipal websites can be updated as required to provide information under the direction of the DEM. These updates in conjunction with Public Service Announcements on local media will assist in reaching the public with specific information and directions.

The Incident Commander may use any or all the above strategies and tactics to notify the public.

Declaration of a State of Local Emergency

Members of Partnership with the authority to do so, may, when satisfied that an emergency exists or may exist in the region, may declare a state of local emergency (SOLE). To declare a state of local emergency as per the *Emergency Management Act: RSA 2000 Chapter E-6.8*, updated as of June 2025, the following must be identified:

- The nature of the emergency
- The area of the municipality in which the emergency exists or may exist, and
- Which powers the local authority anticipates exercising during the state of local emergency such as:

    i. Cause any emergency plan or program to be put into operation.
    ii. Exercise evacuation orders and authorize any persons at any time to exercise, in the operation of an emergency plan or program, to do so in relation to any part of the municipality affected by a declaration of a state of local emergency.
    iii. Compensate for any real or personal property damaged or destroyed due to an action of the local authority in preventing, combating, or alleviating the effects of an emergency.
    iv. During or within 60 days after the state of local emergency, by bylaw that is not advertised but is approved by the Minister responsible for the *Municipal Government Act*, borrow any money necessary to pay expenses caused by the emergency including payment for services provided by the Government of Alberta or by the Government of Canada when the services were provided at the request of the local authority.

A template of a SOLE Declaration document can be found in Appendix 6.1

Procedures:

- Complete Declaration of a State of Local Emergency resolution of Council (See Appendix 6.1 for suggested format). This must include the nature of the emergency and the area of the municipality in which it exists.
- Ensure the Declaration is recorded in the Municipal Register.
- Complete the public announcement following the Declaration of a State of Local Emergency form (Appendix 6.1 for suggested format).
- Publish the public announcement by such means considered most likely to make the Declaration known to the majority population of the area affected.
- Email the signed declaration to the PECC (pses.pecc@gov.ab.ca) and to the AEMA field officer as well. Follow this email up with a phone call for confirmation 1-866-618-2362.
- Should the Declaration lapse after seven days, be cancelled by the Minister, be terminated by Council, or be renewed by Council, the Minister must be notified.

Should the need arise to declare a SOLE, more detailed procedures to be followed are identified in Part 2 of the *Emergency Management Act, RSA 2000, Chapter E-6.8,* updated as of June 2025, in the following sections:

- Authority and Delegation of Authority - Section 11
- Declaration Procedures - Section 21
- Cancellation of a Declaration - Sections 22
- Termination of a Declaration - Sections 23(1)
- Powers of Council - Section 24

Communications Procedure

During an emergency, all available means of communications are pressed into action. There are various tools/hardware and applications available to initiate communication procedures during an incident response. These include radio, telephones/cellular, and email.

Radio Communications

The expected primary means of communication during an incident response are the mobile radio systems of the emergency services. Communications between the emergency scene and the municipality generally originates with the fire service using the common municipal radio network.

In major emergency situations, additional radio communications may be accessed through:

- Alberta First Responders Radio Communications System (A.F.R.R.C.S.)
- Alberta Amateur Radio Emergency Services (A.R.E.S.)
- Alberta Emergency Management Agency – Provincial Emergency Coordination Centre
- Local industrial, commercial resources.

Contact information for activation of these resources can be found in Appendix 7.10.

Telephones & Cell Phone Communications

For initial communication and alerting procedures, telephone and cellular device communications are the most common. All phone numbers identified as relevant and necessary for effective implementation of this plan can be found in Appendix 7.10

Email Communications

During the initial set up of communication procedures pre-identified emails can be used as a way to track communications prior to the implementation of the proper ICS forms

Command and Coordination

The Incident Command System assists the IC and the ECC Director in determining the best staffing levels for the incident. Even if the incident is very small, and only one or two people are involved, the roles and the relevant activities will still always apply to some degree.

The following FIVE primary management functions are the foundation upon which the Incident Command Posts organizational structure is based, as well as how the Emergency Coordination Centre's is most commonly structured:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance/Admin

Problem and Responsibility Identification

While both facilities can share organizational structures with similar functions, the actual responsibilities vary depending on what roles are active and if they are in an Incident Command Post versus an Emergency Coordination Centre. Most commonly the variations are due to the resources that are needed, the jurisdictions and policy groups that are involved, and the geographical scale of the incident. During an incident response, identified problems can be categorized through use of the Problems List, an example of which can be found in Appendix 6. The examples provided below use the scenario of a wildfire response.

Problems Caused by the Incident

Problems caused by the incident are problems that are caused directly by the incident itself, and solved by creating new or amending current objectives set by the Operations Section of an Incident Command Post. An example of this would be the problem of a wildfire encroaching on a residential area. The solution for this would be to begin deploying and directing resources to contain the perimeter of the wildfire, which falls under the responsibilities of the Operations Section.

Problems Caused by the Response

Problems caused by the response are problems that are caused by the organizational and operational requirements of incoming, deployed, or outbound resources. These problems can be solved by activating or expanding units within the Planning, Logistics, and Finance/ Administration sections. Continuing with the wildfire example, the identified problem would be the lack of fuel for the responding fire trucks. The solution would be the ordering, transport, and distribution of fuel which is coordinated and implemented through the Planning, Logistics, and Finance/Administration sections.

Problems Outside the Tape

Problems outside the tape are problems that are caused by the incident, but are not within the capacity of the Incident Command Post Operations Section to respond to. These problems are solved through the ECC or the activation of an Emergency Social Services (ESS) section or branch. An example of this type of problem is the identification and tracking of the impacted population of an incident. While it is part of the operational tactics for the evacuation of an impacted population, the identification of the diversity of needs caused by an incident is solved through the activation of an ESS section/branch with additional assistance provided through the ECC. The problems are solved through the communication and coordination between a variety of external stakeholders to the incident and the incident response.

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Incident Command Post

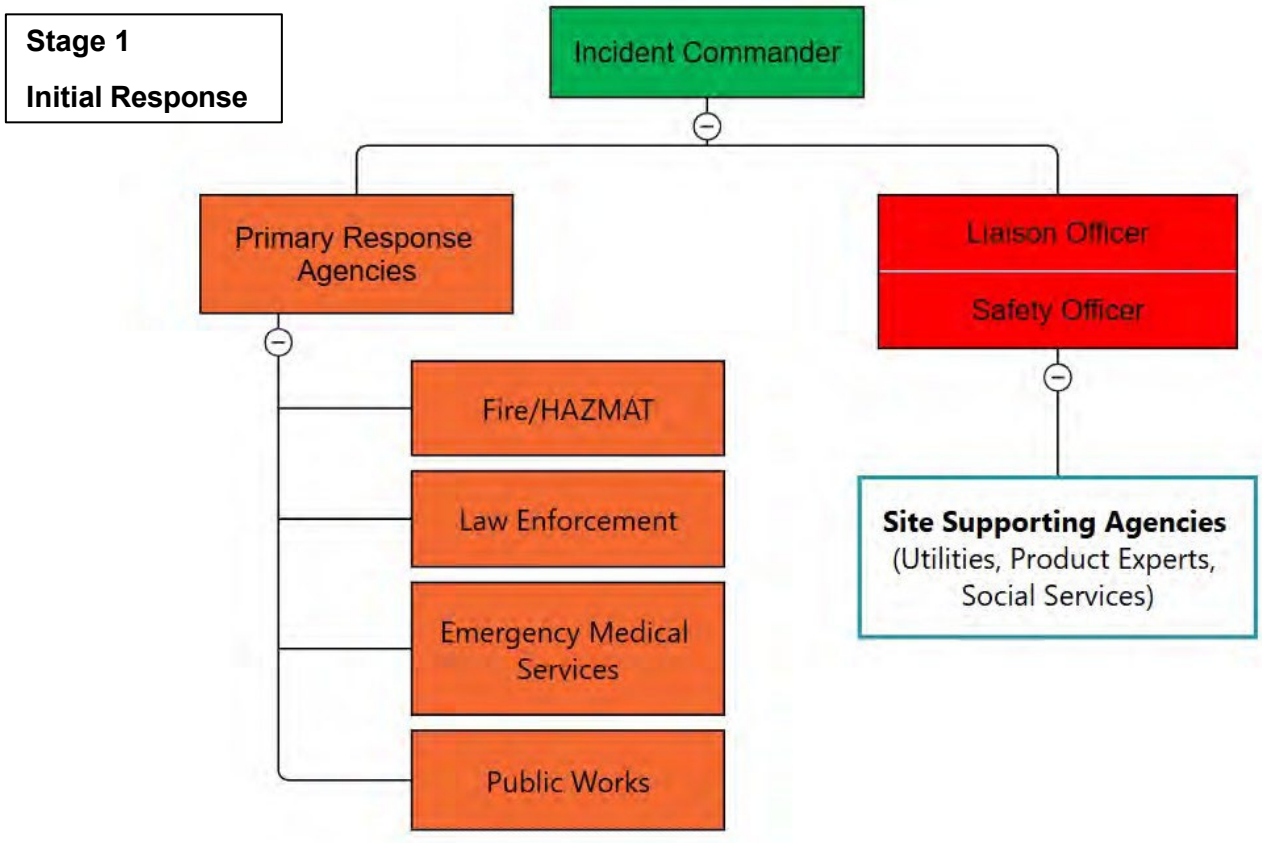
The Incident Command Post (ICP) is one of the first identified facilities during an incident. Depending on the scale and available resources the ICP location can range from the hood of a truck to a dedicated building. This facility is the location for the organization and planning of the tactical level of an incident response.

During active incident response there can be multiple stages at which the ICP will need to expand as problems and objectives are identified. This expansion can includes both physical location as well as roles that are activated and filled.

For facility locations that have been identified that can be used to stand up a more formal ICP, see Section IV for the current list based on location.

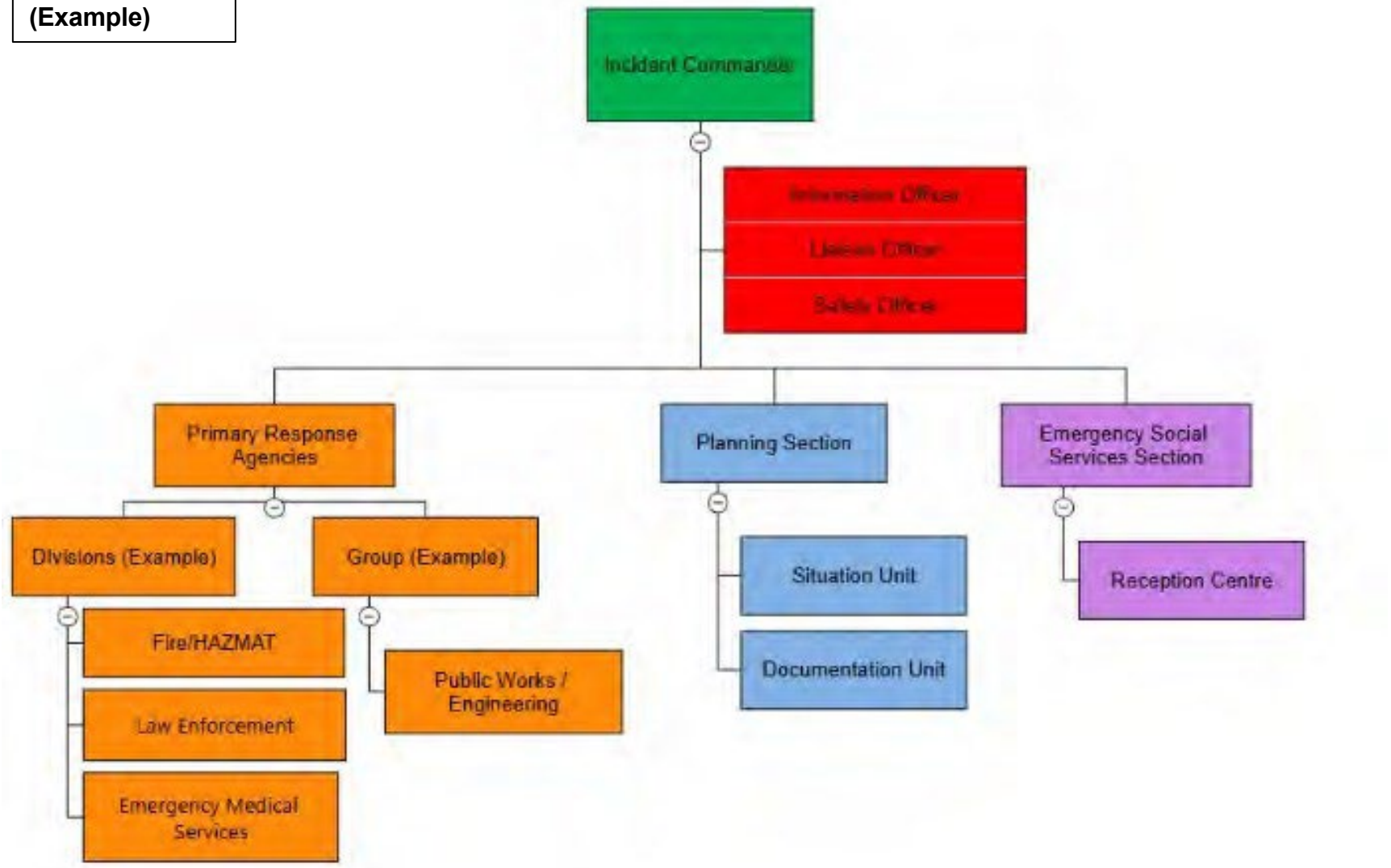
Organizational Structure Overview

One of the commonly known features of the Incident command system is the principle of modular organization. This principle is best seen in practice when comparing the differences of the organizational structure of an incident response at the start of an incident versus when the incident has reached its peak. Below are overview examples of how the structure of an Incident Command Post evolves throughout out the incident and how one can expect it to expand during a response



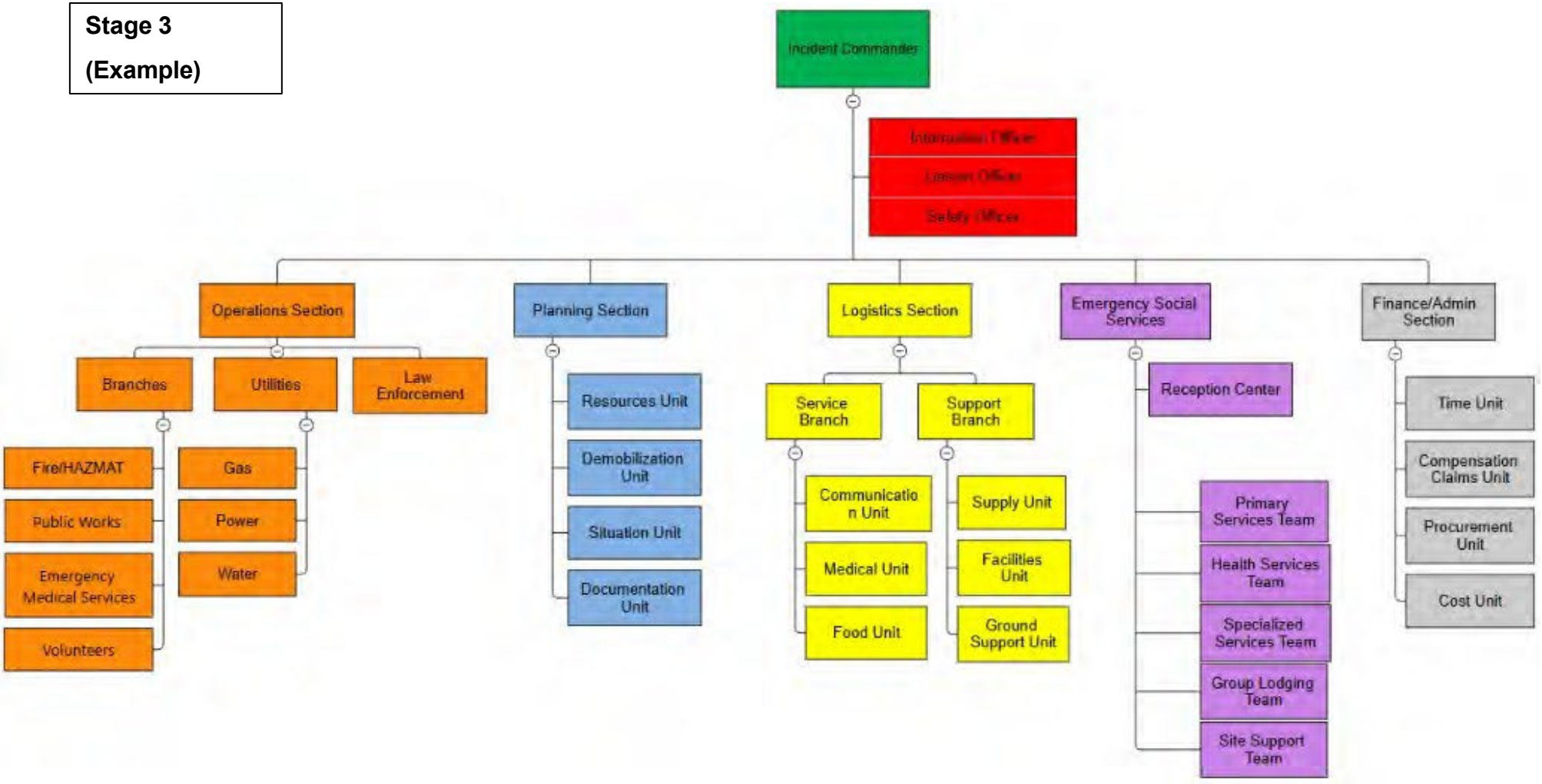
Stage 2

(Example)



Stage 3

(Example)



Roles and Responsibilities

The Command staff consists of four roles, each with the possibility of having assistants/deputy's underneath them depending on the scale of the incident. The following section is not to be used as a checklist or terms of reference for filling the positions/roles. It is intended to provide an overview of what each section/position/role is responsible for quick reference. Any personnel filling the roles mentioned below are expected to have taken and completed the necessary ICS training courses.

Incident Commander

Upon Arrival

- Assess the situation or obtain a briefing from prior Incident Commander.
- Determine incident objectives and strategy.
- Establish the immediate priorities.
- Establish a command post.
- Establish an appropriate organizational structure as per available resources. Coordinate with key people and officials.

As Operationally Necessary

- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan (if operationally necessary).
- Ensure that adequate safety measures are in place.
- Coordinate the activity of all Command and General staff.
- Approve requests for additional resources or for the release of resources.
- Ensure the Liaison Officer has updated or developed a communication plan to keep agency and jurisdictional representatives informed of the incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Authorize the release of information to the news media.
- In conjunction with the Provincial Regulator, order the downgrading or demobilization of the incident when appropriate.

Safety Officer

- Identify occupational health and safety hazards and ensure they are corrected.
- Ensure compliance with provincial health and safety standards and regulations.
- Exercise emergency authority to stop and prevent unsafe acts.
- Provide safety and health information and training.
- Review emergency response activities for safety implications.
- Take appropriate action to mitigate or eliminate an unsafe condition, operation, or hazard.
- Maintain a site-specific safety and health plan.
- Monitor workers for exposure to conditions hazardous to their safety or health.
- Alter, suspend, or terminate activities that may pose danger to workers.
- Assess personal protective equipment requirements.
- Document safe and unsafe acts, accidents or injuries, and corrective actions taken.
- Participate in planning meetings.
- Investigate accidents that have occurred within the incident area.
- Review and approve the medical plan if required.
- Maintain a unit activity log.

Liaison Officer

- Coordinate with representatives from cooperating and assisting agencies not directly involved in the response.
- On behalf of the incident commander, be the point of contact for participating response organizations.
- Assist in establishing and coordinating interagency contacts.
- Maintain a list of assisting and cooperating agencies and their representatives.
- Be a contact point for jurisdictional and agency representatives.
- Keep agencies supporting the incident aware of the incident status.
- Monitor operations to identify current or potential inter-organizational problems.
- Participate in planning meetings to provide current status, limitations, and capability of assisting agency resources.
- Maintain a personal log of all action taken

Information Officer

- Establish and maintain open lines of communication with the ECC, or if not established, the stakeholders and government departments, providing reports and updates.
- Proactive media management and communications with employees.
- Coordinate activities and responsibilities of the ECC Information Officer as required.
- If ECC is not established, obtain up-to-date information for media releases, draft media releases for approval, coordinate interviews and organize press conferences.
- Ensure that media releases are approved by the Incident Commander before dissemination and distributing hard copies of the media release.
- Establish a regular communication link with any media coordinators, i.e., provincial, federal, public, or private industry, involved and ensure that all information released to the media and public is consistent and accurate.
- Ensure that appropriate contact information is available, as necessary.
- Provide direction and regular updates to ensure that the most accurate and up-to-date information is disseminated to the public.
- Monitor news coverage and correct any erroneous information.
- Maintain copies of all media releases and newspaper articles pertaining to the emergency.
- To enhance effectiveness in a major incident, or as an incident escalates, the Information Officer will utilize the ECC who will use corporate resources to disseminate information more efficiently to the public, stakeholders, and media.
- Maintain a personal log of all actions taken.

The General Staff are responsible for the running of four primary functions within the ICS system of Operations, Planning, Logistics, and Finance/Administration, with the addition of Emergency Social Services Each of these roles have the possibility of having a Deputy Section Chief depending on the scale of the incident. The following section is not to be used as a checklist or terms of reference for filling the positions/roles. It is intended to provide an overview of what each section/position/role is responsible for quick reference. Any personnel filling the roles mentioned below are expected to have taken and completed the necessary ICS and provincial training courses.

Operations Section Chief

- Supervision of tactical resources through the chain of command.
- Perform unassigned operational duties as required.
- Assist in the development of the Incident Action Plan.
- Assess the emergency, evaluate the potential risks to life, potential to expand, and property / environment.
- Approve containment or shutdown strategies and tactics recommendations.
- Approve site response team logistical requirements.
- Verify that the Incident Command Post (ICP) has been established.
- Oversee the tactical implementation of the Incident Action Plan.
- Oversee any equipment staging required to manage emergency.
- Maintain situational awareness and ensure that communications lines remain clear.

Planning Section Chief

- Collect, evaluate, process, and disseminate information for use at the incident.
- Supervise and provide input to the preparation of the Incident Action Plan.
- Reassign out-of-service personnel to ICS organization positions as appropriate.
- Establish information requirements and reporting schedules.
- Determine the need for any specialized resources in support of the incident.
- Establish information collection activities, e.g., weather, environmental, toxic, etc.
- Assemble information on alternative strategies.
- Provide predictions on incident potential.
- Compile and display incident status information.
- Oversee preparation of the Demobilization Plan.
- In a major event or a situation that escalates request and utilize ECC support, as necessary.
- Establish document control and collection, prepare for 3-year document retention.

Logistics Sections Chief

- All incident support needs, except aviation support, is provided by the Logistics Section.
- Manage all incident related logistics.
- Provide logistics input to the Incident Action Plan.
- Identify anticipated and known incident service and support requirements.
- Review and provide input to the Communications Plan, Medical Plan, and Traffic Plan.
- Request or utilize ECC resources as necessary through the ECC Logistics personnel.

Emergency Social Services Section Chief

- Manages the Emergency Social Services Branch of the incident response.
- Coordinates the delivery of Emergency Social Services (i.e. food, clothing, lodging, and other essential services) as needed for those impacted by the incident.
- Provides direction and support to all activated ESS facilities.
- Provides access to routine situation reports on what services are being provided, used, and are still needed to IC, ECC Director, Liaison Officer, and Information Officer as needed.
- Oversees the coordination and implementation of services ands resources provided by volunteer, Non-For-Profit, and NGO organizations.

Finance/Administrations Section Chief

- Manage all financial aspects of the incident.
- Provide financial and cost analysis information as requested.
- Meet with and gather pertinent information from briefings with jurisdictional and agency representatives as needed.
- Develop an operating plan for the Section; fill all supply and support needs.
- Determine need to set up and operate an incident commissary.
- Ensure all personnel time records are accurately completed.
- Provide financial input to demobilization planning.
- Request or utilize ECC resources as necessary through the ECC Finance / Admin Officer.
- Ensure all obligation documents from the incident are properly prepared and completed.

Establishing Unified Command (Incident Command Post)

The Incident Commander in establishing Unified Command recognizes the following advantages:

- Priorities such as life safety, incident stabilization, property / environment / economy are established between the stakeholders.
- Problems are defined by stakeholders and their respective policies, whereby setting the on those priorities must be managed by objectives.
- Rather than multiple incident action plans which may conflict and cause duplication of limited resources, each operational period “Incident Action Plan” is developed over the duration of the incident.
- A collaborative incident management team process is followed to develop S.M.A.R.T. objectives and corresponding strategies to achieve those objectives.
- Information flow, interoperability and coordination/support is improved amongst multi- disciplines and jurisdictional agencies involved in the incident.
- All agencies and disciplines with responsibility for the incident collaborate toward an understanding of each other’s priorities and restrictions.
- None of the unified agency’s authority or legal requirements are compromised or neglected.
- Each agency is fully aware of their scope of practice through the incident action plan(s), tactics / actions, and limitations of all others on the incident.
- The combined efforts of all agencies and disciplines are optimized for all hazards safety as they perform their respective assignments under a single IAP.
- Duplicative efforts are reduced or eliminated, thus can reduce potential for injury, cost, and recovery.

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Emergency Coordination Centre

The purpose of an Emergency Coordination Centre (ECC) is to provide and direct coordinated assistance to support an activated Incident Command Post. An Emergency Coordination Centre may be established under the authorization of the responding municipalities DEM. This will normally be an ECC facility that has been previously identified by the municipality most impacted by the incident. The ECC, and the applicable resources to manage and maintain, may be activated to the degree considered necessary by the DEM to accommodate representatives of the Agency.

Emergency Coordination Centre Layout

The location and layout of the ECC must provide a central point for the support and coordination function of an emergency. The Emergency Management Agency, agency representatives, and the relevant DEM's need to have adequate space and resources to support and coordinate emergency operations effectively. Identified locations to be used as ECC facilities respective to each municipality within the LREMP can be found in their respective community specific tabs. Each of the Identified facilities, and any future identified ECC facilities maintain these following characteristics:

- Sufficient space to enable the Centre to expand.
- Controlled access.
- Communications (radio, line load protected telephones, Internet access, and cell service).
- Auxiliary power supply.
- Operational display boards.
- Facilities for media briefings (separate from ECC Room).
- Toilet/washroom facilities.
- Rest/break area.
- Kitchen area.

Each of the facilities will also maintain a list of the equipment available within those facilities. A current list of locations where these facilities characteristics have been confirmed and are maintained are with:

- City of Lacombe
- Town of Blackfalds
- Lacombe County

To see what other facilities are available and the locations, look to the applicable Municipal tabs to see what facilities are available within those areas.

Emergency Coordination Centre Incident Functional Responsibilities

Individual roles and responsibilities of ECC staff and personnel are not directly spelled out in this section as each incident will require different roles to be activated. Personnel fulfilling ECC responsibilities are expected to have taken both ICS courses and ECC courses to become familiar with the roles they are expected to fill.

The establishment of an ECC including staffing procedures, identification of various roles with specific duties, and a listing of required resources, are included in Part 2 of this plan. Under the direction of the DEM, the ECC may be activated to the degree necessary. The ECC must anticipate and support the needs of the Incident Command Post and the community. Personnel, staff, and other representative or agents that can be found in the ECC may include:

- Elected officials.
- DEM.
- Municipal Administrator.
- Senior officers of the Police, Fire, and Emergency Services.
- Senior officials from other municipal departments, i.e., Social Services, Public, Information, Public Works, Transportation, Utilities.
- Representatives from industry, institutions, Provincial, and Federal Governments.

The following pages contain an overview of expected/common functional roles expected to be seen in the various positions and departments in an ECC. These are not meant to be step by step guidelines but a starting point. The current conditions and status of the incident will drive not only the positions activated but their activity as well.

Director of Emergency Management (DEM)

The responsibilities of the DEM during emergency response operations are to maintain communications with the Incident Commander, ECC personnel, and Elected Officials during the term of the incident response.

Initial Responsibilities

- Reporting to the Emergency Coordination Centre and activating the centre. This includes: Notifying the following personnel as required or as necessary:
    - Members of the Agency.
    - Elected officials.
    - Support staff members.
    - A.E.M.A. / P.E.C.C.
- Make sure an IC has been appointed. Establish direct communications with the IC.
- Establish security measures as required to limit access.
- Appoint and coordinate the municipal response with the Incident Commander on scene.
- Activate the Emergency Plan in whole or in part.
- Determine if municipal resources are adequate to cope with the emergency. Recommend elected officials approve mutual aid if necessary.
- Maintaining a Log of all actions taken.
- Prepare a briefing for elected officials.

During Active Response

- Report to the initial IC/ECC Director for coordination of the initial briefing
- If necessary, recommend to the elected officials the need to declare a SOLE (See Appendix 6.1).
- Communicate and coordinate with other municipal departments, adjacent municipalities, and other emergency services if necessary.
- Recommend, when required, that assistance is requested from the provincial or federal governments.
- Take such action as is necessary to minimize the effects of the emergency persons, property, or the environment.
- Maintain a log of all actions taken (ICS Form 214).
- Remain updated on reports of all emergency operations from each emergency service activated.
- Remain updated by checking information displays, operation maps, and main event logs when applicable.
- Ensure that new arrivals of municipal staff receive briefings.
- Coordinate timings to receive regular updated situation reports from the Incident Site.
- Obtain sit rep briefing from IC.
- Deal with immediate problems and requests and start to consider long-range planning (feeding and accommodation of personnel).
- Establish a location for media holding and briefing area.
- Ensure operational records of municipal resources are maintained
- Communicate, Communicate, Communicate.

Incident Information Officer

The responsibilities of the Incident Information Officer or alternate during an emergency are to provide direction and control of information by:

- Check in at the Check in Point.
- Report to IC/ECC Director for coordination of the initial briefing Consult with elected officials on significant developments.
- Ensure communications links have been/are establish - radio, telephones, fax, etc. as required.
- Preparing and releasing public alert/warning announcements in concert with the IC, DEM, and other relative elected officials.
- Record messages, press releases, self-help advisories.
- Keeping the public and media informed of the emergency and actions being taken to bring the emergency under control through timely and informative news release (written) distribution.
- Coordinating media information activities on scene and provide information service on site, if required.
- Establishing a media information area near the Emergency Coordination Centre.
- Providing a central public information service to receive inquiries from relatives, residents, and public as required
- Arranging for media tours of site, if required.
- Coordinating messenger services for public information operations.
- Maintaining a Log of all actions take (ICS Form 214).

Procedures

- Schedule the first news conference as soon after the event as possible.
- Set media guidelines regarding accessibility to information, length of question periods, conference/meetings site tours, etc.
- Ensure accessible communication with frequent "updates" on your bulletin board, white board, or other common area within the ECC.
- Ensure a messenger is available to assist media whenever possible.
- Media pooling is the practice of selecting a small number of media personnel to represent print and electronic news organizations on the emergency site. A good practice is to have the media select (from their own ranks) one print journalist, one still photographer, one video cameraman and one audio technician. Media pooling is used when access to the emergency site is limited. Otherwise, the media will expect full access to the site.
- Ensure monitoring of print and electronic coverage for rumour control, and awareness.
- Ensure you have an "expert" spokesperson available for validity and credibility.
- Ensure you have language translation capabilities, as appropriate. Certain circumstances may warrant professional translation services.

NOTE: Be prepared to provide the media with honest, non-speculative answers related to these basic components:

- Message of Empathy.
- Message of Commitment.
- Message of Competence.

Media Area Requirements

- Large room/hall.
- Telephones.
- Chairs and desks.
- Stationery supplies.
- Photocopier.
- 24-hour Clock.
- FAX machine.
- Additional administrative support as available.

ECC Finance and Administration

The responsibilities of the Finance / Administration Team during an incident response are to:

- Check In at the ECC.
- Report to IC/ECC Director for coordination of the initial briefing.
- Alert support staff and brief subordinates.
- Establish communications links with key staff.
- Check with other ECC staff for human resource requirements.
- Arrange for clerical staff, telephone and computer operators, and other volunteer staff through the appropriate channels as they are required.
- Ensure and identify current contracts are in place for purchasing supplies and services.
- Attend to the administrative needs of emergency operations.
- Maintain records of purchases and services ordered to assist.
- Maintain an inventory of emergency supplies and their location.
- Advise the IC/ECC Director and elected officials on administrative details that may involve significant financial liability.
- Maintaining a Log of all actions taken (ICS form 214).

Human Resources

- Activate emergency alert/warning for support staff.
- Co-ordinate supply and assignment of volunteers as needed by the ECC.
- Arrange for registration of volunteers (Worker's Compensation, Worker identification).
- Maintain records of volunteer assignments (shift schedule).
- Arrange for transportation of volunteers through the proper channels if they are established.
- Ensure human needs are cared for, i.e., food, clothing, shelter, health.
- Arrange for security at ECC, if required.
- Maintain a log of all activities (ICS Form 214).

Fire Services

Responsibilities of the Senior Fire Services Representative include:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Work with Liaison Officer or Operations Section Chief to coordinate firefighting operations.
- Establish/maintain contact with the fire resources on scene.
- Advise and activate Fire Mutual Aid Agreements as available/required.
- Coordinate with operations as requested through the IC/ECC Director or designate.
- Ensure that dangerous goods support agencies are contacted, if necessary.
- Ensure utility support agencies are contacted, if necessary.
- Assist other emergency services, as required.
- Maintaining a Log of all actions taken (ICS Form 214).

Law Enforcement

Responsibilities of the Senior Law Enforcement Representative include:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Obtain from police dispatcher all available information on the emergency, including resources committed and held in reserve.
- Provide insight on departmental status and provide a situation report on the emergency - highlight problem areas or unusual resource requirements.
- Coordinate the law enforcement tactical requirements to oversee the law enforcement requirements of the incident (perimeter control, crowd control, traffic control, security provisions, liaison with other police resources, etc.).
- Provide direction to the ECC Director on matters related to Law Enforcement.
- Assist the Medical Examiner, if required.
- Act as a liaison with other law enforcement resources.
- Display emergency information on operations map and main event log.
- Assess long range needs.
- Maintain a log of all actions taken (ICS Form 214).

Emergency Medical Services

Responsibilities of the Senior Emergency Medical Services representative include:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Establish/Maintain contact with EMS resources on scene
- Assist in coordination of emergency medical services resources on site.
- Assist in coordination of mutual aid emergency medical service resources.
- Assist in coordination of medevac resources.
- Obtain and assist in maintenance of a casualty count and brief the DEM or designate on operational status.
- Establish and maintain communication with the local Medical Officer of Health and Health Care Centres.
- Assist other Emergency Services, as required.
- Maintain a log of all actions taken (ICS Form 214).

Public Works

Responsibilities of the Senior Public Works Representative include:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Alert Public Works Staff and establish communications links with site.
- Assist in providing access to equipment, supplies, and technical expertise from outside the municipality if necessary.
- Identify and assist with coordination of municipal, mutual aid, and private contractor heavy equipment and personnel.
- Provide accurate assessment of all available information on the emergency, including resources committed and held in reserve.
- Assist in contacting utilities to disconnect services that present a hazard.
- Coordinate tactical requirements requests (IE barricades, signs, and flashing lights).
- Ensure adequate supplies of water are available.
- Assist in the coordination of the restoration of essential services.
- Take such action as is necessary to minimize the effects of the emergency on the municipality.
- Brief the DEM on status and provide a situation report on the emergency - highlight problem areas or unusual resource requirements.
- Coordinate public works response with DEM and maintain contact with public works supervisors on scene.
- Maintain a log of all actions taken (ICS Form 214).

Note: In smaller communities, the Town Foreman or Public Works representative may be required at the scene to assess the situation and maintain contact with the DEM and initial IC.

Emergency Social Services

Responsibilities of the Social Services Manager or alternate during an emergency are to:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Notify and update additional municipal support staff.
- Establish communications links if Reception Centre has already been initiated.
- Activate the Reception Centre Plan, as required.
- Assist in the coordination of the following:
    - emergency feeding.
    - emergency lodging.
    - emergency clothing.
    - emergency registration and inquiry.
    - personal services (counselling, stress debriefing).
- Establish communications requirements.
- Recommend mutual aid assistance when required.
- Assist with the coordination of the response of volunteer organizations directly involved with Emergency Social Services.
- Assess long range needs.
- Maintain a log of all actions taken (ICS Form 214).

Volunteer Support

The coordination of volunteers is a demanding and resource intensive task initially. There are many types of volunteer groups ranging from private individuals and families with limited training, to well established NGOs and faith-based organizations such as Team Rubicon and the Salvation Army as examples. A full list of recognized volunteer organizations can be found in Appendix 7.3.

There are several challenges with working and coordinating volunteers, but if done correctly the assistance provided by volunteer groups and individuals can be of great assistance. Our communities are filled with volunteers with great intentions, however attempting to integrate these volunteers will be the bigger challenge.

There are several things that you can do to prepare municipal personnel to coordinate volunteers prior to an incident occurring. These include:

- Get training on volunteer management.
- Understand the volunteer agencies within the communities that are willing to assist.
- Understand the needs of the incident and the requirement for the skill sets that community volunteer groups and individuals have.

During an incident personnel identified to coordinate volunteer resources should do the following:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Check with the ECC Safety Officer (if assigned) on specific hazards at the site that volunteers would need to be aware of.
- After the briefing, set up your workstation.
- Request additional personnel if needed and brief additional volunteer coordination staff on incident needs.
- Assist in identifying a volunteer collection point.
- Coordinate the personnel that will work at the collection point and brief them on the responsibilities.
- Ensure all volunteers are checking in through the established procedures. Work with established NGOs and other organizations who may come to the collection point with manifests of who is with them.
- Create task forces or strike teams (or groups or divisions) of volunteers according to established span of control guidelines.
- Ensure all Volunteer group leaders are present during Operational Period Briefings
- Establish regular schedules to obtain status updates with each group.
- Ensure that the remainder of the response organization is provided with status updates and requirements.

NOTE: WORKER'S COMPENSATION FOR VOLUNTEERS

The *Workers' Compensation Act* 2000 (Alberta) includes a provision whereby benefits under the Act may be extended to volunteers engaged in work related to an emergency, such as constructing dykes, assisting evacuees, etc.

For these provisions to have effect, it is necessary that volunteers are enrolled with the Executive Director of Alberta emergency management agency, Alberta Municipal Affairs; this requirement will be satisfied if volunteers are registered with the municipality at the time any injury is sustained.

The following procedure should be followed:

Ensure all volunteer emergency workers are registered when they start their emergency tasks (see Volunteer Worker Registration Form). Complete an ICS 211 or equivalent.

If an emergency task-related injury is sustained by a volunteer, the appropriate Workers' Compensation Board report forms will need to be completed. This includes one raised by the volunteer as the "employee", and one raised by the municipality as the "employer".

For further explanation or information, go to:

https://www.wcb.ab.ca/claims/report-an-injury/

or contact your AEMA Field Officer (Appendix 7.1)

Traffic Management

Traffic management is an important part of an emergency management plan. Ensuring evacuation routes are kept clear, and used for their intended purpose, as well as for emergency vehicle access to an incident area. It is also important to keep unauthorized vehicles out of an evacuation zone to avoid further congestion. Law enforcement agencies may be called upon to assist with directing traffic and restricting access to areas during an evacuation.

Alberta Health Services

The responsibilities of Public Health Services during an emergency are to:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Provide advice and direction on hygiene.
- Provide advice and direction on making water safe for human consumption.
- Provide advice and direction on safe, hygienic storage and distribution of food.
- Provide advice and direction on sewage disposal.
- Provide advice and direction on solid waste disposal.
- Provide advice and direction on communicable disease.
- Provide advice and direction on the safe, hygienic handling and storage of the deceased.
- Assist with the coordination of area hospitals to determine availability to receive patients.

School Divisions

The responsibilities of the Superintendent of Schools or designate during an emergency are to:

- Check In at the ECC.
- Report to Liaison Officer, IC, or ECC Director as available for coordination of the initial briefing.
- Coordinate school emergency operations with the ECC and Municipal DEM.
- Activate and communicate emergency operations plans and procedures, as required.
- Advise School Board officials of emergency operations in progress.
- Establish and maintain communications between local schools and the ECC.
- Be prepared to coordinate media releases with the ECC Information Officer as required.
- Liaise with the Public Transportation personnel if mass transportation will be required.
- Maintain records of all activities (ICS Form 214).

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Evacuation Plan

General

The evacuation of part or the entirety of a geographical area can be the effective way to ensure the safety of residents and visitors to any area that is at risk or is immediately threated by an emergency or disaster. It is recommended that the Evacuation Plan is activated If any emergency or disaster makes it necessary to evacuate all or any portion of a Municipality. Should an emergency or disaster present such a risk/threat that an evacuation of the entirety or parts of the Municipality is required, the following plan will be activated in part or as a whole in coordination with other applicable response plans for the identified emergency event.

Incident Command Post Versus Emergency Coordination Centre

During any evacuation process it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. **Evacuations do not fail because one person made one bad decision.** They usually fail because the system around that decision was slow, unclear, under-supported, or disconnected. The field will manage the evacuation but the ECC must enable it.

Processes and Procedures

The following process and procedures are required for the activation and effective execution of the Evacuation plan. These include the mandatory legislative requirements, internal communications, and necessary situational awareness.

Pre-Activation

Internal Notification: The Municipal DEM will be notified by the first responding agencies of a threat that requires the need to evacuate residents of an identified area. This is followed by the notification of internal emergency management members of the potential evacuation and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

Declaration of a State of Local Emergency: The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

PECC Notification: When the decision is made that the Evacuation Plan, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Pre-Identification of Collection Points

Within each municipality, well known locations should be pre-identified for use as Collection Points during an evacuation. These Collection Points are for the individuals or groups who do not possess the means to evacuate themselves due to lack of a usable vehicle. Recommendations for where Collection Points should be located near:

- Densely populated residential areas (i.e. apartment complexes)
- Low income residential areas
- Known areas or encampments of unhoused populations, and
- Industrial or business dense areas

The identification of Collection Point locations are based on the increased possibility of individuals who are regularly in those areas, either as their place of residence or place of work, who are likely to not own a vehicle or reliable mode of personal transportation. The pre-identification of these locations should be done by individuals within the applicable municipalities who have the local knowledge and awareness to confidently identify where a Collection Point would be most effective. Activation of Collection Points will be based on situational necessity.

Identification of Evacuation Routes

Each Municipality should have identified primary and secondary routes for use during full scale evacuations. These routes should be able to safely maintain or accommodate increased traffic volume with an identified end location. Maps with both visual and written instructions should be made and placed in the applicable municipal specific tab with electronic formats also available. When identifying evacuation routes it is advised that Alberta Transportation, district or regional staff (and their maintenance contractors, where appropriate) are brought in for effective coordination.

Activation

Public Notification**:** Once the Evacuation plan has been activated and is operational, a public notification must be made. The Municipal DEM or identified delegate will issue the warning/order to the public to evacuate in accordance with the Crisis Communications Plan. This notification will be mostly commonly be done through the use of Alberta Emergency Alerts.

Preparedness

Individual Preparedness

Preparedness planning for individuals is not mandatory. However, recommendations can be made to residents to promote individual resiliency for during times of emergency. Recommendations for individual preparedness can be found at https://www.alberta.ca/emergency-preparedness

Institutions and Private Facilities Preparedness

In some cases of Evacuation multiple agency and jurisdictional priorities come into play. Some authorities such as the provincial health authority and local school authorities will have their own evacuation plans that should be integrated into your plan. Work with these agencies to get a clear understanding of potential collaboration and coordination as evacuations use up resources quickly.

Institutions

Evacuation of patients or residents from Health Care Centres, Long Term Care Centres and Seniors' Homes will be supported by municipal emergency operations plan. Communication channels and procedures should be established prior to an emergency or incident to facilitate support to the institutions during an evacuation. Institutions that have been contacted can be found in Appendix 7.2.

Schools

If in session, schools will activate their independent School Emergency Plans. The Municipal DEM will act in accordance with the Municipal Support to School Emergency Plan. To establish communication with any schools that have been identified, please see Appendix 7.2 for contact information or the applicable municipal tab.

Operational Overview

Each of the following listed processes are required either entirely or in part based on incident type and scale of the emergency or incident. Experience and relevant training is required by those who are identifying the complexity of the incident, to determine to what extent of these procedures will be necessary and who will be responsible to complete it.

Emergency Coordination Centre Operational Overview

Remember the Incident Command Post will tactically implement these items, but these are the questions and the support items that the ECC should be prepared to help answer if an ECC is currently activated. If an ECC has not yet been activated, the identification of this information will be delegated to the respective roles within the Incident Command Post.

Before Evacuation

- What is the trigger for evacuation?
- What is the threatened area?
- Who is at risk?
- How much time do we have?
- What routes are available?
- Are reception centres ready?
- Is transportation available?
- Do we have clear public messaging?
- Do we have authority to act?
- What happens if we wait?

Situational Awareness Information and Products for the field

The ECC for the municipality and the Region should have situational awareness and a clear picture of what is happening both in the ECC(s) and in the field. The ECC (Municipal or Regional) should collect and share information they are receiving from all sources including the Site Command, public, and other sources of information on topics such as:

- Hazard location
- Hazard movement
- Population at risk
- Critical infrastructure impacts
- Road conditions
- Weather conditions
- Available routes
- Blocked or damaged infrastructure
- Emergency service capacity
- Resource gaps
- Special facilities at risk
- Consequences of not evacuating

This information can be turned into simple decision-making products many of which can be produced in advance:

- Evacuation zone maps
- Traffic route maps
- Road closure maps
- Impact summaries
- Weather briefs
- Situation reports
- Common operating picture updates
- Field briefing notes

NOTE: The Site Command team may not ask for all of this information, the goal is not more information the goal is better decisions.

Incident Command Post Operational Overview

Either with the support provided by the ECC, or through a combined effort of the applicable roles of the ICP, the information gathered will be used to decided the tactical decision on how an evacuation is to be conducted.

Tactical Evacuations:

A **tactical evacuation** is fast, urgent, and usually field-driven. May be caused by hazards such as:

1. Wildfire movement
2. Hazardous materials release
3. Flooding or dam risk
4. Police incident
5. Structural fire
6. Gas leak
7. Explosion risk

8. Train derailment
9. Immediate threat to life safety

In a tactical evacuation, field teams may need to act **before the ECC is fully activated**.
The ECC must be ready to catch up quickly and support the decisions already being made.
The priority is: **Move people out of danger now. Sort out the paperwork second.**

Planned Evacuations:

A **planned evacuation** allows more time. It is more often implemented when there is:

1. Forecast flooding
2. Wildfire growth with time to prepare
3. Controlled utility shutdown
4. Infrastructure failure risk
5. Severe weather forecast
6. Dam release planning
7. Long-duration hazardous condition
8. Phased evacuation strategy

In a planned evacuation, the ECC has more opportunity to:

1. Build a formal evacuation plan
2. Confirm zones
3. Prepare public messaging
4. Coordinate transportation
5. Open reception centres
6. Notify vulnerable populations
7. Stage resources
8. Prepare re-entry planning early

The priority is to **move people before they are in immediate danger.**
During Evacuation

- Is the evacuation progressing?
- Are people refusing to leave?
- Are routes still safe?
- Are field teams safe?
- Are there transportation gaps?
- Are vulnerable people being reached?
- Is the public receiving clear information?
- Are rumours creating problems?
- Do we need more resources?
- Do we need to expand the evacuation area?

After Evacuation

- Who remains in the area?
- Are evacuated areas secure?
- Are critical infrastructure, facilities, and services protected?
- Are evacuees accounted for at reception centres?
- What supports do evacuees need?
- What damage assessment is required?
- What conditions must be met for re-entry?
- What public messaging is needed next?
- What costs and decisions must be documented?
- How do we transition to recovery?

The following are specific considerations for evacuations that the ECC(s) must plan for and be astutely aware of:

Scenario A: Vulnerable Populations

- Seniors
- People with disabilities and Medically dependent residents
- People without transportation
- People requiring oxygen or powered medical devices
- Children and schools
- Daycares
- Long-term care facilities, hospitals and clinics
- People experiencing homelessness
- Newcomers or language barriers
- Isolated rural residents

Evacuation planning is not complete until it accounts for people who cannot easily self-evacuate.

Scenario B: Animals and Agriculture

- Pets
- Service animals
- Livestock
- Feed and water access
- Veterinary support
- Agricultural producers
- Brand inspectors or agriculture officials
- Livestock transport
- Commercial Gardening
- Temporary sheltering sites
- Re-entry for animal care

For many rural residents, animals are not an afterthought, they are part of the decision to leave. Ignore that, and people may stay behind.

Scenario C Critical Infrastructure:

ECC(s) will have to consider whether there will be personnel staying back during evacuations to manage and support critical infrastructure and to what degree of service will be required. The ECC should track impacts to:

- Power
- Water
- Wastewater
- Natural gas
- Telecommunications
- Roads and bridges
- Hospitals and clinics
- Emergency services facilities
- Schools
- Fuel supply
- Food supply
- Pharmacy
- Banking sites
- Industrial sites
- Dams, reservoirs, and drainage systems

Critical infrastructure status directly affects evacuation routes, public safety, and re-entry.

Scenario D Security and Access Control:

The ECC must support decisions around:

- Roadblocks
- Controlled access points
- Security of evacuated areas
- Protection of critical sites
- Credentialing
- Media access
- Contractor access
- Re-entry permits
- Curfews, where legally supported
- Enforcement support

While most of these items will be managed by the site command personnel, the ECC will very likely need to provide the support mechanisms to all these items to occur. People need to know their homes, businesses, and farms are being protected. Confidence supports compliance.

Special Considerations

Collection Points

Collection points are described as pre-identified locations where residents can be directed to during evacuations if they do not have the means/capabilities to evacuate themselves due to a lack of resources. The most common example would be a lack of vehicle or not enough space in the vehicle available. Some examples of factors that must be considered and identified before activating Collection Points are:

- How many people are you expecting to use this facility
- What is the capacity capabilities, such as:
    - how many people can you fit
    - what can they bring with them
    - how will animals be handled
- How is this information going to be communicated to those who need it?
- How will communication be received that this facility is needed?

Extended Response (72+ Hours): Sustained Operations

Security

To ensure the evacuation is complete:

- Security and safety checks of vacated premises will be performed by those emergency services responsible and /or the institution personnel.
- During an evacuation, roadblocks into the area will be maintained by the tactical resources assigned by the Incident Commander or Operations Section Chief.
- Access to an evacuated area will be restricted to persons in possession of "Official Emergency Passes" if they are issued.
- Only when the area is determined to be safe will the Municipal DEM in coordination with institution leadership, give the order to return.
- Evacuees from institutions such as hospitals, long term care facilities, schools, and other such facilities will not be allowed to return until the facility requirements have been met. The ECC may assist in the recovery of these institutions if requested.

Registration Centre/Reception Centre

Although it is not expected that evacuees will require assistance for a lengthy period, the possibility of providing shelter and assistance for an extended stay should not be discounted. Reception Centre(s) will be activated by the DEM or the designated Emergency Social Services Manager to provide for the immediate needs of evacuees. For a full explanation, refer to the Emergency Social Services Plan.

Pets

It has been noted throughout incidents in recent history that people will not evacuate if they are unable to bring their pets and animals. While it is the responsibility of the owner to ensure their pet can be travel ready, has adequate food supply to last a minimum of two weeks, and has the resources to contain the pet in public areas, it is not often the case in disaster or emergency situation. If the resources are available, the ability to provide assistance with pet transportation can reduce the risk of residents refusing to evacuate.

Emergency Social Services

General

While the stabilization of incidents of scale is critical, Emergency Management also include strategies to minimize the short-and-long-term effect of human suffering because of emergency incidents.

Emergency Social Services (ESS) is the sometimes urgent and sustained care and compassionate support designated to meet the basic and essential needs of individuals, families, and communities affected by emergencies, and are provided as part of response strategies to emergencies. The outcomes from the effective implementation of ESS can greatly improve and assist in the subsequent recovery plans.

While one of the most diverse and impactful components of Emergency Management, the ESS services that a Municipality may have to assist with are as diverse as the emergencies themselves. Some of these services may include but are not limited to:

- Accommodation and / or shelter services.
- Emergency Clothing, Food and Water.
- Registration & Inquiry as well as Family Reunification.
- Personal recovery planning to provide guidance to get people back on their feet.
- Communication assistance
- Childcare.
- Pet care
- Personal services
- Psychosocial supports.
- Accessibility needs/supports
- Transportation
- Multicultural services.

Like the emergency, the focus of the ESS should be local. Local people helping local people. Only your community will know what your community needs.

Incident Command Post Versus Emergency Coordination Centre

Providing the resources and facilities to those impacted by an incident is a process just like any other problem that is faced during an incident response. The difference between the response to a hazard compared to those impacted by, are the skills and knowledge needed to do effectively. The ESS Section can be slotted in either the ICP or the ECC organizational structure. Where the section is placed is determined by what sort of response or resources will be needed by the impacted population, and where the population and the resources will be coming from.

Emergency Social Services in the Incident Command Post

The ICP focuses on the tactical solutions of the incident response. Activation and placement of the ESS section can be done in ICP for a variety of reasons, the primary reason being a need for a local response due to a local incident. Should a municipality require activation of the ESS Plan due to an incident affecting the population within their jurisdiction, and the ESS response scope will remain geographically within their jurisdiction. As such, the effort needed for coordination between the

necessary stakeholders will be reduced as all needed stakeholders will most likely be readily available and aware of the incident.

Emergency Social Services in the Emergency Coordination Centre

When the ESS section is placed within the ECC, it is commonly done due to the increased complexity of the incident and how it has affected a population. This complexity could be due to factors such as, scale of evacuations, remote or rural areas, culturally diverse populations, or the inclusion of vulnerable populations. In the ECC both at the municipal and the regional level, the primary focus needs to be that any problems that are outside the tape of the incident zone are effectively responded to so the responders in the field can focus on their objectives.

Processes and Procedures

Pre-Activation

Internal Notification: The Municipal DEM will be notified by the first responding agencies or by a neighbouring Municipal DEM of a threat that requires the need for ESS. This is followed by the notification of internal emergency management members of the potential activation of ESS and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When the decision is made that the ESS Plan, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Declaration of a State of Local Emergency: The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

Activation

Public Alerting: Once the ESS Plan has been activated and operations have begun, a public notification must be made to communicate the information to impacted individuals. The Municipal DEM or identified delegate will provide in accordance with the Crisis Communications Plan. This notification can be done through either updates to Alberta Emergency Alerts, online social media posts, or radio. Contact information and access information for these methods can be found in Appendix 7.10.

Prevention and Mitigation

As ESS is in response to individuals needing assistance and support due to impact of other threats and hazards, the prevention and mitigation strategies for the ESS Plan focus on the prevention and mitigation of problems that may arise from its activation.

Reception Capacity Awareness

When deciding on the location of where to direct impacted individuals during an incident or disaster, awareness of capacity is essential to ensure that aid can be effectively provided without causing the reception area any detriments. Whether this is sending impacted individuals to a local reception centre due to a partial evacuation, to relocating a whole municipality.

If acting as a Hosting Community for a neighbouring municipality, it is recognized that a hosting community can host 1-10% of its total population evacuees. This number is based on the estimated capacity of the average communities local services (such as retail, emergency services, and utilities) ability to safely handle the sudden increase in population with minimal risk for interruption. Factors that are not directly included in this estimation are available facilities, time of year, or current local events.

Training and Exercises

Each municipality will have an identified ESS Coordinator position for day-to-day operations and development who can also fill the role of ESS Manager during activation of the ESS Plan. While most incident and operational responses are handled by industry specific professionals, ESS operations primarily use local volunteers or municipal staff to operate services and provide available aid and resources. The facilitation and promoting of training for ESS operations is encouraged to promote local improvement of potential ESS response operations. Training can be done through either locally developed programs, or through the AEMA training webpage for ESS personnel and volunteers

Preparedness

Preparing for the activation of the ESS Plan is focused on access to resources, facilities, and services. For a current list of resources, facilities, and services, see Appendix 7.3 or the applicable municipal tab.

Private Sector

Local vendors and retailers can be beneficial providers of resources during incident and large scale incidents. Establishing either formal or informal agreements for situations such as access to storage facilities resources or service agreements for quicken resource procurement can greatly impact a municipalities ability to efficiently provide aid. Weather formal or informal, the agreement should include:

- How will resources be requested
- How will resources be provided
- What will the procurement process look like
- Payment schedule for resources/services provided

Examples of potential private sector services and resources are businesses such as hotels, grocers, pharmacies, transportation services (buses, taxis, rideshare), child care, and animal care/boarding.

Community Engagement

Municipalities should engage with their residents to maintain positive interactions between residents and the responding authorities and to establish expectations of the type of aid and support services that may be available when the ESS Plan is activated. This can be done by promoting individual or family resiliency by sharing information for emergency preparedness and what residents can do to ensure their own safety during incidents.. Events such as Emergency Preparedness Week, local expos, conventions, or exhibitions can be practical locations for community engagement. For examples of information that can be provided visit https://www.alberta.ca/emergency-preparedness

Operational Overview

Each of the following listed processes may or may not be required either entirely or in part based on impact and needs of the impacted population. The facilities, resources, and services to be made available will be based first on the capacity of the receiving Municipality, and then on the needs of population that has been impacted by a incident. Experience and relevant training is required by those who are identifying what facilities/resources/services are required and to what extent they need to be implemented. Details for accessing the necessary resources will be dealt with by Municipal Councils and their DEMs with current contact information made available in Appendix 7.3.

Facilities

Reception Centre: Although it is not expected that evacuees would require assistance for a lengthy period, the possibility of providing shelter and assistance for an extended stay should not be discounted. For all identified locations for use as a reception centre see Appendix 7.3 or the applicable Municipality section.

Emergency Lodging: Emergency lodging is provided to impacted individuals who are unable to safely return to their residence due to an identified incident and as such are unable to safely house themselves. It is common practice that emergency lodging is provided through assistance in access to hotels, motels, or other intermediary lodging services. In extreme circumstances, activation of congregate lodging can be done, however due to health and safety concerns it is not recommended unless necessary.

Resources

The list of resources provided below are based on the expected needs of impacted individuals/evacuees for the initial activation of a reception centre. For lists of resources for long term or situationally specific needs of evacuees/ impacted populations, see Appendix 7.3.

Reception Centre Kit

A Reception Centre Kit containing registration forms, inquiry forms, signage, portable PA (bullhorn as an example), and other supplies should be stored at the primary reception facilities. For the location of these supplies please refer to the respective municipal tab.

Volunteers and Staff

If ESS is a branch under the Operations section, volunteer and staff management should be handled/overseen by Logistics. This is to ensure that all volunteers and staff are accounted for to establish the expected ESS response capabilities.

The ESS Manager ensures all volunteers and volunteer groups offering support to the Reception Centre are registered and assigned.

The DEM, ESS Manager, and Municipal Council members may assist with the process of recruiting volunteers through establishing communications between volunteer groups and the Logistics Section. If personnel from the municipality are not available, outside volunteer organizations may be reached out to to provide reception centre services. Mutual Aid partners should be canvassed as well. For the list of identified volunteer groups see Appendix 7.3.

Food Services/Access

Cooking facilities in the buildings selected as Reception Centres should be available to be used to provide nourishment and light snacks for the evacuees upon their arrival and hot meals for the duration of Reception Centre activities. If no such capability exists, then alternate arrangements will be made by contacting one of the identified vendors located in Appendix 7.3.

Services

The initial services provided at the Reception Centre(s) can include but are not limited to:

- Registration and Inquiry.
- Personal Services
- Volunteer Services.
- Donations Management

Registration & Inquiry Service

A Registration & Inquiry Service will be provided to register all evacuees arriving at the Reception Centre(s) to facilitate the handling of inquiries and reuniting of family members. A Central Registry & Inquiry Unit will be set up at Registration Centres to process all registrations and handle inquiries about missing family members. Telephone communications will be arranged and the phone number for the public to contact Central Registry & Inquiry will be publicized if and when it is available.

Registration & Inquiry forms are stored in the Reception Centre Kit. These can be found by referring to the respective municipal tab.

Personal Services

Personal Services are for the initial support to disaster victims at the Reception Centre(s) by providing for individual needs of evacuees not included in other Reception Centre services, such as:

- Providing access to information regarding the incident/disaster and what services and resources are available
- Providing for immediate medical need and concerns
- Offering immediate psychological support
- Providing access to short term childcare.
- Providing access/assisting with transportation from ESS facilities (i.e. hotels or recreation centres).
- Accessibility accommodations, such as translation services, visual impairment assistance, or Sign Language interoperation for communication.

The decision of what services will be provided and to what extent is done by based on the responding municipalities/hosting communities available resources and services. Not all services can be made available as not all services may be needed but impacted individuals.

Donations Management

Physical donations such as clothing, food, or general household goods should be discouraged and publicly communicated as such. A storage site/collection point should be pre-identified or quickly identified during the ESS plan activation to receive any unsolicited donations. If donations are to be accepted a donations management plan should be established and communicated with the general public.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

Reception Centre Activation Procedures

Before a Reception Centre can be activated, the following criteria will need to be identified:

Question	Affected Factor
How many individuals are expected to arrive	How large of a facility is needed
How much time will be needed before impacted individuals / evacuees can begin arriving	What services can be made ready and available in this time and how long before the Reception Centre can be made publicly known.
How long is it estimated before these individuals can return home?	Approximately what services will be needed, such as lodging, food, and other resource based support and for how long.
What is our communities capacity for reception?	How many individuals can be received before they need to be diverted

A list of identified potential Reception Centres can be found in Appendix 7.3.

It is important to maintain realistic expectations of what can be provided based on the availability of resources. Attempting to receive more evacuees or impacted individuals then a community can reasonably maintain, or over promising and under delivering resources and services will create distrust between the impacted individuals and the ESS and incident responders.

Accepting Evacuees / Impacted Individuals

Upon activating a Reception Centre, these services should be also be activated in as functional of a capacity as resources availability allows.

Registration of Evacuees/Impacted Individuals

Registration of those who are being received at the Reception Centre is the first step in identifying what needs have been impacted, and in turn what resources will need to be acquired.

Hygiene Facilities

Weather or not any food or water is being provided at the activation of a Reception Centre, hygiene facilities of some capacity is necessary where there will be a large gathering a people. While it is expected that a Reception Centre has working bathrooms, depending on the capacity, additional portable toilets and hand washing stations may be needed.

First Aid/ Basic Health Assessment

Depending on the incident / emergency that has caused the activation of the ESS Plan, there is a possibility that evacuees / impacted individuals may be arriving with health concerns cause by the incident / emergency. Basic first aid and assessment should be made available to ensure the life safety of evacuees / impacted individuals.

Security

Security of a Reception Centre is to ensure that order is maintained while evacuees / impacted individuals are processing the event of the incident / emergency event. While security of the facility and ESS responders may be needed based on risks posed by irritated or aggressive individuals, the initial focus of security within a Reception Centre is to provide safety to those using its services. This can be done through ushers and information providers at the Reception Centre helping guide evacuees / impacted individuals through the process, and being a point of information and reassurance.

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Dangerous Goods Incident Response Plan

General

In the event of a dangerous goods incident, where public safety, property or the environment are threatened, the municipality will activate its municipal emergency plan. While the responsibility for emergency planning, response, and clean-up of any dangerous goods incident rests with the person or company who owns the product, or is in charge of the production, storage, transportation, or handling of the product (known as the responsible party), there is still the expectation for the local authority to assist in the response.

Processes & Procedures

Notifications

Internal Notification: The Municipal DEM will be notified by the first responding agencies of a identified or possible incident involving the release of dangerous goods that is considered outside of the realm of standard operating procedures for the responding department.

This is followed by the notification of internal emergency management members of the identified or possible incident and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When an incident involving a release or potential release of dangerous goods has been identified, and the Municipal or Regional Response plan has been activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Alberta Environmental and Dangerous Goods Emergencies (EDGE): If there is an occurrence, imminence or anticipated occurrence of a dangerous goods release, it will be reported to Alberta EDGE. This process is done through either the individual who has identified the release or potential imminent release of dangerous goods, or the local authority. Call **1-800-222-6514**. Other contact information can be found in Appendix 7.1 Should the local authority be providing the report to Alberta EDGE it will include the following information:

- the name and contact information of the person making the report;
- in the case of a release of dangerous goods, the date, time and geographic location of the release;
- in the case of an anticipated release of dangerous goods, the date, time and geographic location of the incident that led to the anticipated release;
- the mode of transport used;
- the shipping name or UN number of the dangerous goods;
- the quantity of dangerous goods that was in the means of containment before the release or anticipated release;
- in the case of a release of dangerous goods, the quantity of dangerous goods estimated to have been released; and
- if applicable, the type of incident leading to the release or anticipated release, including a collision, roll-over, derailment, overfill, fire, explosion or load-shift.

Declaration of a State of Local Emergency: While declaring a State of Local emergency is not always necessary for every Dangerous Goods Incident, a declaration needs to be made for official evacuation orders to be made but does not extend to tactical evacuations. For more information, refer to the Evacuation Plan. The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

Public Alerting: Once the DG Incident Response Plan has been activated and is operational, a public notification must be made. The Municipal DEM or identified delegate will issue the applicable information to the public in accordance with the Crisis Communications Plan.

Activation

The table provided below is a brief overview for identifying what level of impact a dangerous goods incident may have and what kind of response is expected. Response decisions will be made and communicated by the emergency responders on scene who have the expertise, training, and experience to do so. For further information regarding types of dangerous goods and their hazards, refer to the Transport Canada, Emergency Response Guidebook.

	Minimal	Low	Medium	High
	No injuries or environmental impact, cleanup is short term or already completed	No expected risk to public, environmental risk is minor.	There is a risk to people / property / the environment	There is a serious threat to people / property / the environment
Spill and/or Product Involved	- Non-reportable - Late report where the incident occurred several days before and there are no adverse effects (cleanup completed)	- Minor* - Late report where incident happened within the last couple of days and cleanup is still ongoing	- Major** - Anything involving Class 7, Radioactive	
Containment of DG	No Damage	Minor or possible damage	Significant damage or anything involving fire	
Traffic, evacuations, injuries	No Traffic Impact	Traffic may be / is impacted	Highway is closed Injuries sustained and possible fatalities Possible Evacuations	Evacuations
Other Agency Involvement	No fire department or police involved	Fire department or police involved	Additional agency involvement (i.e. AER, AEMA, PECC)	Multiple Agencies involved including media.
Activation of DG Response Plan?	Prepare possible activation until confirmed otherwise.	May be activated	Should be/is activated	Is activated

*Reportable but localized and clean-up is short term. May have some impact, but can be remediated with little or no agency involvement. Road closure may be required during response cleanup.**Involving a product where technical assistance is required (i.e. large acid spill that isn't contained). Adverse effects to the environment and major effects to the surrounding area.)

Incident Command Post Versus Emergency Coordination Centre

During a dangerous goods release response, it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Prevention and Mitigation

Prevention and Mitigation of a Dangerous Goods incident is done through the implementation and maintenance of federal, provincial, and local regulations and bylaws with respect to highways under the local authorities direction, control and management. This is done through:

- designating the route and time of travel of vehicles transporting dangerous goods
- prohibiting the carriage of dangerous goods on those highways specified in the bylaw, and
- specifying restrictions or conditions to ensure the safe transportation in or by a means of transport, safe storage and controls necessary for public safety.

Preparedness

Preparation for a Dangerous Goods incident for the local authority and municipality is primarily seen in the training of the local authority's emergency responders, the implementation of training exercises in response to a Dangerous Goods Incident, and proper funding provided for procurement and maintenance of PPE.

Operational Overview

Upon receipt of incident report from emergency response services, the DEM will activate the alerting system and the Incident Commander or designate will drive the type and methodology of the alert.

Incident Commander

- Ensure the health and safety of workers at site.
- Manage response and control procedures road closures.
- Arrange for air monitoring and if necessary, environment impact monitoring.
- Arrange for specialized equipment and response personnel.
- Provide enhanced communications.
- Monitor site cleanup and restoration.
- Provide situation reports to the DEM or other designate.
- Approve the release of information to media and the public.

DEM/ Emergency Coordination Centre

- Provide support to on-site personnel.
- Notify neighbouring municipalities of actions taken and support needed.
- Process information from external inquiries and
- Relay to media and public
- Provide situation reports to Alberta Transportation and Utilities, Provincial Emergency Coordination Centre - 1-866-618-2362
- Be prepared to declare a State of Local Emergency, if required.

Municipal Roles & Responsibilities

In coordination with the Incident Commander (whether single command or in unified command), the DEM and Emergency Coordination Centre (ECC) staff if activated will provide support for the incident management team. This may include any initial actions that may be asked of the ECC. This may include:

- Providing support to secure the emergency site, taking appropriate emergency action, or seeking additional information and/or advice on how to deal with the dangerous goods.
- Fill out the Dangerous Goods Emergency Call Report.
- Reporting dangerous goods incidents in accordance with established provincial procedures.
- Controlling and coordinating the emergency response and other supporting emergency services personnel including setting up an Incident Command Post.
- Informing, warning, and instructing their citizens of the emergency, including the use of the media for these purposes.
- Maintaining contact with other authorities who may provide expertise to enhance prompt decision making by municipal authorities.

Expectations of Industry

- Implement their Emergency Response Plan where applicable.
- Notify local authorities of actions being taken in response to the incident.
- Provide chemical identity, SDS & E/R documentation, properties, and emergency medical information to emergency services.
- Provide suitable representatives to the Incident scene and Provincial Emergency Coordination Centre, if necessary, to assist in the emergency response.
- Design and implement a strategy for controlling the incident, after review with the on-scene authorities.
- Provide monitoring personnel and equipment.
- Clean-up and restoration of the site including disposal of contaminants.
- Coordinate media releases with the municipality.

Government of Alberta Roles & Responsibilities

- Advise and assist municipal authorities in implementing their emergency plan.
- Ensure that the industrial operator's emergency response plan has been activated and emergency response team(s) have been dispatched.
- Inform the public and media in conjunction with local authorities and other involved agencies.
- Provide or arrange for the provision of on and off-site monitoring and evaluation of the threat.
- Ensure that specialist advice, equipment, manpower and assistance with road closures are provided, as necessary.
- Ensure the safe removal of dangerous goods and post-event clean-up standards are met.
- Facilitate the implementation of Mutual Aid Agreements with neighbouring municipalities.
- Monitor safety and health standards of workers and other outside agencies.
- Provide liaison with federal and other outside agencies.
- Investigate the incident as required by legislation.

Government of Canada Roles & Responsibilities

To effectively coordinate requests for assistance from the Federal government, requests shall be directed to the PECC. The PECC will coordinate requests for assistance through the Government Emergency Operations Centre.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

The ECC (Municipal or Regional) should be prepared for the support items listed above as well as preparing intelligence tools such as maps, forecasts (weather, river, flood, etc), and other support that the ICP may ask for. If no ECC is activated then all support responsibilities falls to the applicable roles in the Planning, Logistics, and Finance Administration Sections,

Scenario A: Airborne Contaminant

In a situation where the primary hazard is no longer only the overturned vehicle, leaking container, fire, or damaged facility, we may need to focus on the fact that the hazard is now **moving through the community**. This is a very different set of problems.

Incident Command manages the release. The ECC manages the community in the path of the plume. If an ECC is not activated, then the responsibility then falls to the Operations Section and the relevant ICP roles handles the community.

The central concerns of the response is where is the contaminant going, who is in its path, and what protective action must be taken before it gets there? While the source matters to the responders on the ground for containing the release, the plume becomes the incident.

There will be three geographic areas that will need to be managed. The source area, the plume area and the potential impact area.

Source Area: This will normally be handled by the ICP and the hazardous material specialists on site.

Plume Area: This is the area where the contaminant is currently migrating to. Extremely dynamic and can change minute by minute.

Potential Impact Area: The area that could become affected if:

- The wind shifts
- The release increases
- Containment fails
- Fire conditions change
- Weather conditions trap the contaminant near the ground
- A second container becomes involved

The relevant activated roles (Situation Unit Leader, Planning Section, Or ECC) should request mapping that shows:

- Source location
- Current wind direction
- Forecast wind direction
- Current plume estimate
- Potential plume boundaries
- Isolation zone
- Protective-action zone
- Evacuation areas
- Shelter-in-place areas
- Road closures
- Air-monitoring locations
- Schools and care facilities
- Hospitals and clinics
- Critical infrastructure
- Watercourses and low-lying terrain
- Population estimates

A fixed circle around the source is NOT enough. **The plume has direction, speed, width and depth.** For an airborne release, weather is not simply background information.

Consider the following as a minimum:

1. **Current plume scenario**
2. **Expected plume scenario**
3. **Worst credible wind-shift scenario**

Do not wait for the plume to change direction before deciding what you will do.

CONSIDERATIONS: Evacuation Versus Shelter in Place

This becomes the most important community decision. Evacuation is not always the safest first action. Sending people outdoors may move them directly into the plume.

Alberta describes shelter in place as appropriate when an outside hazard threatens life safety and evacuation would create greater risk.

Shelter in place may be preferred when:

- The release is expected to be short
- The plume is already passing through the area
- Evacuation routes cross the plume
- There is little warning time
- Buildings provide reasonable protection
- The public can shut down ventilation
- Moving vulnerable populations would take too long
- Outdoor exposure creates greater immediate danger

Evacuation may be preferred when:

- There is time to move people before plume arrival
- The release may continue for a long period
- Buildings do not provide adequate protection
- Concentrations may overwhelm indoor protection
- Fire or explosion is also possible
- The plume direction is predictable
- Safe routes and destinations are available
- A wind shift could trap the population

A combined strategy may be required

For example:

- Evacuate the immediate source area
- Shelter the downwind population
- Prepare a secondary evacuation zone
- Move medically vulnerable residents early
- Restrict access to an outer precautionary area

The communication given should never be a generic “evacuate immediately” message without consultation from the Situation Unit/Planning Section and if asked to do so, specifying **which direction and which route**.

An airborne dangerous-goods incident changes the entire focus of the response. It is no longer managing only a damaged container or fixed incident site. If both are activated the ECC is supporting the ICP and or managing the following depending on the capacity of the ICP:

- A moving hazard
- An uncertain footprint
- Weather-dependent consequences
- Rapid protective-action decisions
- Community-wide warning
- Vulnerable populations
- Air-monitoring information
- Public-health impacts
- The possibility that today’s safe area becomes the next impact area

Throughout the response the focus should remain on knowing the answers to these question at all times, weather the role is the ECC Director, IC, Operations Section Chief, Planning Sections Chief, or Situation Unit Leader:

What is it?
Where is it?
Where is it going?
Who is in the way?
What must be done before it arrives?

Refer to the Evacuation Plan for more information.

Scenario B: Ground Contaminants

A train incident changes the scale, ownership, access, technical complexity, and duration. This creates substantial differences in the response to this size and complexity of incident.A ground contaminant spill creates a different kind of emergency. The hazard may not move as quickly as an airborne plume, but it can spread quietly through:

- Soil
- Gravel
- Ditches
- Storm drains
- Culverts
- Surface water
- Groundwater
- Utility corridors
- Agricultural land
- Municipal infrastructure

The visible spill may be small. The contaminated area may not be. The central concerns become **Where has the product gone, where could it continue to travel, what does it threaten, and how do we stop the contamination from becoming a long-term community problem?**

The source matters, but the **contamination pathway becomes the incident**.

The first Incident briefing after the initial response should clearly separate:

- Confirmed facts
- Working assumptions
- Information still being verified
- Decisions that cannot wait

The briefing language should remain disciplined such as “This is what we can see. This is what testing confirms. This is where the product may have travelled.”

The Planning Section, if fully activated and functioning will have developed at least:

1. **Current spread scenario**
2. **Expected spread under forecast conditions**
3. **Worst credible runoff or groundwater scenario**

The spill may appear stable today and begin moving tomorrow. Groundwater contamination may not be visible. It may also be one of the longest-lasting consequences.

If an ECC is not activated, then the responsibility then falls to the Operations Section and the relevant ICP roles to identify:

- Municipal wells
- Private wells
- Industrial wells
- Irrigation wells

- Shallow groundwater and aquifers
- Groundwater flow direction
- Soil permeability
- Nearby basements or underground structures

Consider that different types of ground conditions will create different problems Examples include:

- In **sandy or gravel** soil the product may migrate quickly downward.
- In **clay** soil the product may move more slowly but spread across the surface.
- In **frozen** ground product may travel long distances over the surface before penetrating during thaw.
- In **utility corridors** the product may follow water lines, sewer lines, electrical conduits, gas lines, or communication trenches
- On **sloped terrain** gravity may carry product toward homes, farms, roads, watercourses, and low-lying infrastructure.

Your Planning Section should obtain local drainage, soil and utility information early. While evacuation may not always be necessary, an ECC when activated may be able to assist the ICP **when asked to do so** by:

- Keeping people away from the immediate area
- Closing roads or trails
- Restricting access to fields or yards
- Evacuating nearby buildings
- Advising residents not to use wells
- Restricting irrigation
- Preventing contact with contaminated soil or water
- Keeping children and pets away
- Temporarily relocating livestock
- Shutting down air intakes if vapours are present

In rural areas in particular the ECC should consider that ground contamination can have major consequences in rural Alberta. The ECC needs agricultural expertise early, not after the producer starts asking whether the land is ruined. For a producer, temporary contamination can become:

- A food-safety issue
- A business interruption
- An animal-health issue
- A reputation issue
- A long-term property-value issue

Longer term contamination concerns will most certainly have an impact on:

- Cropland
- Grazing land
- Feedlots
- Livestock watering
- Irrigation systems
- Stored feed
- Silage

- Agricultural drainage
- Milk production
- Marketability of crops or animals

From a Critical Infrastructure consideration in both rural and urban environments the ECC should coordinate closely with public works and utility operators. A spill entering municipal infrastructure can spread beyond the original site before anyone sees it.

Ground contamination can affect:

- Water treatment plants
- Wastewater facilities
- Stormwater systems
- Roads
- Bridges
- Utility corridors
- Public works yards
- Fuel systems
- Electrical substations
- Telecommunications sites
- Municipal wells
- Emergency service facilities

Scenario C Water Contamination:

A water or wastewater contamination incident is not simply a public works problem. It can quickly become:

- A public-health emergency
- A critical-infrastructure failure
- A drinking-water supply crisis
- An environmental emergency
- A business-continuity problem
- A healthcare and institutional challenge
- A public-confidence crisis
- A long-duration recovery operation

The source matters but the **system-wide consequences become the incident**, with the central concerns being:

- What part of the water or wastewater system is affected, who is exposed how do we prevent further spread, and how will essential water and sanitation services be maintained?
- Is the contamination outside of the water treatment system, upstream of treatment, inside the treatment system, or already in the community's distribution network?

That answer will shape nearly every protective action. It should not assume that every water-quality problem can be solved by boiling. Some chemical contaminants are not removed by boiling, may become more concentrated through boiling, may create an inhalation hazard when heated, and/or may require a "do not consume" or "do not use" advisory instead.
Your operational language should be "We will not tell the public to boil water until public-health and water-quality specialists confirm that boiling is the correct protective action."

The visible spill location may be kilometres away from the community receiving the contaminated water. Water moves the hazard through the system. Do not assume a conventional water-treatment plant can remove every contaminant.

Plant operators, regulators, public health and technical specialists must determine whether:

- Treatment can continue
- Treatment must be modified
- The plant must be isolated
- Filters or membranes must be replaced
- Storage must be drained
- Process equipment must be decontaminated
- Alternative treatment is required

The ICP's Operations Sections and Planning Section will need to ensure the operators have the technical support, authorities, resources and time required to make safe decisions. If an ECC is activated, the task is not to direct the treatment process but to provide the access to the support needed.

Alberta Health Services will likely assist in decisions that may include one of three fundamentally different public instructions.

- **Boil-water advisory -** Generally appropriate when microbial contamination is suspected or confirmed and boiling will make the water safer.
- **Do-not-consume advisory:** Used when water should not be consumed but may remain suitable for some other uses. Whether it can be used for bathing, laundry, cleaning or toilet flushing will depend on the contaminant.
- **Do-not-use advisory:** Used when any contact with the water may be unsafe. A do-not-use advisory creates a much larger logistical problem than a boil-water advisory.

The Information Officer (weather in the ICP or ECC) ensures that the public receives the **correct advisory for the actual contaminant**. Water advisories often fail because people do not understand what activities are safe. Every message should clearly answer:

1. Which area is affected?
2. What type of advisory is in place?
3. Can residents drink the water?
4. Will boiling make it safe?
5. Can residents brush their teeth?
6. Can they prepare infant formula?
7. Can they make ice?
8. Can they wash dishes?
9. Can they bathe or shower?
10. Can they wash clothing?
11. Can they give the water to pets?
12. Can businesses use the water?
13. Can restaurants remain open?
14. Can healthcare facilities use the water?
15. Can toilets be flushed?

16. Where can safe water be obtained?
17. How long might the advisory last?
18. When will the next update be provided?

Avoid vague language such as “The water may be unsafe.” Instead be very clear such as, “Do not drink the tap water. Boiling will not make it safe. Use bottled or municipally supplied water for drinking, cooking, brushing teeth, infant formula and pet drinking water.” Plain language saves lives.

If the water system cannot provide safe drinking water, an alternative must be quickly established. Possible options may include:

- Bottled water
- Water tankers
- Potable-water trailers
- Bulk-water stations
- Mutual aid from nearby municipalities
- Mobile treatment systems
- Temporary pipelines
- Distribution through community facilities
- Delivery to vulnerable residents

If only an ICP is activated then it will fall to the activation of the Emergency Social Services (ESS) plan for providing these resources to the affected populations, and the Logistics Section’s responsibility for the responders. If the ECC is activated then the responsibility for the affected populations goes to them while also providing support for the responders when needed.

Situations that may alter decision making may include:

- Daily community demand and affiliated areas
- Minimum life-safety demand for emergency services such as the hydrant system
- Number and location of distribution points
- Transportation requirements
- Water-source approval
- Storage requirements
- Security
- Staffing
- Traffic control
- Accessibility
- Hours of operation
- Delivery to people without transportation
- Support for institutions and businesses
- Public instructions for safe water storage

Water-distribution sites should be:

- Outside contaminated areas
- Accessible
- Well signed
- Traffic controlled
- Protected from freezing or heat

- Able to serve people with disabilities
- Supplied continuously
- Monitored for public safety

Do not announce a water-distribution point until water, staffing and traffic control are actually ready.

Not all water users have the same needs. There may be some priority users may include in no particular order:

- Hospitals
- Long-term care facilities
- Dialysis services
- Medical clinics
- Emergency shelters
- Schools and daycares
- Correctional facilities
- Fire services
- Food-service operations
- Food-processing facilities
- Pharmacies
- Animal-care facilities
- Livestock operations
- Industrial facilities requiring water for safe shutdown

Wastewater Contamination

A dangerous product entering the wastewater system can threaten:

- Sewer workers
- Lift stations
- Treatment processes
- Treatment-plant operators
- The receiving environment
- Downstream communities

The sewer is not simply a convenient containment system. It can transport the hazard directly to workers, treatment facilities and the environment. Wastewater treatment often depends on living biological organisms. A chemical release into the system may:

- Kill or impair the treatment biology
- Cause untreated sewage to pass through the system
- Damage equipment
- Create toxic vapours
- Contaminate sludge
- Make effluent unsafe
- Force a treatment bypass
- Require prolonged system recovery

A brief chemical release may create a wastewater-treatment problem that lasts days or weeks. Wastewater contamination is not only an environmental concern. It may expose residents, workers and responders to pathogens and hazardous chemicals.

It will be prudent to have a clear understanding of the following

- Is the contaminant toxic to the treatment process?
- Can incoming flow be diverted?
- Is temporary storage available?
- Can the affected flow be intercepted?
- Can treatment chemicals be adjusted?
- Will contaminated sludge require special disposal?
- How long would biological recovery take?
- Are environmental releases expected?
- What downstream notifications are required?
- Is outside technical assistance needed?

Sampling and lab work will be a significant part of the response and recovery phases of the water contamination incident. The sampling that occurs must be used to support decisions—not simply to generate data. Multiple samples must be taken routinely taken, as one satisfactory sample does not necessarily prove an entire distribution system is safe.

If water cannot be used for flushing or the wastewater system is unavailable, the following support may be needed:

- Portable toilets
- Handwashing stations
- Temporary sewage tanks
- Mobile shower units
- Waste collection
- Temporary closure of public facilities
- Reduced occupancy of institutions
- Relocation of residents
- Sanitation support at reception centres

Prioritize the following for wastewater support:

- Hospitals
- Care facilities
- Schools
- Emergency shelters
- High-density housing
- Correctional facilities
- Food-service operations
- Public gathering locations

A community can tolerate a drinking-water interruption for a limited period with bottled water but most cannot function for long without sanitation. An extended water contamination incident on either side on the system will likely affect

- Restaurants
- Grocery stores
- Bakeries
- Food processors
- Beverage producers
- Hotels
- Schools
- Daycares
- Hospitals
- Farmers' markets
- Ice manufacturers

The ECC if activated, or the applicable ICP roles, should coordinate with public health to clarify:

- Which businesses must close
- Which may operate with alternative water
- Whether existing ice must be discarded
- Whether food prepared before the advisory is safe
- How equipment must be cleaned
- Whether beverage and food products are affected
- What reopening requirements apply
- How inspections will be prioritized

Businesses need specific instructions, "Follow the water advisory" is not enough for a restaurant, food processor or healthcare kitchen. Municipal communications often overlook residents who are not connected to the municipal system.

The Information Officer (in the ICP or ECC) should identify and prepare communications surrounding the following:

- Private wells near the contamination source
- Rural residents using cisterns
- Bulk-water customers
- Agricultural users
- Residents supplied through regional water lines
- Rural institutions and businesses

Questions that may guide and direct the decision making and messaging may include:

- Is groundwater affected?
- Did cisterns receive municipal water during the affected period?
- Should private wells stop operating?
- Is testing available?
- Where can residents obtain test bottles?
- Who will interpret results?
- Is alternate water being provided?

- Does the advisory apply to bulk-water customers?
- Have rural users been directly contacted?

A private well may require different sampling and recovery actions than a municipal water system.

Agricultural and Livestock Impacts

When livestock and agricultural areas are a concern for contaminated water or wastewater that may be a vast array of impacts:

- Livestock drinking water
- Irrigation
- Crop washing
- Dairy operations
- Poultry operations
- Feedlots
- Food processing
- Greenhouses
- Aquaculture
- Farmworker sanitation
- The ECC may want to consider questioning:
- Can animals safely consume the water?
- Is an alternate livestock supply available?
- Can irrigation continue?
- Are crops contaminated?
- Has wastewater entered fields or dugouts?
- Is veterinary or agricultural advice required?
- Are food-chain restrictions needed?
- How much water is required for livestock survival?
- Can water be hauled?
- Are farm access routes available?

The quantity of water needed for agricultural operations may exceed the municipality's normal emergency-water capacity.

Extended Response (72+ Hours): Sustained Operations

Cleanup may generate large quantities of waste which may include but is not restricted to:

- Contaminated soil
- Gravel
- Asphalt
- Vegetation
- Absorbent materials
- Personal protective equipment
- Water
- Sludge
- Debris
- Damaged containers

Remember that the contamination may cross Municipal property, Provincial property, Railway property, industrial land, farms, residential yards, indigenous lands, and potentially utility rights-of-way

The following clarifications will be needed to make an effective decision:

- Who owns each affected property?
- Who has authority to enter?
- Are access agreements required?
- Who communicates with landowners?
- Who documents pre-existing conditions?
- Who manages claims?
- Who repairs fences, roads and landscaping?
- Who provides cleanup records?
- What happens if landowners disagree with the proposed remediation?

Incident Command controls the source. The ECC coordinates the community consequences, environmental protection and long-term recovery surrounding it. If an ECC is not activated, then the responsibility then falls to the Operations Section and the relevant ICP roles handles the community.

Recovery

A person who has made a report referred to in section 8.4, or the person's employer, must make a follow-up report in writing to the Minister within 30 days after the day on which the report was made.

Do not announce that the water is "safe" until the responsible technical and public-health authorities support that statement. Recovery issues may last for weeks or months and may include:

- Long-term source-water monitoring
- Groundwater monitoring
- Distribution-system sampling
- Treatment-process review
- Replacement of damaged infrastructure
- Environmental remediation
- Wastewater-system rehabilitation
- Review of cross-connections
- Emergency power improvements
- Revision of operating procedures
- Public-health follow-up
- Claims and compensation
- Cost recovery
- After-action review

The questions that my drive decision making may include:

- Who owns each recovery task?
- Who pays?
- How long will monitoring continue?
- What information will be provided to residents?
- Are health effects being tracked?
- Are businesses requiring support?
- What infrastructure improvements are needed?
- What failed in the prevention and warning system?
- What must change before the next incident?

The emergency may end before community confidence returns, this make require rebuilding trust. This will require transparency, evidence, and consistent communication.

Utility Failure Plan

General

In the event of a prolonged utility failure, the individual municipality may be required to activate its municipal emergency plan to support residence while the cause of the failure is responded to. While it is the responsibility of the utility provider to respond to the cause of the failure, the additional consequences of that failure can negatively impact residences and businesses. Examples can include gas leaks, power outages, or water outages.

Processes & Procedures

The processes and procedures for response to a Utility Failure incident is done in parallel with the response of the responsible utility provider. To see the full list of utility providers for the area and their contact information, refer to Appendix 7.5.

Internal Notification: The Municipal DEM will be notified by the first responding agencies or the applicable utility service provider of the identification of a utility failure. This is followed by the notification of internal emergency management members of the potential response and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When the decision is made that the Utility Failure Plan is going to be activated, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Prevention and Mitigation

The prevention and mitigation of utility failure incidents is primarily the responsibility of the utility provider, however there are still other stakeholders that handle some of the responsibility. This primarily includes regular preventative maintenance of any transportation methods of the resources the utility provider operates as well as the enforcement of safe work practices in and around infrastructure.

Regulatory Agencies have the authority and obligation to enforce regulations and ensure compliance. Co-operation and collaboration is also expected with the other stakeholder groups to develop regulatory requirements that are fair, reasonable, based on best practices, compatible with industry best practices, and acceptable to all the stakeholder groups is expected.

Municipalities have various right-of-way management tools such as policies, bylaws, permits that as part of the regulatory enforcement process which are used to enhance damage prevention.

Preparedness

Preparedness for a utility failure event is done through primarily education of those most likely to be the most affected populations and services/resources. Different risks are associated with different types of utility failures, and as such the individual and organizational preparedness will vary. Some examples of ways to encourage residents to be prepared for a potential utility failure are actions such as:

- Prepare a 72-hour emergency kit for your home with essential supplies such as non-perishable food, water, batteries, flashlights, and other items.
- Knowing the location of all shutoff valves in their home or facilities.
- Ensure regular inspections of natural gas appliances, furnace(s), vents and chimneys.
- Keeping indoor gas lines / meter unobstructed at all times.
- Safe operation of natural gas appliances such as furnace, hot water heater, BBQ, and fireplace.
- Promote the ownership and usage of working Carbon Monoxide detectors.
- Comprehension and understanding of insurance coverage what is covered under individual policy.

For more examples visit https://www.alberta.ca/emergency-preparedness.

Operational Overview

For the purposes of this plan we will be focussing on the three primary utilities of electricity, heating fuel (Natural gas), and water supply.

There are such a tremendous number of variables with these three as thing like location of disruption, seasonal differences, the location affected, and even which utility will have significant impacts. A power outage in a long-term care facility in the summer, will be much different than a water outage to a restaurant, than a natural gas outage at any time, in any location in the winter.

Upon assessment of the situation, the Emergency Coordination Centre (ECC) may be asked to set up locations such as cold weather shelter, cooling stations, reception/evacuation/welcoming centres or other such facilities in order to assist and support the members of the community.

Incident Command Post Versus Emergency Coordination Centre

During a utilities failure incident, it is important to remember that the field personnel own the tactical problem and the ECC owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

Incident Command Post Perspective

All primary utilities in Alberta have SOP and SOGs in place to respond to outages from a tactical perspective. However, that does not mean that the response to a utility outage is the sole responsibility of the utility provider affected. Depending on the other factors such as the season, weather, and public/private areas that have been affected, there may be other tactical objectives identified that are not directly related to the utility outage response. As such, an ICP facility can be activated in response to a utility outage.

Emergency Coordination Centre Perspective

Taking into account ALL parameters of the incident, weather, time of year, duration, type and cause of outage, expected downtime, etc is needed to determine the activities most likely to require support from the ECC. Some of the highlights that are utility specific are listed in the scenarios below

Scenario A: Large Scale Power Failure

A large-scale power outage is not simply an electrical utility problem; it is a **community systems failure**. The loss of electricity can quickly affect:

- Drinking water
- Wastewater
- Telecommunications
- Healthcare
- Fire protection
- Fuel distribution
- Food safety
- Transportation
- Banking and payment systems
- Heating and cooling
- Public safety
- Business operations
- Emergency services
- Public confidence

The electrical failure may be the initiating event. The electrical utility is responsible for managing its infrastructure and restoration operations.The ECC if activated manages the consequences to the community, or the applicable ICP roles. The real emergency is likely to be the **cascade of consequences that follows** and not the initial cause of the failure. There are several concerns that come to the forefront, that may include:

- **What essential services have lost power, how long can they continue, and what will fail next if electricity is not restored?**
- Are there plans that are going to be different for outages that last 2-4 hours, 4-12 hours, 12-24 hours, 24-72 hours, more than 72 hours?
- A community wide operating picture is required to determine which critical services are fully operational, which are operating on backup power, operating at a reduced capacity, expected to fail soon, or are already unavailable. An initial tracking tool is on the following page.

Service	Current Status	Backup Power	Fuel Remaining	Expected failure point	Priority Action
Water Treatment					
Wastewater Treatment					
Hospital					
Fire Stations					
Communications					
Fuel Stations					

Considerations Continued

- Do the critical services have working backup power, enough fuel, trained operators, and a plan to keep the power running?
- Who is the utility's emergency contact?
- Does that person have access to the utility's current restoration priorities?
- Is a utility representative needed in the ECC/ICP?
- Are multiple electrical utilities involved?
- Are provincial agencies coordinating regional impacts?
- Is an Incident Command Post required for a specific physical site?
- Are neighbouring municipalities sharing information?

If activated, the ECC should not attempt to direct the electrical restoration, however it is responsible to clearly communicate the community's **life-safety and critical-service priorities**. Restoring one electrical feeder may bring several essential services back at once. The ECC should help the utility provider understand **which restoration action creates the greatest community benefit** by choosing, prioritizing, and providing the electrical utility provider with consequence-based priorities. These priorities should include:

1. Hospitals and urgent-care facilities
2. Water-treatment plants
3. Wastewater-treatment plants and lift stations
4. Emergency communications
5. Fire, police and EMS facilities
6. Emergency shelters and reception centres
7. Long-term care facilities
8. Fuel distribution sites
9. Critical telecommunications
10. Food and pharmaceutical storage
11. Traffic-control infrastructure
12. High-density residential facilities
13. Industrial sites requiring controlled shutdown
14. Agricultural facilities with animal life-safety needs

Additional Challenges

- Limited access to electronic documentation and emergency response plans. Emergency procurement processes may also need to shift to manual documentation.
- You should consider centralized fuel prioritization if supplies become limited. Fuel should be treated as a strategic resource early—not after emergency vehicles begin running low.
- Telecommunications may initially continue on battery backup (Approx 8hrs).
- Do not assume the public can check the municipal website during a prolonged outage.

Scenario B: Natural Gas Interruption

A large-scale natural gas outage can become a community-wide life-safety, infrastructure, business-continuity, and restoration emergency. Gas services affect almost all aspects of the region throughout the year. It's not just heat during the winter, but also hot water and cooking. Industrial processes, food production, agriculture and barn operations, etc.

Initial operations may revolve around identifying who has lost gas, what essential services depend on it, what hazards remain in the system, and how will thousands of individual customers be safely restored? The outage is only the first problem. The safe relighting and restoration process may become the larger operation.

If the natural gas interruption was due to a line strike or other rupture in the line, the applicable activated role (weather it is an Incident Command Post or ECC) must distinguish between:

- Repairing the damaged gas infrastructure
- Repressurizing the system
- Checking individual buildings
- Relighting individual appliances

These are different stages. A repaired pipeline does not mean every customer immediately has safe gas service. The municipality should not direct technical gas operations. The utility should not independently decide broader municipal priorities without understanding community consequences.

Winter outages are particularly high on the impacts to the community. Even when outdoor temperatures are not extreme, natural gas may support ventilation, humidity control, freeze protection, infection control processes, and others. The ECC should establish facility-specific timelines. A building may remain physically warm while its kitchen, laundry, medical or sanitation functions have already failed.

Winter outages also tend to lead to residents using alternate heat sources that are not safe. The secondary carbon monoxide emergency can create more casualties than the original outage.

The ECC should anticipate that when natural gas is unavailable, demand may shift rapidly to electricity. The higher sudden use of electricity as a result of the natural gas outage can become a dual-utility failure if electrical demand is not managed. Do not ask only whether a facility has backup heat, but **Can it safely continue all essential operations without natural gas?**

A community wide operating picture is required to determine which critical services are fully operational, which are operating on without gas, operating at a reduced capacity, operating on an alternate fuel, expected to fail soon, or are already unavailable with residents that will require evacuation or relocation. An initial tracking tool is on the following page.

Facility	Current Status	Backup Power	Fuel Remaining	Expected failure point	Priority Action
Hospital					
Care Facility					
Water Plant					
Fire Stations					
Schools					
Community Shelters					

Other Natural Gas Outage Consequences

The ECC if activated, or the applicable ICP roles should be asking:

- Can critical facilities generate hot water another way?
- How long can they operate without it?
- Are temporary boilers available?
- Are mobile shower or laundry services needed?
- Does public health need to assess continued operation?

Hot water may not sound like a life-safety priority until a hospital or care facility loses it. The ECC may get asked to assist in patient movement, resident relocation, temporary heating, alternate kitchens, laundry support, fuel supply, or transportation.

Industrial and commercial impacts can be significant as well, ensure liaison activities allow for proactive responses. A plant may have lost gas but still contain hot materials, chemicals, pressure, and stored energy.

Rural residents with greenhouses, livestock, and agricultural requirements may face critical conditions quick, threatening animal life safety, crop and greenhouse losses, ventilation and other issues.

When selecting facilities for shelter confirm that the facility has all of the requirements for safe relocation of community members. The facility must have:

- Reliable heat
- It's gas supply is not affected
- It has safe alternative heating
- Electrical capacity is adequate
- Fire systems work
- Water and wastewater are available
- Kitchen operations are safe
- It is accessible
- Staffing and security are available

Do not select the obvious community centre simply because it is municipally owned. It may be inside the affected gas zone. The people most at risk may not call for assistance until conditions have become dangerous. A single apartment building may contain hundreds of separate customers but depend on one central gas-fired plant.

Scenario C: Unplanned Water Outage

A large-scale water service outage is a community-wide life safety, public health, fire protection, sanitation, healthcare, and business continuity emergency. The broken pipe or failed plant may be the initiating event, but the real emergency is likely to be the cascade of incidents that follows.

There are many causes to these failures that may include:

- Major water-main failure
- Treatment-plant failure
- Pump or electrical failure
- Raw-water intake failure
- Reservoir or storage failure
- Contamination
- Cyberattack
- Physical damage or sabotage
- Flooding, wildfire, ground movement, or construction damage
- Chemical supply interruption
- Loss of qualified operators
- Regional water-line failure
- Multiple concurrent infrastructure failures such as the electrical and gas failures mentioned above.

The result of these outages may involve:

- Complete or partial loss of water
- Severely reduced pressure or intermittent service
- Loss of treatment capacity
- Loss of pumping
- Depletion of treated-water storage
- Isolation of part of the distribution system
- Water that is available but not safe to use
- Simultaneous water and wastewater problems

The central concerns include but are not restricted to:

- Who has lost water, how much safe water remains?
- What essential service will fail next, and how will the community maintain drinking water, sanitation, healthcare, and fire protection?

If the repairs are not going to be done quickly (IE the Calgary Bearspaw feeder main breaks) the community should plan for several durations of outage and understand what the impacts will be for time frames such as less than 4 hours, 4-12 hours, 12-24 hours, 24-72 hours, and longer than 72 hours. Do not build the response around one optimistic repair estimate.

Communication with the residents will be critical. There are generally two different water issues that could occur. The first is water is unavailable where residents and facilities cannot obtain water from the system the second one is water may be available but it is unsafe due to loss of pressure (or contamination – See dangerous goods plan).

If water is still flowing there may be a need in consultation with Alberta Health Services to issue a boil water advisory, a do not consume advisory, or a do not use advisory. The exact conditions must be known. Do not tell residents to boil water unless water-quality and public-health authorities confirm that boiling is appropriate. For example, a chemical contamination may require a very different message than microbial contamination.

Support for the site personnel is key here. The ECC if activated, should not operate valves or direct treatment processes. It should make sure operators have the authority, resources, protection, and support required to restore service safely.

Site personnel will advise as to status updates and should provide details so that good decisions can be made. Water restrictions are one of those decisions that can be made. These water restrictions should be introduced before storage reaches a critical level. Examples of water restrictions include asking residents not to do:

- Lawn watering
- Vehicle washing
- Pool filling
- Hydrant flushing
- Construction use
- Non-essential industrial use
- Recreational use
- Other high-volume activities

The earlier demand is reduced, the more time the community has.

A primary of the water system will be to protect the firefighting capability. The fire service may need to change its response posture from a regional perspective as a small fire can become a large incident when the normal suppression-water supply is gone.

Coordination between the affected fire department leadership in coordination with public works should determine:

1. Which hydrants remain functional and what pressure and flow are available?
2. Which neighbourhoods have no reliable hydrant service?
3. Are hospitals, schools, care facilities, and industrial sites affected?
4. Are tanker shuttles required?
5. Where are safe drafting sites?
6. Are portable tanks or water tenders available?
7. Is mutual aid required?
8. Are temporary fire watches needed?
9. Should open burning or high-risk work be restricted?
10. Are major industrial processes being safely reduced?

Potable water supply will be an issue if the fixed water supply is down for more than a few hours. Not only is the drinking water system an issue but there are other community water requirements as well. If the water incidents in Calgary has taught residents anything it is that The quantity needed for survival is much lower than normal community demand.

However, a hospital, care facility, correctional facility (including RCMP and LPS detention barracks), food processor, or livestock operation may need large quantities to remain functional.

The following needs to be calculate:

- Population requiring water
- Daily potable-water requirement
- Critical-facility demand
- Agricultural life-safety demand
- Water-distribution capacity
- Transportation capacity
- Storage capacity
- Resupply frequency

For each critical facility it should be determined how much water will be require especially if it is being trucked in or otherwise supplied. It is relatively easy and straightforward for a community to distribute bottled drinking water. Providing sanitation for thousands of people is a much larger challenge. One of the cascading incidents that may occur from reduced water is that it can affect wastewater operations.

Possible consequences include:

- Lower sewer flows
- Solids settling in mains
- Blockages
- Reduced flushing of collection systems
- Concentrated wastewater
- Odour
- Treatment-process changes
- Industrial discharge becoming a larger percentage of influent
- Difficulty moving sewage through flat sections

If residents use alternative water supplies, wastewater may still enter the system.

The ECC if activated, or the applicable ICP roles, should be asking the public works team questions like:

- Is the sewer system functioning?
- Are lift stations operational?
- Is there enough flow to move sewage?
- Are blockages developing?
- Is wastewater becoming more concentrated?
- Can the treatment plant adapt?
- Are portable toilets and holding tanks being serviced?
- Where will collected waste be taken?

A drinking-water outage and wastewater outage may begin separately but can quickly become connected. Do not bury technical operators in meetings and public inquiries when they need to operate and restore the system. The ECC should be activated to absorb the coordination burden should this develop into a problem.

Any water deliveries need to be based on actual operational need and the safety of these operations not simply the number of people. A facility or building may remain structurally safe while becoming operationally uninhabitable.

Residents must understand that **clear water is not automatically safe water**. Residents should be encouraged not to improvise without clear guidance. Some businesses and industries will need instructions specific to their operations. A business may have enough water to keep operating but consume water required for hospitals and fire protection. A general water notice may not be enough, and it is recommended to use maps wherever possible. “Residents in the affected area” is not useful when residents do not know whether they are in it.

In the rural areas Large livestock operations may require more water than the municipality can reasonably haul. Agricultural representatives should be involved early.

Not every household can handle a full water outage equally, steps may need to be taken and consideration given to those residents who:

- Cannot drive or cannot carry water
- Cannot afford bottled water
- Have limited storage
- Live alone
- Have medical needs
- Require formula for infants
- Live in high-rise buildings
- Do not receive online alerts
- Have limited English
- Are experiencing homelessness
- Live in remote rural locations

The following should also be consider when determining coordination:

- Direct delivery
- Accessible distribution
- Multilingual information
- Wellness checks
- Transportation
- Support through community agencies
- Outreach to shelters and encampments
- Help for residents using mobility devices

Telling people where water is available is not the same as ensuring they can access it.

Extended Response (72+ Hours): Sustained Operations

All types of utilities outages will be handled differently due to the myriad of causes and environmental impacts on not only the residents but the responders as well. There are many reasons for outages for the three major utilities including several that are not included in the above sections, but whatever the cause, take the time to make the best decision possible. In all three cases peoples lives could and will depend on it.

Stabilization and Short Term Recovery

Once it has been confirmed that utilities have been restored, there are actions that should be taken by residents to ensure no further damage to their property. This information that can be provide by the utility provider, however municipal assistance in communication can reduce the potential risks. Some of these actions will be dependent on the how long the incident lasted.

Power Outage:

- Once power is restored, turn on only the most essential appliances first. Wait 10 to 15 minutes before reconnecting other appliances.
- Check the fridge, freezer and cupboards for spoiled food. If the power is out for more than 48 hours, all perishable items in the fridge should be thrown out.

Gas leak/outage:

- Contact gas provider and follow their Instructions.
- Ensure adequate inspections have been conducted before turning the gas back on.

Water outage:

- Follow the recommendations of the health authority and public works guidelines to determine at minimum run cold water from all taps for at least ten minutes to clear water pipes.

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Flood Response Plan

General

This plan outlines the procedures when information respecting increased water levels could potentially cause flooding or actual flooding has occurred. The flooding that is defined in this response plan is categorized as overland flooding caused by the effects of metrological and hydrological impacts on the environment. This does not include flooding caused by a utility failure such as a pipe burst or flooding contained within a structure.

Processes & Procedures

Pre-Activation

Public Notification: The Municipal DEM may issue an alert of one of the following notices in accordance with the Crisis Communications Plan. Affected or potentially affected residents should be notified in the following manner if threatened.

"High Stream Flow Advisory" residents in the flood plain are to be informed of the rapidly rising water levels and that precautions should be taken.

"Flood Warning" Municipal officials are informed, and measures taken to advise persons residing in the low-level areas. These persons are advised to take appropriate measures to avoid flood damage and consider evacuation if deemed necessary.

To identify where properties within the municipal boundaries are in correlation to flood plains and high risk flooding area, visit the Alberta Flood Awareness Map at https://floods.alberta.ca/

Prevention and Mitigation

Flood mitigation and prevention is primarily done through structural measures and the identification and protection of at risk infrastructure. Examples of projects to help mitigate future flooding hazards include:

- Flood proofing / relocation of critical infrastructure such as water and wastewater management facilities
- Protection of roads and transportation corridors
- Structural berms, flood walls, and bank protection
- Bio-retention programs to increase flood attenuation

Each municipality will have different requirements and needs when it comes to preventive and mitigative measures.

Preparedness

Potential Flooding

Preparedness potential flooding is done through the information gathering and sharing. Previous to any flooding, awareness of increases precipitation and monitoring flooding forecasts will be the best method of knowing when to begin taking action on any flood response measures. By maintaining awareness of potential flood areas and any potential increased risk due to meteorological and hydrological affects also allows for better information to be distributed to residents and the general population in the potentially impacted area. While activation of the Crisis Communication plans is not always necessary, during instances of increased rainfall where there is notable flow increase of river and waterways, facilitating access to information for the public regarding current status on potential flooding is encouraged

Flood Warning

Temporary Structures: If there is a confirmed threat of potential flooding that will put the health and safety of residents at risk as well as the potential of damaging critical infrastructure, preventative measures are best taken as soon as possible. Placement or storing of temporary structural barriers near potential flood zones will reduce both response time as well as reduce potential damage to structures. These can be resources such as:

- Traditional Cofferdams
- Sandbags
- Inflatable Bladder Dams
- Metal Flood Barriers

Identification of where these temporary structures will need to be put will be based on the flood risk of the municipality.

Evacuation Warning: Should there be a confirmed threat of potential flooding that puts a direct risk to the safety of residents of an identified area, activation of the Evacuation Plan should be followed as necessary.

Operational Overview

These messages will advise one of the two following situations:

- "High Stream Flow Advisory" - Means that stream levels are expected to rise rapidly, and no imminent flooding is expected. Minor flooding in low-lying areas is possible.
- "Flood Warning" - Which infers that rising river levels will result in flooding of areas adjacent to the river.

Municipal Public Works will be responsible for maintaining liaison with Alberta Environment, River Forecast Centre while not in an emergency. This responsibility will shift to the Incident Command Post Liaison Officer during an emergency.

Incident Command Post Versus Emergency Coordination Centre

During a flooding incident, it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

There are typically two major tactical responses to a flooding incident:

- Remove the people from the water or threat of water.
- Remove (or re-route, redirect) the water from the people.

Incident Command Post Response

An activation of an Incident Command Post (ICP) for a flood response makes the most sense if the affected area is within a local geographical boundary, with the majority of the response needed being tactical. This can be situations such as needing to place water diverting structures, evacuations, or debris clean up in the recovery phase. The specification of a geographically local incident is focused on the factor of all necessary stakeholders being easily accessible. If all parties are present and working together in the same room, coordination becomes easy and an ECC activation may not be necessary.

Emergency Coordination Centre Response

The activation of an ECC will help facilitate a large geographical scale response, as well as when there are multiple jurisdictions, industries, facilities, and unique circumstances that are affected by a flood. An example of this is when flood waters do not affect residential areas, but has damaged critical infrastructure facilities.

Scenario A: Remove the people from the water

In this situation, the response will fall under the tactical evacuation (dam burst, flash flooding), or planned evacuation (forecasted rainfall, river rising), either way the similar principles as found in the evacuation plan will exist.

With respect to the flooding, consider the question, **Can we move people safely before flood water removes that option?** Once water crosses roads, damages bridges, surrounds homes, or cuts off neighbourhoods, the operation changes. It is no longer mainly an evacuation. It becomes a **rescue operation** which is a much more dangerous, slower, and resource-intensive problem.

As ECC your role is to support the ICP with every roadblock, boat team, door knock, or evacuation bus but to make sure that the incident management team has:

- Clear authority
- Reliable information
- Safe evacuation routes
- Enough resources
- Public warning support
- Reception capacity
- Transportation

- Political and organizational backing
- A plan for what happens next

Understand that there is a difference between the Evacuation Alert and the Evacuation Order. See the Evacuation Plan for more information and communication of these items to the public. Not everyone will be able to evacuate at the same speed. You might be asking questions like:

- Who cannot self-evacuate?
- Has anyone begun evacuating voluntarily?
- Who requires accessible transportation?
- Who needs medical transport?
- Who may not receive digital alerts?
- Who is likely to delay?
- Which facilities need hours rather than minutes to move?
- Which areas will lose road access first?

Evacuation planning must start with the people who have the least ability to move themselves.

The hardest evacuation decision is often not whether people should leave. It is when to tell them to leave. A controlled evacuation that turns out to be conservative is better than a late rescue operation caused by hesitation. If you wait for complete certainty you will face problems like:

- Roads may already be underwater
- Residents may be trapped
- First responders may be placed at unnecessary risk
- Evacuation traffic may mix with emergency response traffic
- Nightfall may complicate movement
- Vulnerable residents may not have enough time
- Buses may no longer reach the area

There should be clearly defined evacuation triggers such as:

- Water reaches a specific gauge height (whether that be an actual gauge or landmark)
- Forecast shows a certain community impact
- A bridge or road reaches a closure threshold
- Water reaches a known low point
- A dike or berm is threatened
- A dam warning changes
- Emergency access becomes limited
- Rescue resources cannot safely operate beyond a certain point
- A neighborhood may become isolated

Other considerations include:

- Consider a S.O.L.E.
- Evacuation routes must be safe not just open. A route map is not enough you will need route monitoring and a closure plan is the situation changes.
- If time allows, create or retrieve the flood mapping data and mapping so that solid tactical decisions can be made at the site level.
- Do not allow residents or responders to be routed through flood water. One driver ignoring a closure can turn into an entire rescue operation. The evacuation routes however must be established to allow responders to move toward the incident.
- Provide support (personnel, equipment, mutual aid activation) as required and requested by command.
- There must be an answer for people who cannot drive away. Do not simply tell residents to call if they need help. You need a system that can receive, prioritize, dispatch, and close those requests.
- Flood evacuations in rural Alberta bring additional realities such as livestock, irrigation infrastructure, property security (as in urban areas too) single access roads, etc. You may not be able to evacuate all livestock. That needs to be stated honestly. Ignoring animals will cause some residents to ignore the evacuation order.
- Digital alerts are important, but they are not enough. Some residents may not have home or limited phone service, can be working off shifts, have hearing or vision limitations that may result in door knocking being the only alternative that will get them the information required. Door-knocking teams must not remain in an area after their escape route is threatened. The lives of responders do not become less important because a resident refuses to leave.
- Flood evacuation messaging must be simple and action-based. Statements such as “Take what you need now. Do not delay evacuation to pack your home.” Help keep the message clear. Consider providing information such as:

    - Who must leave?
    - What area is affected?
    - When must they leave?
    - Which routes are safe?
    - Which routes are closed?
    - Where should evacuees go?
    - What should they bring?
    - What should they do with pets?
    - How do they request transportation?
    - Can they return?
    - When is the next update?

- Some people will refuse the evacuate for a multitude of reasons. A refusal should not consume unlimited time while water is rising. People should receive clear information and assistance, but responders need a safe withdrawal point. Provide an understanding that response personnel may or will not come into the flood water area post evacuation is information that refusals need to understand. Again, the lives of responders do not become less important because a resident refuses to leave.
- When evacuees do leave, the ICP (or ECC if activated) should support a registration system that protects privacy while providing useful information. Accountability can be difficult because many people self-evacuate without reporting anywhere. Public messaging should explain how to register even when staying elsewhere.

Scenario B: Planned Flood Evacuation With Advance Warning

When flood waters are expected from freshet, prolonged rainfall, rising river levels, reservoir releases, ice movement, or forecast overland flooding, an ICP has an advantage…Time. But time only helps if it is used deliberately. This is not the same as reacting to water already entering neighborhoods. Your role shifts from supporting an urgent field evacuation to building a controlled, phased, and well-supported community movement plan. The question is no longer “Do we need to evacuate?”, It becomes: “What can we put in place now so that, if evacuation becomes necessary, residents move safely, calmly, and before conditions deteriorate?”

Logistical Considerations

It will be beneficial to preposition resources in any incident where there is advanced warning. This gives the logistics personnel a chance to position a wide variety of potential resources such as busses, traffic control, barricades, message boards, generators, sandbags and equipment, etc. Consider the locations carefully, and do not stage every asset in one location that may later become isolated.

Get ahead of the incident if possible particularly from a logistics perspective, a resource listed in a plan may not actually be available when needed. An ECC if activated should also determine whether surrounding communities are preparing for the same flood event, or the relevant roles in an ICP.

As this type of event has time to prepare built into it, the ICP when stood up early can take advantage of that time by confirming numbers of the following resources:

- Number of buses
- Number of accessible units
- Drivers and fuel
- Hours-of-service limitations
- Ambulance capacity
- Contractors
- Tow trucks
- Heavy equipment
- Mutual-aid availability
- Personnel such as reception-centre staff, volunteers, and police and traffic personnel

A regional freshet or prolonged rain event may create competition for:

- Pumps
- Sandbags
- Buses
- Boats
- Heavy equipment
- Emergency social services staff
- Provincial resources

Request scarce resources before every municipality is asking for them. The ECC or the relevant roles in the ICP should identify assets that could be trapped, damaged, or made unavailable. The following should be consider relocating:

- Fire apparatus
- Ambulances
- Police vehicles
- Public works equipment
- Snowplows or heavy trucks
- Generators
- Pumps
- Fuel
- Communications trailers
- Records
- IT equipment
- Emergency supplies
- Sandbagging materials
- Animal-control equipment

You may also need to establish service coverage on both sides of a river or threatened route before it closes. A fire truck trapped in a flooded station is no longer a community resource

Do not wait until an evacuation order is imminent to begin assigning responsibilities. Bring together representatives from all agencies and departments that are likely to be affected by this eventual order. The objective is to build one coordinated plan before individual departments begin creating separate solutions. Your mindset when opening this meeting should be similar to **"We are planning for an evacuation even though we have not yet decided to order one."**

Planning is not panic.

Planning protects options.

This proper collaborative planning process allows the assembled team to establish triggers from the support side of the response. Build triggers for:

- Enhanced monitoring
- Partial ICP activation
- Public preparedness messaging
- Evacuation alert
- Voluntary early relocation
- Phased evacuation
- Evacuation order
- Closure of routes
- Transition to rescue operations

These triggers should identify:

- What condition activates the action
- Who verifies it
- Who has decision authority
- What departments must act
- What public message will be issued

This prevents the need for debate of the same decisions repeatedly while the water continues to rise. As the tactical response will have enough on their list of problems to solve the Planning section should be looking at least three scenarios:

Expected scenario: What current forecasts indicate is most likely.

Escalated scenario: What happens if rainfall, runoff, ice movement, or river rise exceeds the forecast.

Worst credible scenario: What happens if a dike fails, a major route is lost, a tributary peaks at the same time, or evacuation starts later than intended.

For each scenario, identify:

- Population affected
- Critical facilities affected
- Roads lost
- Time available
- Resource requirements
- Reception capacity
- Utility consequences
- Mutual-aid needs

Forecasts provide a planning foundation; they do not provide certainty.

One of the planning foundations that might be useful is if your community or area is not divided into evacuation zones it is advisable. A planned evacuation such as this type should rarely be treated as one large movement unless the hazard demands it. This will require time that the site command will not likely have.

Items such as zone prioritization will have to be considered. For example: The zone most likely to become isolated should not necessarily wait until the water reaches it. It may need to move first. This will be community specific. Residents need to understand that one zone leaving does not automatically mean everyone must leave immediately. This means that phases must be clearly communicated.

When planning for decision point you will likely have to do a reverse time appreciation. If the question is When will the last safe route become unavailable? You then work backward. For example:

- Route expected to close at 18:00
- Two hours required to clear the population (16:00)
- One hour required for door knocking and transportation deployment (15:00)
- Thirty minutes required to issue and distribute the order (14:30)
- Additional one hour safety margin required

That may mean the evacuation decision must be made by 13:30 or earlier. The decision point is not when the road floods. It is when there is still enough time to clear the area safely.

Building public understanding before issuing an order will be a huge part of securing compliance. Residents are more likely to act when they understand the process.

Before an evacuation is required, explain:

- Why water levels are being monitored
- What an evacuation alert means as well as what an evacuation order means and what the differences are.
- How zones will be identified
- Where maps can be found
- How much notice residents may receive
- What to pack
- How to register both at the reception centre and remotely
- How transportation assistance will work
- How pets and livestock will be addressed
- Why people may be asked to leave before water is visible

Residents will want time to protect their belonging this messaging that was just described and the follow up information below will build confidence in the response but will also give residents time to move stuff upstairs, install pumps, place sandbags, move livestock, move vehicles, etc. While these actions may reduce damage, they can also delay evacuations. As an ECC clearly identify:

- When property-protection work is still reasonable
- When residents must stop
- What withdrawal trigger applies
- Which protective measures are municipally supported
- What the municipality will not be able to protect

The message might sound like: **“Protect property while it is safe to do so. Pay attention to updates and leave before the route or conditions become unsafe.”**

During a slow-developing flood, silence creates rumours. Even when little has changed, provide updates on:

- Current river or flood conditions
- Forecast outlook
- Areas under alert
- Roads being monitored
- Preparedness actions underway
- What residents should do
- When the next update will occur

The public should not have to rely on unofficial river watchers to understand whether conditions are worsening. Regular updates demonstrate that the municipality is actively managing the threat.

This is the time to build trust, not during the final hour. Draft and approve the applicable message in advance for your specific community. Pre-drafted messages still need current details before release. But they reduce delay, legal review, wording disputes, and inconsistent instructions.

Other Considerations:

Encourage voluntary Relocation - Residents who can leave early and stay with family, friends, or at a hotel reduce pressure on the formal evacuation system. The goal is not to frighten the community. It is to reduce the number of people who need to move at the final decision point.

Reception Capacity – Understand the complexity of the incident will go a long way to understand what will be required. You may not need to open reception centres immediately, but you should know the specific in the stand-alone Emergency Social Services (ESS) Plan to understand reception centre logistics. Understanding the anticipated level of activation will avoid opening a centre too early while still allowing rapid activation.

Prepare Host Communities if Large Scale Evacuations are Expected - A planned evacuation may send residents to neighbouring municipalities. Those communities need advance information on:

- Expected number of evacuees
- Arrival timing
- Transportation method
- Reception requirements
- Pet and animal needs
- Medical needs
- Registration processes
- Financial responsibilities
- Public messaging
- Duration of support

Do not assume another municipality can absorb hundreds or thousands of evacuees because it has a recreation centre. Hosting evacuees is an operation, not simply access to a building.

Protect Continuity of Government - Determine whether flooding threatens:

- Municipal offices
- Council chambers
- Records storage
- Dispatch
- Public works yards
- IT systems
- Communications towers
- Backup power
- Fuel systems

If any of the above are going to be a problem, start early and prepare:

- Alternate ECC location
- Remote access
- Backup records
- Alternate public-information site
- Succession of authority
- Delegated spending authority
- Alternate meeting arrangements
- Staff notification procedures

A planned incident gives you time to move the ECC before the ECC becomes part of the incident.

Extended Response (72+ Hours): Sustained Operations

Pre-pare for re-entry early. Re-entry is not simply reversing the evacuation order. Before residents return, consider:

- Road safety
- Bridge integrity
- Building safety
- Electrical hazards
- Natural gas hazards
- Water quality
- Wastewater service
- Debris
- Mould
- Contamination
- Fire protection
- Emergency access
- Healthcare access
- Communications
- Availability of food and fuel

Re-entry may need to be:

- Phased
- Restricted
- Daylight only
- Resident-only
- Temporary for inspections
- Delayed for specific neighbourhoods

Residents need to know that being allowed to return does not mean every home is safe to occupy. Residents who leave voluntarily may return to:

- Collect belongings
- Move vehicles
- Care for animals
- Check water levels
- Protect property

Clear rules should be establish, early evacuees may repeatedly enter the threatened area, adding traffic and complicating accountability.:

Damage Assessments

The ECC or the appropriate roles in the ICP should coordinate the assessment of:

- Homes
- Businesses
- Municipal Buildings
- Roads
- Bridges
- Water systems
- Wastewater systems
- Electrical infrastructure
- Gas infrastructure
- Public buildings
- Agricultural land
- Environmental damage

Damage assessment supports:

- Re-entry
- Recovery priorities
- Funding requests
- Insurance
- Public messaging
- Infrastructure restoration
- Long-term housing decisions

Use consistent assessment criteria. Do not allow uncoordinated teams to enter hazardous areas.

Recovery

Some residents may not return for days, weeks, months, or ever. The ECC if activated, or the affected municipalities should prepare for:

- Temporary lodging
- Family reunification
- Housing support
- Medication replacement
- School continuity
- Transportation
- Pet and livestock care
- Financial assistance
- Mental-health support
- Business continuity
- Social-service coordination

An evacuation centre designed for one night cannot solve a three-week housing problem. There will be significant expenses to a recovery of any incident. Floods bring specific financial challenges as many of them will meet the requirements for Alberta's Hazard Assistance and Resilience Program (HARP) funding. The Province will not provide that funding if the paperwork is not in place.

Tracking will be a critical component of meeting the financial and documentation requirements which will include:

- Staff time
- Equipment use
- Transportation
- Reception centres
- Food and lodging
- Mutual aid
- Roadblocks
- Security
- Public communications
- Infrastructure protection
- Emergency purchases
- Damage assessment
- Debris management

Ensure that the documentation is in place throughout the incident to show:

- Alerts and orders
- Decision times
- Flood forecasts
- Route closures
- Refusals
- Resource requests
- Public messages
- Re-entry decisions
- Elected official briefings

The quality of your records will affect recovery funding, claims, reviews, and public trust.

Flooding Final Thoughts

A flood evacuation is a race between:

- Warning
- Public decision-making
- Transportation
- Road capacity
- Rising water
- Failing infrastructure

It is important to keep the organization focused on:

Who is at risk?
How much time do we have?
Which route will remain safe?
Who cannot leave on their own?
Where will people go?

What happens when the road closes?
What must be true before they can return?

Incident Command manages field evacuation and rescue operations.

Public works and technical specialists monitor roads, bridges, and flood-control systems.

Emergency social services support displaced residents.

An ECC can makes sure the entire system moves before the water takes the choices away.

Wildfire Response Plan

General

Wildfire season officially runs from March 1 to October 31. While wildfire activity tends to peak during this time, fires may occur year-round, even in the winter. During the season, wildfire activity often peaks in the late afternoon and early evening. They can be caused by human activity and lightning strikes In the event an uncontrolled brush or wildland fire is endangering populated areas, threatening lives, or causing extensive damage to property, the following plan will be activated.

Processes & Procedures

Alberta Wildfire is the primary resource for the initial reporting and identification of any wildfires within the Forest Protection Area. Using mapping systems to track lighting strikes, air and ground patrols, and look out observers, they are able to quickly identify and respond to wildfires as they appear. However, there is still to possibilities that these tools and resources will not be what detects a wildfire, and it may be identified by any resident or person through a call to 911 or other methods of reporting.

Once a potential wildfire has been reported, response operations will begin while the internal notification process is followed.

Internal Notification: The Municipal DEM will be notified by the first responding agencies or the applicable authorities that an identified wildfire has the potential of threatening the safety of the municipality. This is followed by the notification of internal emergency management members of the potential threat and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When the decision is made that the Wildfire Response Plan, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Declaration of a State of Local Emergency: The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

External/Public Alerting: Engage the alerting system and methodology most applicable given the severity, rate of spread and complexity of the identified wildfire. The Municipal DEM will issue the applicable alert in accordance with the Crisis Communications Plan.

Prevention and Mitigation

Fire Bans

A tiered fire ban system restricting activities that may cause wildfires is consistently updated for across regions of Alberta. Fire advisories, restriction or bans, forest closures and off-highway vehicle restrictions can effectively reduce the number of human-caused wildfires. These are temporary measures brought in according to conditions. As fire danger levels rise or fall, these restrictions can be adjusted to reduce the likelihood of preventable wildfires.

Community Fire Prevention

Programs such as FireSmart can be locally encouraged for residents to ensure their homes and properties are protected from wildfires, as well as provide a more comprehensive community understanding wildfire safety.

Preparedness

Evacuation Alerts

Once a wildfire is identified as a potential threat to a municipality, the Evacuation Plan should be prepared to be activated as necessary. Extra consideration should be given to any wildfire that is considered Out-Of-Control by the Canadian Interagency Forest Fire Centre. Specifics from the Evacuation Plan that should be identified are the planned evacuation routes as well as order of evacuation. This should also be done with the preparation for activation of the Emergency Social Services (ESS) Plan.

Operational Overview

Alberta Agriculture and Forestry

Requests for assistance for fire suppression from Alberta Agriculture and Forestry are actioned through the PECC. You can expect the following action if this is activated:

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

The following information will be required when requesting Alberta Agriculture and Forestry assistance:

- Location of fire?
- Size of fire?
- Fuel that the fire is burning in.
- Fire behaviour (i.e., surface or ground fire, rate of speed?)
- What's at risk (i.e., life threatening (who and where), property (location and proximity to fire)?
- Manpower and equipment at fire?
- Radio frequency being monitored.
- In an emergency, a request may be verbally approved and followed up with the signed request.

Incident Command Post Versus Emergency Coordination Centre

During a wildfire response, it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Important Considerations

Based on estimations of fire behaviour, additional notification to private operations should be considered if their operational areas are at risk. To see the full list of available contact information see Appendix 7.9.

There are an overwhelming amount of variables for wildfires in the region. I this case we could be dealing with anything from a wildland (forest) fire, to a grass fire, to urban interface, and everything in between. From an ECC perspective we are relying on the site command personnel, particularly the crews in operations to take care of the tactical response. As an ECC it is the ECCs responsibility to maintain the **community-wide picture**, support Incident Command, remove barriers, anticipate consequences, coordinate external support, and ensure that today's tactical problem does not become tomorrow's unmanaged community crisis.

There are key questions that need to be addressed and will change as the team progresses through each phase:

First 12 hours: What must we protect and decide immediately?
Beyond 72 hours: How do we sustain the response?
Short-term recovery: How do we safely restore the community?
Long-term recovery: How do we rebuild people, systems, infrastructure, and confidence?

On the following pages we will break down these timeframes.

Initial Response (1-12 Hours)

The first operational period is about **life safety, rapid situational awareness, consequence forecasting, and getting ahead of the fire**. The ECC must avoid becoming trapped in continuous information gathering without making decisions. Your role is the support of the site command personnel.

When a timeframe is convenient for the Command Staff get a briefing that will confirm all the “normal” information on any initial briefing. This will include, size, complexity, detection information, jurisdictional responsibilities at the current time, who the Incident Commander(s) is/are. But there will be fire specific information that will be beneficial for decision making including direction and rate of spread, fuel types, values at risk, suppression resources assigned and ordered, what resources do they actually need, the current and forecasted weather, and forecasted fire behaviour.

If at all possible, The ECC if activated, or the primary ICP if it is a wildfire complex, should operate from one common operating picture, not separate maps and conflicting reports from every department.

The ECC should be establish once the ICP needs are exceeded. This may include logistics but may also include the transference of certain ICP responsibilities if the ICP is understaffed or overwhelmed.

The field must not receive competing instructions from the ECC, elected officials, utilities, and provincial agencies. **One incident. One set of priorities. One coordinated direction.**

The current fire perimeter is not the only threat. There are a number of items that will need to be clarified to provide the support that the ICP will require. In order to do this the ECC **should not plan for the current flame front. Plan for where the fire could be before the next briefing.**

In consultation with the ICP, determine if there is a need for pre-planning in the defensible space or buffer zone ahead of the fire. Items such as public messaging, evacuation alerts and orders, and increased monitoring may be tools that the ECC can provide the ICP site command team. In order to do this the ECC will have to understand the trigger points established by the ICP. These may include:

- Fire crossing a control line
- Fire reaching a defined distance from a community
- Loss of the primary evacuation route
- Spot fires beyond containment
- Wind shift
- Suppression resource limitations
- Smoke making roads unsafe
- Fire reaching critical infrastructure
- Expected nighttime deterioration
- Loss of communications or utility systems

Do not wait until homes are burning to decide how the community will move.

A big concern in the incipient stages is the speed of growth. Evacuation routes can be quickly lost due to anything from flames and smoke, to fallen trees and power lines, to abandoned vehicles and emergency vehicles working from the roadway.

The ECC if activated can support the site command in all of these issues by being on top of problems that develop and provide solutions and information relating to:

- Route assessment
- Traffic control
- Alternate routes
- Tow trucks
- Fuel availability
- Road closure authority
- Public route maps
- Emergency access lanes
- Route monitoring
- Withdrawal triggers

The safest route at noon may be unusable by 14:00. Every evacuation zone should have a point at which movement stops and rescue operations take over. Based on information that you will find in the evacuation plan, Some people and facilities cannot move quickly. There should not be a wait for the general evacuation order before moving populations that require several hours of preparation.

Smoke

A community, rural populations, or facility may be outside the fire perimeter but still experience serious smoke impacts. Problems that might be considered include:

- Air quality
- Visibility
- Highway safety
- Respiratory illness
- Outdoor workers
- Schools and recreation
- Hospitals and care facilities
- HVAC systems
- Community support facilities
- People living outdoors
- Animals and livestock

Potential actions may include:

- Advising people to remain indoors
- Closing outdoor facilities
- Relocating medically vulnerable residents
- Establishing cleaner-air spaces
- Limiting outdoor work
- Adjusting municipal staffing
- Warning drivers about visibility
- Protecting air intakes

Protecting Critical Infrastructure from a wildfire will be taken care of by the site personnel, but an ECC can identify some critical information that will make those operations easier for the ICP. This would include having clarity on:

- Can the facility remain safely staffed?
- Can it operate remotely?
- Does it require defensive protection?
- Should it be shut down?
- What happens if it fails?
- Can equipment or staff be relocated?
- Does it affect evacuation or firefighting capability?

Early communication and awareness with/within the ICP on these and other incident specific problems will be important to the successful protection of critical infrastructure. Remember there will always be the threat of the ECC/ICP itself requiring relocation if it is threatened by fire, smoke, utility failure, or loss of access.

Communication with the Public will build the confidence in the response and the trust in the ICP and local government. The public will need information quickly, even when many details remain uncertain. Initial messaging should explain:

- Where the fire is
- Which areas are affected
- Whether an alert or order exists
- What residents should do
- Which routes are open
- Which routes must be avoided
- Where evacuees should go
- How to request transportation
- What to do with pets and livestock
- Where updates will be published
- When the next update will occur

Correct misinformation immediately. Rumours, misinformation, disinformation and malinformation can create a significant amount of issues for the Information Officer in the ICP and the Communications team in the community. Common examples may include:

- The town has been destroyed
- A specific neighbourhood is burning
- Roads are closed when they remain open
- The fire is under control
- The evacuation order has been lifted
- Fuel has run out
- The water system has failed

Your messaging does not need every answer but it needs to provide clear action and dependable timing. Be the source of truth for the affected community(ies). **BE FIRST, BE FAST, BE FACTUAL!**

Extended Response (72+ Hours): Sustained Operations

Once the incident continues beyond several operational periods, the problem changes and the ECC must move from emergency activation to a **sustainable operating system**. It is time to settle in for the long haul and we might start asking: **How do we maintain the response, support displaced residents, protect responders, and prepare for a changing incident over days or weeks?**

The biggest challenge for a prolonged response is the people resources. First we need to understand that some of our people may have been affected directly or indirectly by the fire. Second, you cannot depend on the same small group working continuously, especially if they were personally affected by the fire..

Some mitigations to assist this will be:

- Defined shifts
- Lead personnel and alternates
- Succession plans
- Written objectives
- Formal handovers
- Decision logs
- Scheduled briefings
- Rest periods
- Administrative support
- Documentation staff

These individuals will work sometimes indefinitely to protect their homes and community. This will not be sustainable. The leadership within the command structure will need to consider:

- Twelve-hour or eight-hour shifts
- Separate day and night objectives
- Overlap for handover
- Relief for key decision-makers
- Remote-work capability where appropriate

Fatigue will create mistakes before lack of knowledge does. Call for help early! Through the AEMA Field Officer ask for assistance from the Regional AHIMTs or other resources. Those teams are not necessarily there to take over but are there to provide support to give your team a break, or simply backup. **Do not wait until you are exhausted and overwhelmed to call for assistance!**

The ECC may be asked to assist the ICP in helping support their personnel. Responder sustainability and support is as an important priority as the ECC team. Prolonged wildfire operations create risks for the ICP personnel involving:

- Fatigue
- Smoke exposure
- Heat or cold stress
- Long travel distances
- Inadequate rest
- Poor nutrition
- Mental stress
- Family separation

- Vehicle collisions
- Equipment wear
- Communication breakdown

An ECC can provide support **when requested** by assisting them in the acquisition of :

- Relief crews
- Responder rehabilitation
- Food and hydration
- Sleep facilities
- Medical monitoring
- Exposure documentation
- Fuel
- Equipment maintenance
- Laundry and hygiene
- Mental-health support
- Family assistance

Like ECC support **the ICP may request** some logistical support for external crews that may also require:

- Staging
- Accommodation
- Local maps
- Safety orientation
- Communications
- Fuel
- Feeding
- Administrative support

Mutual aid becomes a logistics operation the moment it arrives.

An ECC if activated should establish a repeating planning cycle for the rest of community. Other than specific priorities that are communicated with the ICP these will be support planning in conjunction with the ICP, and more importantly in support of the ICP.

Each operational period should include:

- Updated situation assessment
- Strategic objectives
- Community priorities
- Resource status
- Public-information priorities
- Critical-infrastructure status
- Evacuation and reception status
- Safety concerns
- Financial and administrative requirements
- Planning assumptions for the next period

An ECC should maintain both a current operations picture and a future planning function for the community. The field focuses on today's fire behaviour while an ECC must ask what the municipality will need tomorrow.

As the incident starts to approach the 72 hour mark there may be a transition to a need to sustain evacuations and start to provide some displacement support. For example after 72 hours, evacuees may need more than a reception centre. The PECC and particularly the PESS team will be valuable in assisting the local ECC in this endeavor.

At about the 72 hour mark the ESS team may start to identify the following needs that may include:

- Lodging
- Meals
- Medications
- Clothing
- Childcare
- Transportation
- Mental-health support
- Pet care
- Livestock arrangements
- Income assistance
- Replacement identification
- Access to banking
- School continuity
- Medical appointments
- Support for people with disabilities

Often you may see the need to transition from reception centres to hotels, from emergency shelters to temporary housing, from general registration to case management, and from immediate assistance to longer-term social support. For more information, see the Emergency Social Services Plan. With an ECC there may become a time where decisions will need to be made to balance the maintenance of the municipal water supply and firefighting water. Wildfire response may place extreme demand on:

- Municipal reservoirs
- Hydrants
- Rural water supplies
- Dugouts
- Irrigation systems
- Water-hauling capacity

Maintain EXCELLENT communications with the ICP regarding this topic, focusing on factors such as:

- Are reservoir levels stable?
- Is drinking-water supply being compromised?
- Is water treatment sustainable?
- Are water restrictions required?
- Are hydrants being overused?
- Are rural sources available?
- Are pumps and fill sites secure?
- Is contaminated runoff entering source water?

Do not allow firefighting demand to quietly exhaust the community's potable-water reserves. Communicate with neighboring communities and the PECC for alternatives. There may be additional utility outages during a wildfire due to emergency shut downs, burnt and downed power poles, telecommunications, and lower that "normal" water

For each service, determine:

- Current status
- Backup capability
- Expected failure point
- Restoration requirements
- Dependencies on other utilities
- Impact on re-entry

Utilities may need to remain shut down even after fire has passed because of:

- Damaged lines
- Unsafe buildings
- Burned poles
- Contaminated equipment
- Access limitations
- Pressure loss
- Electrical faults

A community may be outside the active fire area but still be affected and unable to function. See the Utility Outage Plan

Beyond the actual response to the fire there is a need to protect community continuity. The municipality must continue essential services.

Consider:

- Fire coverage outside the incident
- Police coverage
- EMS coverage
- Water and wastewater
- Waste collection
- Payroll
- Procurement
- Public records
- Municipal governance
- Road maintenance
- Building inspections
- Communications
- Business licensing
- Social services

You may need mutual aid for normal municipal services because local staff and equipment are committed to the wildfire. Two things to remember, the wildfire cannot consume the entire organization, AND call early for support.

After the first couple of days residents, businesses, farmers, and utilities will request entry for:

- Medication
- Pets
- Livestock
- Equipment
- Business continuity (grabbing computers to run payroll, etc)
- Property checks
- Insurance assessment
- Utility work
- Critical maintenance

An ECC should support the ICP for any requests for a controlled-access system based on:

- Life safety
- Operational necessity
- Fire behaviour
- Road safety
- Security
- Escort capacity
- Identification
- Time limits
- Withdrawal triggers

Access should not be granted simply because the visible flames have moved away. Wind shifts, smoke, falling trees, and damaged utilities may remain extremely dangerous hazards.

During a prolonged incident, the public will expect more detailed information. They may tolerate limited information in the first couple of days but will get more assertive as the incident progresses. Questions like the following will come into the ECC or the Information Officer often through elected officials:

- Is my home still standing?
- When can I return?
- Why is one area open and another closed?
- Why are firefighters not defending every property?
- Is drinking water safe?
- Who will pay for my hotel?
- Can I access my livestock?
- When will schools reopen?
- Why has the forecast changed?

To assist in this there may be public briefings or open houses where information shared may include:

- What has changed
- What remains unchanged
- Current priorities
- Evacuation status
- Utility status
- Support available
- Re-entry conditions
- Next decision point

Avoid false reassurance and unnecessary technical detail. Be honest about uncertainty. One of the tools that may be of assistance is the assignment of a recovery planning function during extended operations. Begin identifying:

- Damage-assessment requirements
- Re-entry criteria
- Debris hazards
- Utility restoration
- Housing needs
- Business impacts
- Environmental concerns
- Financial tracking
- Provincial and federal assistance
- Donations management
- Insurance coordination
- Community mental-health needs

The response organization should not wake up one morning and suddenly realize the fire is controlled but recovery has no leadership.

Short Term Recovery

Short-term recovery begins when immediate life-safety threats are reduced, but the community is not yet functioning normally. This phase may last days or several weeks. For this phase the ECC may transition to asking: **What must be restored before residents can safely return and resume basic community life?**

This stage requires its own structure, objectives, and leadership, so establish a recovery leadership team soon. It will likely require a recovery manager or recovery task force team with members from:

- Municipal leadership
- Planning and development
- Public works and utilities
- Building officials
- Public health and Emergency social services
- Finance
- Communications
- Environmental specialists
- Business representatives
- Provincial support

2. Establish Re-Entry Criteria

Re-entry should be based on conditions, not public pressure. This is tremendously difficult to follow as the public and political pressures will be relentless. Stay strong and consider whether:

- Fire threat reduced
- Roads safe
- Bridges inspected
- Hazardous trees assessed
- Power lines secured
- Natural gas systems inspected
- Water available and safe
- Wastewater operating
- Emergency services available
- Communications functioning
- Fire protection available
- Smoke conditions acceptable
- Debris hazards controlled
- Hospitals and pharmacies accessible
- Food and fuel available
- Banking services are available

Re-entry for the communities in the LREMP region will likely be managed by whole of community at once, but there are options that may include:

- Phased
- Temporary
- Resident-only
- Daylight-only
- Restricted by zone
- Delayed for severely damaged areas

Being allowed to return does not mean a property is safe to occupy. Once again proper communication with the public will go a long way to make re-entry a smoother process.

Transparent Communication during Short-term recovery operations should cover:

- Re-entry zones
- Utility status
- Safety instructions
- Damage-assessment processes
- Debris removal
- Financial assistance
- Insurance information
- Housing support
- School reopening
- Business reopening
- Mental-health resources
- Public meetings
- Future updates

The public needs consistent communication even after media attention declines.

Coordinated Damage Assessments

There is a tremendous amount of infrastructure that may need to be assessed after a fire:

- Residential structures
- Commercial buildings
- Public facilities
- Roads and bridges
- Water and wastewater systems
- Electrical and gas infrastructure
- Telecommunications
- Agricultural property
- Environmental damage
- Industrial sites
- Hazardous-materials locations

Use consistent categories and documentation. There are several examples of Rapid Damage Assessments available. The information on the these damage reports will support:

- Re-entry
- Public messaging
- Insurance
- Financial assistance
- Demolition priorities
- Utility restoration
- Housing planning
- Recovery funding

Avoid releasing property-specific damage information before it has been verified and notification processes are in place. Residents will need clear safety instructions and some homes may require inspection before entry, others may need to remain restricted until demolition or utility work is completed.

6. Support Displaced Residents

Some residents may return quickly but some displaced residents may require community support due to:

- Destroyed homes
- Uninhabitable homes
- No utilities
- No insurance
- No transportation
- Lost identification
- Lost medication
- Lost employment
- Pets or livestock displaced

Short-term supports for displaced residents may include:

- Temporary housing
- Hotel extensions
- Financial assistance
- Transportation
- Food
- Clothing
- Case management
- Mental-health services
- School support
- Pet accommodation
- Medication replacement
- Document replacement

Registration data should transition into recovery case management. NOTE: Not all of these items may be the responsibility of the individual municipality it is more of a list of potential problems for residents.

Debris Management

From a wildfire perspective one of the most challenging problems will be debris, hazardous materials, and garbage management

Wildfire debris may contain:

- Asbestos
- Metals
- Chemicals
- Burned vehicles
- Propane tanks
- Fuel
- Batteries
- Treated wood
- Household hazardous waste
- Animal remains
- Contaminated ash
- White goods (fridges, freezers, and contents)

The municipality will need a plan for:

- Property access
- Hazard assessment
- Debris sorting
- Waste classification
- Transportation
- Disposal sites
- Contractor qualification
- Dust control
- Worker protection
- Environmental monitoring
- Documentation

Residents should not be encouraged to remove hazardous debris without guidance. This guidance should be provided as part of the re-entry information for all evacuated residents.

Businesses and Economic Activity Support

The heartbeat of our community are the businesses that drive its economy. Like the residents, business owners may face a double impact by also facing business focused problems such as:

- Physical damage
- Utility loss
- Staff displacement
- Supply-chain interruption
- Lost inventory
- Reduced customers
- Insurance delays
- Road closures
- Smoke contamination

An ECC or recovery organization should consider:

- Early business re-entry
- Relaxation of permitting for temporary locations
- Utility priorities
- Permit support
- Information sessions
- Financial assistance navigation
- Local procurement
- Tourism messaging
- Workforce housing
- Supply-chain coordination

A community may physically survive the fire but experience long-term economic decline without deliberate support. Work with the local business community, the Chamber of Commerce, and other groups to assist in this portion of the recovery.

The double edged blade of donations management and volunteers is that large wildfires attract everything from donations to food, clothing to cash, and unsolicited goods and unwanted items. Without coordination, these can overwhelm recovery operations.

From a donations management, look at establishing:

- Approved donation channels
- Financial donation preference
- Warehousing limits
- Distribution processes
- Fraud prevention

From a volunteer management perspective, look at establishing:

- Volunteer registration
- Screening
- Task assignment
- Safety requirements

The community needs help, it does not need a warehouse full of unusable items and volunteers that get injured or worse.

Long Term Recovery

Long-term recovery may last months or years. During long term recovery the focus shifts from restoring basic services to rebuilding the community's physical, social, economic, and environmental systems. The key question becomes: **How do we rebuild in a way that restores the community while reducing the risk of the next wildfire?** This stage of recovery cannot remain an informal extension of emergency response.

There is a potential that an ECC is stood down and much of the following is transitioned to "normal operations" of the municipality. It is recommended that the long term recovery does get set up as a separate functioning department if it is necessary.

As an extension to the short term recovery manager or team the Establishment of a long-term recovery governance model. The recovery model should include:

- Clear leadership
- Defined authority
- Council oversight
- Community representation
- Departmental roles
- Financial controls
- Project management
- Public reporting
- Provincial and federal liaison
- Regular review

Consider forming recovery working groups for the following items. We will break these down on the following pages:

- Housing
- Infrastructure
- Economic recovery
- Social recovery
- Environment
- Mitigation
- Communications
- Finance

Long-Term Housing Challenges will go on for months and maybe years if the wildfire crossed the wildland urban interface. Housing challenges that a community or the region may face could include:

- Destroyed homes
- Insurance delays
- Construction shortages
- Contractor shortages
- Material costs
- Rental shortages
- Temporary accommodation limits
- Residents choosing not to return
- Disputes over rebuilding standards

The municipality may need to support:

- Temporary housing
- Permitting
- Development approvals
- Utility reconnection
- Contractor coordination
- Building-code guidance
- Land-use decisions
- Affordable housing
- Support for uninsured or underinsured residents (Coordination with the HARP program)

Housing is often the centre of long-term community recovery.

The **Rebuilding of Critical Infrastructure**

Long-term projects that may be required for a community affected by the wildfire may include:

- Roads
- Bridges
- Water systems
- Wastewater systems
- Electrical infrastructure
- Telecommunications
- Public buildings
- Fire stations
- Emergency access routes
- Drainage and erosion control

Rebuilding decisions should take into consideration:

- Future wildfire risk
- Redundancy
- Backup power
- Fire-resistant materials
- Vegetation management
- Alternate access
- Emergency water supply
- Communications resilience
- Climate and hazard projections

The community does not have to automatically rebuild every system exactly as it existed before. Many communities take these disasters as an opportunity to build back at a higher level of resilience. One of those ways is to build back with mitigation measures in mind such as implementing tools that provide an opportunity to reduce future losses. Potential measures include:

- FireSmart principles
- Defensible space
- Vegetation management
- Fuel breaks
- Fire-resistant roofing and siding
- Improved access for fire apparatus
- Secondary evacuation routes
- Improved hydrant and water supply
- Community wildfire protection planning
- Underground utilities where appropriate
- Building setbacks
- Development standards
- Public education
- Home assessment programs

Mitigation discussions can be politically difficult, but the irresponsible rebuilding without reducing known risk leaves the community vulnerable to the same outcome. The goal is not to stop community growth, it is to ensure growth does not recreate the same vulnerability.

The **restoration of the local economy** will be critical to community recovery. This economic recovery may require support for:

- Small businesses
- Agriculture
- Forestry
- Tourism
- Contractors
- Local suppliers
- Displaced workers
- Major employers
- Commercial property owners

Support from the Chamber of Commerce, insurance, and other instruments will assist in the recovery, however the municipality may consider supporting with:

- Local procurement strategies
- Temporary business spaces
- Tax or fee relief within municipal authority
- Marketing campaigns
- Workforce support
- Business advisory services
- Grant navigation
- Infrastructure priorities
- Tourism recovery
- Community events

The loss of several key businesses may affect the entire community's ability to recover.

Along with the physical scars of a wildfire come the **Long-Term Mental Health, Social Recovery, and Psychological impacts** that **WILL** appear sooner AND later. Residents may experience:

- Grief
- Anxiety
- Survivor guilt
- Conflict with insurers
- Financial stress
- Family strain
- Sleep disruption
- Fear during smoke or wind events
- Anger toward authorities
- Loss of community identity

Responders and municipal staff may experience:

- Operational stress
- Moral injury
- Exhaustion
- Family impacts
- Delayed emotional reactions

Long-term recovery should include:

- Mental-health services
- Peer support
- Community gatherings
- Responder support
- School-based programs
- Trauma-informed engagement
- Support for anniversaries and future fire seasons

Recovery is not complete when the debris is gone.

Most wildfires will have some type of **Environmental Recovery to manage.** Wildfire can affect:

- Watersheds
- Water quality
- Soil stability
- Wildlife habitat
- Erosion
- Flood risk
- Debris-flow risk
- Invasive species
- Agricultural land
- Air quality

Burned areas may create new hazards during future rainfall, and considerations given to:

- Watershed monitoring
- Erosion control
- Slope stabilization
- Reforestation
- Water-treatment impacts
- Drainage improvements
- Debris-flow planning
- Agricultural rehabilitation
- Environmental remediation

A wildfire can increase flood and water-quality risks long after the flames are extinguished.

The financial impacts of a large wildfire can least for up to a decade. It will be important for the ECC to set up the municipality to **manage insurance, claims, and financial recovery.** Some of the long-term issues may include:

- Uninsured losses
- Underinsurance
- Coverage disputes
- Municipal claims
- Disaster-recovery funding
- Infrastructure costs
- Debris costs
- Legal claims
- Business losses
- Agricultural losses

The municipality and or Region should maintain:

- Complete financial records
- Contracts
- Procurement documentation
- Damage assessments
- Personnel records
- Equipment logs
- Maps
- Decision logs
- Project records

Strong response documentation becomes the foundation of recovery funding.

Other Considerations

A wildfire response changes over time. In the first hours, you are trying to stay ahead of a fast-moving threat. During extended operations, you are trying to prevent the response organization and displaced community from becoming exhausted.

During short-term recovery, you are trying to restore safe access, utilities, housing, and basic community function. During long-term recovery, you are rebuilding not only structures, but confidence, livelihoods, community identity, and future resilience.

Incident Command manages the wildfire. Emergency services protect life and property. Utilities and departments restore their systems. The ECC keeps the whole community moving from immediate danger, through sustained response, and into recovery.

Crisis Communications Plan

This plan creates guidelines for communicating internally within the Municipality and surrounding communities, staff, and responders and externally from the emergency management team to the public, stakeholders, and news media.

Typically, this plan and the associated team will be activated as directed by the DEM as part of a response to a Type 3 or more complex incidents. The primary Information Officer is responsible to partially or fully activate the Information Officer team based on current and forecast complexity and anticipated operational periods.

The individual roles / responsibilities of the Information Officer team are as follows:

Information Officer (I.O.)

- Briefing from IC / DEM
- Establish contact with Media and establish trusted site for public communications.
- Schedule Media Scrums and Rules of Engagement
- Identify who receives what information.
- Establish Social Media Team.
- Be prepared to present Public Service Announcements in support of the Incident Commander and / or DEM.

The Information Officer may activate Assistant Information Officers as required. Examples may include:

- External Communications
- Internal Communications
- Media Communications
- Social Media

Crisis Communication Press Release – Alberta Emergency Alert (AEA)

A Crisis Communication / Alberta Emergency Alert consists of a brief incident summary provided to the public via the media and/or the Alberta Emergency Alert. The following "***EXAMPLE"*** of Crisis Communications / AEA may be used by an Emergency Coordination Centre (ECC) Organization:

"At approximately 12:30 hours January 1, 2025, _____are responding to a serious multi-vehicle collision involving a fuel tanker which is on fire in the West bound lane on Hwy 12 - 2 km west of The City of Lacombe.

As emergency services are actively responding to this incident please take alternate routes until further notice.

Additional information will be shared on our website (_____) and Facebook feed (_____) as it becomes available.

The following adjacent routes remain accessible: _____. Fire crews are currently working to protect a _____located within 25-35 meters of the incident."

Definition of Crisis Communications/Alberta Emergency Alert:

The first step is to define your audience based on the scope and complexity of the Crisis / Incident. Developing corresponding objectives and initial action plan is just as important to assist in effective communications as it is to mitigate the tactical crisis impact. When releasing your press release ensure that the name of the Incident (typically based on location) and Community Logo are included as well as the following:

- Who you are and by what authority the information is presented?
- Which agencies are responding to a defined “kind” (fire, MVC…) and “type” (complexity) of incident.
- The expected response and expected conduct of the public.
- Confirm that more information will be shared by the Authority Having Jurisdiction as it comes available.
- Where the public can find trusted information.
- Include all communication resources i.e., Website, Twitter, (the Hashtag (if any)) for the event, Facebook page etc.
- Provide date and time stamp for each operational period so that those following your crisis communications know they are looking at the most recent information.

Incident Command Post Versus Emergency Coordination Centre

Activation of the Crisis Communications plans, weather it is in the Emergency Coordination Centre (ECC) or the Incident Command Post (ICP) will remain the same. However, the activation and implementation of this plan should only be done by either the ICP or the ECC, not both if both have been activated. Who runs and implements the crisis communications plans will be based on capacity and ability.

Pre-Messaging for identified hazards for Stakeholder Communities:

Wildfire

Key Message 1- What is happening	Key Message 2 – What you want the public to do	Key Message 3 – Explain your organizations response objectives
• Wildfire in the Municipality, at the moment there are no residences in close proximity. • Location of the fire, speed of the fire & wind direction.	• Stay clear of the area(s) including roads that are blocked/closed. • Stay clear of this area and please do not interfere with first responders. • Contact number to call with questions. 911 if emergency.	• Fire Departments and Municipal Operations crews are responding. • Frequent updates will be provided on Facebook and Twitter.
• Wildfire in Municipality _____number of homes / businesses and residents within proximity of this escalating incident. • Location of the fire & wind direction.	• Some residences may be impacted; Evacuation crews are going door to door. • Where evacuees can go. • Stay clear of the area including roads that are blocked / closed. • Contact number to call. 911 if emergency.	• Who is responding (Fire Dept's & RCMP established Unified Command include Municipal Operations)? • Evacuation Centre set up or in the process of being set up and corresponding location(s). • Frequent updates will be provided on Facebook and Twitter
• Wildfire interface in Municipality that is in a residential area (Town, Village, Hamlet, Summer Village, etc.) and threatening adjacent community(s) • Location of the fire & wind direction,	• Shelter in Place, Mandatory / Voluntary Evacuation, • What roads to take, • Reception Center location(s) • Contact number to call with questions. 911 if emergency.	• Regional Emergency Coordination Center activated and Emergency Social Services Reception Center • Fire Departments, RCMP, Municipal Operations crews are responding. • AEMA is providing additional support. • Ongoing updates will be provided on Facebook and Twitter.

HAZMAT – Road / Rail

Key Message 1 – What is happening	Key Message 2 – What you want the public to do	Key Message 3 – Explain the organizations response objectives
• Train Derailment containing flammables/ hazardous material outside the town, hamlet or village, however with wind direction may pose a threat to life safety of a community or communities and travelers. • Location of derailment. • Type of gas, liquid, material contained in the cars.	• Stay clear of the area; shelter in place and / or evacuate and reception center location. • Identify blocked/closed roadways and alternate routes. • Evacuation of residents within xxx km of the site by what time. • Contact number to call with questions. 911 if emergency	• County Fire Department(s), Rail and Municipal Public Works crews are responding. • ESS Evacuation Centre set up or in the process of being set up. • Frequent updates will be provided on Facebook and Twitter
• Train Derailment in the Town, Villages, or Hamlets • Location of derailment. • Type of gas, liquid, material contained in the cars. • Who is responding (Fire Depts, CP Rail, etc.)? ;	• Stay clear of the area. • What roads are blocked/closed. • Evacuation of residents within xxx km of the site. • Where do evacuees go. • Contact number to call with questions. 911 if emergency	• Fire Departments and Municipal Operations crews are responding. • Evacuation Centre set up or in the process of being set up. • Frequent updates will be provided on Facebook and Twitter
Train Derailment, NO flammable or hazardous material, roads impacted.	• Location of derailment. • Commodity type in the cars. • Stay clear of the area. • What roads are blocked/closed. • Contact number to call with questions. 911 if emergency	• Fire Departments and Municipal Operations crews are responding. • Frequent updates will be provided on Facebook and Twitter

Windstorms / Tornado

Key Message 1 - What is happening	Key Message 2 – What you want the public to do	Key Message 3 - Explain your organizations response objectives
• Tornado alert / warning	• Take shelter and define what that means. • Listen for updates from authorities. • Listen for updates	• Monitoring impact and will respond for rescue purposes, debris clearing, reconnects, injuries when safe for emergency personnel;
Supporting Message 1.2 (to be discussed)	Supporting Message 2.2 (to be discussed)	Supporting Message 3.2 (to be discussed)
Supporting Message 1.3	Supporting Message 2.3	Supporting Message 3.3

Residential Fires

Key Message 1- What is happening	Key Message 2 - What you want the public to do	Key Message 3 - Explain your organizations response objectives
• Fire in residential area. • Location of fire, who will be impacted.	• Where to go, Reception centre. • What roads to take. • What roads are blocked. • Who to call with questions, 911 or alternate number.	• Fire Departments, Emergency Services and Operations crews are responding. • Evacuation Centre set up or in process of set up. • Assisting agencies contacted;

Flooding

Key Message 1 – What is happening	Key Message 2 – What you want the public to do	Key Message 3 – Explain your organizations response objectives
• Overland Flooding (exceeding irrigation ditches or tributaries)	• What areas (homes/businesses, critical infrastructure) are or may be impacted. • Evacuation and Reception Center location. • What roads are blocked or unsafe. • Contact # if house will be impacted. • Contact number to call with questions. 911 if emergency	• Monitoring situation and crews are blocking roads as they become impassable. • Frequent updates will be provided on Facebook and Twitter
• Flash Flood • _____Dam breach	• What area(s) will be or are impacted. • What road(s) will be or are already blocked or deemed unsafe;	• Monitoring situation and crews are blocking roads prior to and as they become impassable. • If anticipated Evacuation / Reception Centre activation;
• High Water Watch issued when Dam reaches_____m^3/s? • High Water Warning Issued when Dam reaches _____m^3/s? • Evacuation order xxx m^3/s?	• Contact residents by phone per notification protocol. Also dispatch task force to knock on doors with pamphlets regarding evacuation alert and assess needs if house will be impacted. • Contact number to call with questions. 911 if emergency	• Alberta Emergency Management Agency and Environment and Parks assistance / standby. • Frequent updates will be provided on Facebook and Twitter
Supporting Message 1.3	Supporting Message 2.3	Supporting Message 3.3

Social Media Guidelines

This Social Media guideline governs the use of social media to mitigate misinformation and manage resident's reasonable and achievable expectations. Additionally, this guideline serves to protect the Regions stakeholder reputation and ensure there is a consistent and professional approach to how the partnership and support organization communicates to its stakeholders and the public through online platforms and social media and networking sites.

Emergency Incidents

In the event of an emergency of type 3/2/1 complexity, ECC social media communications shall take priority over all other social media content and at the direction and approval of the DEM or delegate. Once the ECC is activated, the designated Information Officer(s) shall manage all social media communications across all regional accounts for the duration of the emergency.

Communication relating to the incident shall be issued through the ECC and then shared by the member municipalities. Residents are encouraged to share the trusted information given over Emergency Management social medial platforms; however, the chat / commenting functions shall be disabled on posts to ensure misinformation and / or disinformation is controlled. If the Region wishes to allow members of the public to bring forward information to the ECC, the Region should consider initiating a specific email address.

Employee Personal Use of a Social Media Account

In their capacity as private citizens, Municipal staff have the same freedom of speech as other citizens; however, they may not represent the Municipality on their own personal social media sites and are bound by the ***Municipal Policies.*** As individuals, they must not disclose any Municipal information or content that they are not specifically authorized to disclose.

Acting as a private citizen

Regional and Municipal staff must use a private email address and make every reasonable effort to make it clear that their contribution to social media sites is as a private individual, and not as a representative of the Region.

Councillor Use of a Social Media Account

In their capacity as an elected official, municipal Councillors' that have a municipal social media account are bound by this policy and their respective **Councillor Code of Conduct**.

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Animal Evacuation Plan

General

As residents within the Municipality will often consider animals and pets more than just property, it is important to consider that there could be significant attachment to the animals within a home and livestock alike. Any incident management team will need to consider the protection of both pets and livestock during an emergency. Personnel that are managing a reception or gathering centre will need to have a plan for dealing with pets, while the Incident Command Post (ICP) will need to prioritize the rescue or protection of livestock.

Processes & Procedures

Incidents that cause the need for activating the Animal Evacuation Plan is as broad as activation for the standard Evacuation Plan. Examples for why this plan will need to be activated are events such as:

- Overland flooding from nearby creeks, rivers, canals and lakes.
- Out of control fires in nearby grasslands, forests, and farm structures such as barns.
- Severe storms such as extreme wind, tornadoes, heavy rain, and blizzards.
- Hazardous waste spills and the release of dangerous goods.
- Diseases and/or pests that affect animals and crops.

While the Municipality can provide support in communication, coordination, and procurement of resources if needed, it is still the responsibility for the owner of the animals to ensure the safety of the animals to the best of their ability.

Internal Notification: The Municipal DEM will be notified by the first responding agencies of a threat that requires the need to evacuate residents and their animals of an identified area. This is followed by the notification of internal emergency management members of the potential evacuation and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When the decision is made that the Animal Evacuation Plan, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Declaration of a State of Local Emergency: The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

Non-Intrusive - General: Once the Evacuation plan has been activated and is operational, a public notification must be made. The Municipal DEM or identified delegate will issue the warning/order to the public to evacuate in accordance with the Crisis Communications Plan. This notification will be mostly commonly be done through the use of Alberta Emergency Alerts.

Intrusive - Direct: Notification and communication will be established with identified ownership / management of livestock, animal shelters, and any other commercial animal care facility that has direct ownership/responsibility of animals that have been identified as needing to be evacuated. Should the owner / management already have an evacuation plan in place, then support may be provided as available upon request.

The list of currently identified stakeholders that fit within this group can be found in Appendix 7.11.

Incident Command Post Versus Emergency Coordination Centre

During an evacuation, it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Prevention and Mitigation

Premises Identification Program

Used in prevention and control of the spreading of diseases through livestock and food products, the national livestock traceability system would provide timely, accurate and relevant information to better manage disease outbreaks, food safety issues and ownership information during emergency and disaster events. Since 2009 it is a legal requirement for animal owners and operators to enrol in the Premises Identification Program, and as such it can be utilized as an early warning system for direct notification as well as maintaining accurate tracking records of the movement of animals.

Preparedness

Resource and Facility Identification

Both the Municipality and the Owner of the animals should have a functional awareness or actively updated list of facility and resources that can be made available for use during an evacuation. For the Municipalities this can look like mutual aid agreement with other neighbouring municipalities or with local businesses for use of facilities (i.e., fields, barns, or shelters) and resources (i.e., trailers, corrals, chutes, or kennels). It I recommended that Owners of animals also keep similar information available for their own use.

For a list of current facility and resource providers for use in activation of the Animal Evacuation Plan see Appendix 7.11.

Information Gathering

Prior to an activation of the Animal Evacuation plan, it is recommended that animal owners and operators have the following information available for either their own use during an animal evacuation or to provide to the responding municipality. The storage of this information can be done by the Owner either onsite, offsite, or digitally.

- Map outlining the buildings and key services on the property (i.e. water and power sources)
- Corralling point in case of evacuation where feed and water can be stored for animals as they are evacuated
- Identify the preferred and safest transportation method and have it practiced either with the animals or the people who would be assisting.
- Ensure accurate catalogue of any visual identification of animals (i.e. ear tags or tattoos.
- Create and maintain an emergency contact list that can contain contacts such as neighbours, animal handlers/transport support, veterinarians, or feed supplies

Operational Overview

Few people will argue that livestock are important to the economy, and wellbeing of our agricultural and ranching community therefore the following plan should be considered (and modified as necessary) when dealing with the potential movement of livestock.

- If livestock can be moved by the owner to a safe place, that would be the preference.
- Should removal of livestock be required equipment such as cattle liners, stock trailers, penning equipment and the like will be required.
- There are various resources that may be available for the movement of large numbers of livestock these may include cattle liner contractors, rodeo contractors etc. Potential resources are listed on the following page.
- If evacuation of livestock is required local feedlots may be contacted to see if they can take the evacuated animals.

Available in Appendix 7.11 is the list of potential resources for use in response.

Animal evacuation is not an optional side issue. For many residents, especially in rural communities, animals are part of the family, the household, the livelihood, and the actual decision to leave. When animal planning is weak historical data tells us that:

- Residents delay evacuation
- People will sneak into and re-enter restricted areas
- Transportation becomes congested
- Reception centres are overwhelmed
- Responders are placed at greater risk
- Livestock losses increase
- Animal welfare problems become public-health and political issues
- Recovery becomes more difficult

As ICP with respect to animals and livestock, a primary concern is: **How do we protect people by making it possible for them to evacuate with, or make credible arrangements for, the animals they are responsible for?**

Pets and livestock must be managed as two separate operational problems. They require different:

- Transportation
- Facilities
- Personnel
- Equipment
- Biosecurity
- Veterinary support
- Registration systems
- Feeding and watering arrangements
- Recovery plans

To be clear we will separate Pets and companion animals from livestock for each of the following three timeframes. With respect to pets and companion animals, these are traditionally:

- Dogs
- Cats
- Birds
- Rabbits
- Reptiles
- Small mammals
- Aquarium animals
- Service animals
- Emotional-support animals
- Exotic household animals

Service animals must be treated differently from ordinary pets because they support the independence and safety of their handler. With respect to Livestock and large animals, these traditionally are:

- Cattle
- Horses
- Sheep
- Goats
- Swine
- Poultry
- Bison
- Llamas and alpacas
- Farmed deer or elk
- Commercial animals
- Large companion animals

Livestock evacuation is fundamentally different from pet evacuation as it will typically involve:

- Commercial-scale transportation
- Animal-handling risk
- Agricultural economics
- Destination capacity
- Feed and water
- Disease control
- Ownership and liability
- Food-chain implications
- Carcass management
- Long-term agricultural recovery.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

Pets and Companion Animals

The first operational period is about preventing animals from delaying human evacuation.

1. Determine the Size of the Pet Problem

Through the Emergency Social Services (ESS) personnel can likely be estimated:

- Number of households affected
- Expected number and types of animals
- Number of residents likely to arrive with pets
- Number of animals that may be left behind
- Number of service animals
- Number of residents without carriers, leashes, or transportation
- Whether veterinary clinics, shelters, kennels, or pet stores are affected

Do not assume one pet per household. Some homes may contain:

- Multiple dogs
- Several cats
- Birds
- Reptiles requiring controlled temperatures
- Small animals in cages
- Animals requiring medication

A reception centre planned for 300 people may need to manage several hundred animals. Your full ESS plan should have direction on whether pets will be:

1. Housed with evacuees
2. Housed in a separate area within the same facility
3. Housed in a nearby co-located pet shelter
4. Transported to kennels, veterinary clinics, or animal shelters
5. Placed through emergency foster arrangements

Whenever possible, keep people and animals close enough to maintain the bond and allow owners to assist with care. Separating people from their pets without a clear process may cause them to refuse evacuation or leave the reception centre.

Determine which evacuation transportation can carry pets as many transportation systems are not automatically prepared for animals. You may need to determine:

- Are pets allowed on evacuation buses?
- Must they be in carriers?
- Are large dogs permitted?
- Can service animals remain with handlers?
- Are separate pet-transport vehicles needed?
- How will aggressive, frightened, or injured animals be handled?
- What happens when an owner arrives with several animals?
- How will cages and supplies be transported?

This will be another portion of the public messaging that must be clear. Residents should not arrive at a bus pickup point and discover that their animals cannot travel. Many will refuse to go if their pets and companion animals cannot be accommodated.

If possible **establish pet reception and registration** at a location that is connected to human registration. If a separate registration must be created then record:

- Owner's name
- Contact information
- Evacuation registration number
- Animal name
- Species and breed
- Description
- Identification number, tag, or microchip
- Medications
- Feeding instructions
- Behaviour concerns
- Veterinary needs
- Temporary shelter location

Use photographs where practical. Every animal should have a clear link to its owner. Unregistered animals become difficult to reunite and easy to lose within a large evacuation.

For as many people that are at the reception centre their pets will have similar needs of food and water, washroom facilities, identification, and ways to control their temperature. In addition pets and companion animals have special needs that will need to be sourced including:

- Pet carriers
- Kennels
- Leashes
- Collars
- Muzzles
- Food and water bowls
- Pet food
- Litter and litter boxes
- Bedding
- Cleaning supplies
- Waste bags
- Identification tags
- Fans, heaters, or temperature-control equipment
- Separate areas for different species
- PPE for animal handlers

The ICP and in particular the reception centre cannot depend only on owners bringing everything they need. Many evacuations occur with little warning. ESS personnel should strive to make sure that these animals and their people servants have easy access to each other.

Past evacuations have shown that there is a need to **identify veterinary and animal-control support.** ESS personnel should identify external resources as:

- Veterinarians
- Veterinary technicians
- Animal-control officers
- Humane-society personnel
- Kennel operators
- Trained animal volunteers
- Wildlife specialists, where required
- Emergency transport options

Veterinary support may be needed for:

- Injuries
- Smoke exposure
- Burns
- Dehydration
- Stress
- Medication replacement
- Euthanasia
- Disease assessment
- Animals separated from owners

Animal-control personnel should not be expected to manage the entire operation alone.

Past evacuations have shown that response personnel should **Prepare for Animals Left Behind.** Some animals will remain in evacuated areas because:

- Owners were away
- Residents had no transport
- Animals hid or escaped
- Evacuation happened too quickly
- Owners believed they could return later
- Transportation restrictions prevented movement

Through ESS, the ICP or ECC if activated should establish:

- A reporting process for animals left behind
- Address and animal details
- Owner authorization
- Priority criteria
- Rescue-team safety requirements
- Coordination with Incident Command
- A process for animals found loose
- Temporary impound arrangements

Clear public communication will significantly reduce the reasoning for residents to re-enter the hazardous area for animal retrieval which will become a difficult issue to manage for the ICP. In order to manage and mitigate many problems with pets, **address public messaging immediately** by letting residents know:

- Whether pets may travel on evacuation transportation
- What equipment to bring
- Where pets will be accepted
- Whether owners must remain responsible for care
- What to do if they cannot transport an animal
- How to report an animal left behind
- That service animals remain with handlers
- That residents must not delay evacuation to search indefinitely for a missing animal

The message must support evacuation, not create another barrier.

Initial Livestock Response: First 1–12 Hours

The ECC needs a rapid agricultural picture including the **determination of the scale of the livestock exposure.** This may include the identification of:

- Number and type of operations affected
- Approximate number of animals
- Location of farms, feedlots, barns, and pastures
- Access routes
- Time required to load animals
- Available trailers
- Potential receiving sites
- Farms likely to become isolated
- Operations with intensive ventilation or water needs
- Animals that cannot realistically be moved

Different livestock require very different evacuation times. Moving 20 horses is not the same as moving 5,000 cattle, 30,000 poultry, a large hog operation, or animals spread over remote pasture

Tough decisions will need to be made including the **early decision on whether movement is even realistic.** For the most part the owner of the livestock operation, will determine whether the best action is and may ask for assistance in:

- Evacuation
- Relocation within the property
- Movement to higher ground
- Shelter in place
- Release into a safer pasture
- Protective action around the facility
- Humane destruction as a last resort

The ICP must avoid creating an evacuation plan that is physically impossible. Questions need to be asked around the topics of:

- Is there enough time?
- Are trailers available?
- Can roads handle the traffic?
- Is there somewhere safe to take the animals?
- Can the destination feed and water them?
- Will loading expose people to greater danger?
- Would moving animals place them closer to the hazard?

The objective is not to move every animal at any cost, the objective is to make the safest realistic decision. Before the transportation of the animals occurs, the **identification of safe receiving locations is a requirement.** Potential sites include:

- Fairgrounds
- Auction markets
- Feedlots
- Farms outside the hazard area
- Rodeo grounds
- Agricultural exhibition facilities
- Temporary fenced land
- Poultry or livestock facilities with spare capacity

Each location must be assessed for:

- Capacity
- Fencing
- Loading access
- Feed
- Water
- Shelter
- Drainage
- Manure management
- Security
- Veterinary access
- Biosecurity
- Distance from the hazard
- Duration of availability

An empty field is not automatically an acceptable livestock reception site.

Once the destination location is confirmed the ICP may need to **identify transportation capacity** by determining availability of and:

- Number of livestock trailers
- Type and capacity
- Availability of drivers
- Commercial transport requirements
- Loading equipment
- Trailer-cleaning requirements
- Fuel
- Driver hours
- Road and bridge limits
- Turnaround times

Avoid mixing incompatible species or animals from different herds without veterinary advice.

Transportation itself can cause:

- Injury
- Stress
- Disease transmission
- Animal escape
- Traffic congestion
- Vehicle rollover

Be aware of congestion on evacuation routes. Livestock trailers are large, slow to load, slow to maneuver, difficult to turn around, and vulnerable to congestion.

The livestock owners and the receiving facility should coordinate:

- Trailer staging
- Scheduled loading
- One-way movement
- Dedicated agricultural routes and separation from general evacuation traffic (if directed by the ECC)
- Traffic control
- Turnaround areas
- Fuel support
- Tow and recovery capability

A line of livestock trailers can block a rural evacuation route for everyone.

Additional Concerns for Livestock

Address Animal Handling and Worker Safety - Frightened animals can injure owners, responders, drivers, volunteers, and veterinary staff. It is recommended that experienced handlers are used, that the owners remain involved where safe, and appropriate loading equipment is available. This includes making sure that untrained volunteers do not enter pens, escape plans exist, injured animals receive veterinary assessment and responder safety takes priority

A livestock evacuation should not become a mass injury incident.

For animals that are being raised to be a part of the food chain, it is critical to establish owner and animal accountability. Record:

- Owner
- Contact information
- Property location
- Species
- Approximate numbers
- Identification or brand information
- Transporter
- Trailer
- Destination
- Time moved
- Animals left behind
- Veterinary concerns

For individual high-value animals, more detailed identification may be required. For large herds or flocks, group-level accountability may be more practical.

There will be occasions or circumstances where there needs to be a **plan for animals that cannot be moved.** Some animals will remain in the rural areas. In these cases it should consider and determine:

- Can feed and water be maintained?
- Can animals reach safer ground?
- Can fencing be opened or moved?
- Can ventilation continue?
- Can backup power be provided?
- Can responders safely return?
- Is remote monitoring possible?
- Is humane euthanasia a possible last resort?
- How will owners receive updates?

Be honest with producers about response limitations. False assurances will damage trust.

Extended Response (72+ Hours): Sustained Operations

Pets and Companion Animals

After 72 hours, pet sheltering becomes an animal-welfare, staffing, sanitation, and owner-support operation. The reception centre should be looking at a **transition from emergency holding to sustainable shelter options.**

Short-term pet holding areas may not be suitable for several days. Pets and companion animals will likely require:

- Larger shelter facilities
- Better ventilation
- Exercise areas
- Isolation rooms
- Veterinary treatment spaces
- Improved waste disposal
- Secure medication storage
- Owner visitation schedules
- Better bedding and sanitation

A temporary collection point is not a long-term animal shelter. There will be a need to **establish a sustainable staffing model** as animal care is continuous by nature. If the owners are not present there will be a need for personnel for the staffing of:

- Feeding
- Watering
- Cleaning
- Exercise
- Medication
- Registration
- Intake and release
- Security
- Veterinary support
- Owner communication

These personnel that are staffing assistance for pets and companion animals will need to plan for:

- Day and night shifts
- Trained supervisors
- Volunteer screening
- Safety orientation
- Rest periods
- Backup staffing
- Clear task assignments

Unmanaged volunteers can create safety, liability, and animal-handling problems.

As with any group of animals from various locations and environments concerns regarding the **management of animal health and disease control** may become a problem. Common concerns with animals from many households that may be housed together include:

- Respiratory illness
- Gastrointestinal illness
- Parasites
- Unvaccinated animals
- Bites and scratches
- Stress behaviours
- Aggression
- Heat or cold stress
- Cross-species exposure
- Zoonotic disease

Establish:

- Intake health checks
- Isolation procedures
- Cleaning protocols
- Veterinary escalation
- Bite reporting
- PPE requirements
- Vaccination or treatment decisions
- Mortality management

Biosecurity is not only a livestock concern.

If at all possible, **keep owners involved.** Where practical, owners should assist with:

- Feeding
- Exercise
- Medication
- Cleaning
- Behaviour management

This reduces staff demand and supports animal welfare; however access must be controlled so that owners do not:

- Remove animals without documentation
- Enter staff-only areas
- Create conflict
- Spread disease between shelter zones
- Disrupt veterinary treatment

Clear communication on operating hours and responsibilities are essential.

There will be a large number of evacuees that do not go to the reception centre but may still need some additional support. Some evacuees will stay in hotels, campgrounds, vehicles, campgrounds, or other informal accommodations this will likely mean that they may still need some support for:

- Pet food
- Veterinary care
- Temporary kenneling
- Medication
- Carriers
- Financial assistance
- Pet-friendly accommodation

The ESS animal-support plan should include evacuees outside official reception centres. While the responsibility for these items may not fall to the ECC considerations should be thought about. Over time, more animals may be found without owners and support for **managing stray and unclaimed animals** may become an ESS problem. Consider support for:

- Public lost-and-found reporting
- Photographic listings
- Microchip scanning
- Secure impoundment
- Reunification processes
- Verification of ownership
- Transfer to longer-term shelters
- Decisions regarding animals that remain unclaimed

Avoid uncontrolled social-media reunification where animals may be released to the wrong person.

The **tracking of costs and donations** should be tracked as there are grants and supports that could be available to assist with the costs of:

- Food
- Equipment
- Veterinary care
- Facility rental
- Transportation
- Staff and contractor time
- Waste disposal
- Cleaning
- Security
- Damaged property

Any donations that come in for pets should be coordinated. The shelter may need specific supplies, not random truckloads of pet food or used bedding.

Extended Livestock Response: 72 Hours and Beyond

After 72 hours, feed, water, disease, staffing, and economic consequences become major issues. The **maintenance of feed and water** and other daily requirements may be substantial. Assessment of accessibility for the livestock owners to their ranch should be maintained so the owner can address:

- Water source
- Water quality
- Hauling requirements
- Feed type
- Feed quantity
- Storage
- Delivery routes
- Equipment
- Labour
- Backup supply

A large livestock site may require far more water than municipal emergency systems can supply. Agricultural logistics must be planned separately from human potable-water distribution.

An additional concern of mixing animals from different operations creates disease risk and a threat to the **maintenance of biosecurity.** While the ECC may be asked for support, it will be the livestock owner that will need to establish controls for:

- Trailer cleaning
- Site entry
- Species separation
- Herd separation
- Equipment sharing
- Manure handling
- Sick-animal isolation
- Veterinary monitoring
- Worker movement between groups
- Dead-animal handling

Keep records of where animals originated and where they were housed. This may become essential if disease is identified later especially if the livestock was destined for the food chain or export. Alberta Agriculture and/or the livestock owner may have to make provisions for **veterinarian oversight.** Veterinary priorities may include:

- Injuries
- Dehydration
- Smoke exposure
- Heat or cold stress
- Respiratory disease
- Birthing animals
- Medication continuity
- Feed changes
- Disease surveillance
- Euthanasia
- Carcass management

Veterinary capacity may become limited, and an ECC may need regional or provincial assistance.

The easiest way to address most of these issues is to address producer access requests so they can be allowed to:

- Feed animals
- Milk cattle
- Check water
- Repair fences
- Operate ventilation
- Move additional animals
- Retrieve equipment
- Assess damage

The response should support a controlled-access process based on:

- Current hazard
- Route safety
- Operational need
- Time limits
- Escort requirements
- Withdrawal triggers
- Accountability

Agricultural access may be essential, but it cannot override responder safety.

The **consideration of animal product and food-chain impacts.** Consider that one lost steer of an export herd can shut down the international border for the trading of beef. But it is much larger than just beef. The incident may affect:

- Milk
- Eggs
- Meat animals
- Feed
- Crops used for feed
- Water sources
- Processing schedules
- Transportation to market

Questions that will need to be addressed and **potentially supported in a secondary or tertiary way** include:

- Are products safe?
- Were animals exposed to contaminants?
- Can milk continue to enter the food chain?
- Are feed or water contaminated?
- Are holding periods or testing required?
- Are processors operating?
- What happens to animals ready for market?

This requires coordination with agricultural, veterinary, public-health, and regulatory authorities, and these connections are where the ECC can assist.

A scenario that may occur from large incidents is a significant number of large animal deaths. In **preparation for mortality and carcass management,** the ECC should plan for secondary support issues that may arise from the implementation of the Provincial plan with Alberta Agriculture and Irrigation. This plan includes information on :

- Counting and documenting losses
- Veterinary confirmation
- Owner notification
- Photography
- Carcass collection
- Transportation
- Disposal
- Biosecurity
- Environmental protection
- Emotional support
- Insurance and compensation records

Challenges that arise from disposal include methods that may be constrained by:

- Volume
- Disease risk
- Soil and groundwater
- Transportation capacity
- Facility availability
- Environmental approvals

While the impact of catastrophic losses for **producers and agricultural workers** can be enormous the loss will be much more than simply a loss of animals. In addition to the animals themselves and the emotional attachment of sometimes generational losses, producers may also face:

- Lost production
- Damaged facilities
- Feed costs
- Transportation costs
- Lost markets
- Emotional distress
- Staffing problems
- Insurance uncertainty

While not necessarily a direct responsibility for the ECC, there may be networking and connection supports available that can assist producers and agricultural workers that may also be displaced or unable to work. These connections may include:

- Financial assistance
- Veterinary support
- Agricultural agencies
- Mental-health services
- Insurance information
- Feed and transport resources
- Business continuity support

Stabilization and Recovery

Pets and Companion Animals

In this phase, The focus now shifts to reunification, safe return, and unresolved animal-welfare needs. Professionals and owners should **confirm safe pet re-entry** as well by considering:

- Home habitability
- Smoke and ash
- Chemical contamination
- Water safety
- Broken glass and debris
- Burned fencing
- Damaged yards
- Wildlife
- Mould
- Utility hazards
- Veterinary access

Some homes may be safe for limited human entry but unsafe for animals that contact floors, soil, ash, or contaminated water. If pets and owners were separated, the shelter should **plan for an organized reunification** through a documented process. This process should confirm:

- Owner identity
- Animal identity
- Destination
- Animal condition
- Medications
- Veterinary instructions
- Outstanding costs or support needs
- Transportation challenges

Personnel at the shelter should document that the animals were transferred to:

- Owners and foster homes
- Kennels
- Veterinary facilities
- Animal shelters

For residents without housing, they may need pet support for weeks or months. A resident may obtain temporary housing but be unable to accept it because pets are not permitted which becomes a human housing problem as much as an animal problem. The owners will have to consider solutions for:

- Pet-friendly temporary housing
- Long-term kenneling
- Foster programs
- Veterinary financial assistance
- Food support
- Transportation
- Assistance replacing lost equipment

The goal is to make animal inclusion part of the evacuation plan—not an improvised attachment.

Livestock Stabilization and Recovery

The return of livestock to their “home” can be just a stressful to them as human evacuations. **Determining when animals can return** will be linked to but indirectly to the return of their owners. The return should be based on:

- Hazard removed
- Safe road access
- Fencing restored
- Water available and safe
- Feed available
- Barns structurally safe
- Ventilation operational
- Utilities restored
- Pasture safe
- Contamination assessed
- Veterinary approval where required

Do not return animals simply because residents have been permitted home. Livestock facilities may require separate clearance. An agricultural damage assessment may have to occur to address not only items like barn stability and fencing, but also for systems and technologies, all of which the producer and insurance company will be responsible for. An ECC may play a role in debris removal, road and access repair, water and sanitation supply (if applicable), and waste management.

Use agricultural specialists, not only general building assessors to make sure that all aspects are covered off. This will include the portion that the ECC can assist in with the **restoration of rural infrastructure.** While some of the infrastructure does not belong to the municipality, assistance could be provided to help with priorities such as:

- Water
- Electricity
- Ventilation
- Fencing
- Feed storage
- Access roads
- Milking systems
- Waste systems
- Heating
- Biosecurity controls

Temporary systems may be needed before full repair. Items needed to **address contaminated land, feed, and water** may be required before normal agricultural use resumes. Provincial ministries may be of assistance to determine whether:

- Dugouts are safe
- Wells are safe
- Feed was exposed
- Pastures are contaminated
- Ash or chemicals affected crops
- Floodwater or runoff entered animal areas
- Soil testing is required
- Product testing is required

An area may look physically recovered while remaining unsuitable for animals or food production. This can create trauma that only livestock producers can understand. The loss of an entire herd sometimes multi-generational historically can be devastating. Producers like other stakeholders will be going through recovery problems that may require **long-term producer recovery support.** This recovery may include:

- Herd rebuilding
- Replacement breeding stock
- Rebuilding barns
- Replacing equipment
- Feed replacement
- Infrastructure grants
- Loan or financial support
- Insurance claims
- Workforce support
- Mental-health services
- Business-continuity planning

Animal loss is both an emotional and economic loss. The recovery plan must recognize both.

Once an incident is over the Municipality may undertake a **review of the full livestock emergency planning.** This review should evaluate: Agricultural contact lists

- Transportation agreements
- Receiving-site capacity
- Trailer availability
- Biosecurity
- Feed and water contracts
- Veterinary mutual aid
- Producer registration
- Access-control processes
- Carcass management
- Agricultural public messaging

The municipality may not own the livestock, but it still has a role in coordinating the system that allows producers to act.

Other Considerations

Animal evacuation affects human evacuation. If the animals, large and small are not accounted for, the likelihood of resident compliance is dramatically lower.

Your ECC Director questions should remain:

What animals are threatened?

- Can they be moved safely and in time?
- Where will they go?
- Who will care for them?
- What happens to the animals that cannot move?
- What will owners need before they agree to leave?
- How will animal welfare and agricultural operations be stabilized afterward?

Incident Command manages immediate field safety. Animal-control, veterinary, and agricultural specialists manage animal operations. Owners retain responsibility wherever it is safe and practical.

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Derailment/Transportation Plan

General

This plan applies to all railway-related emergencies and disasters occurring within or immediately adjacent to the municipality's boundaries, including those on federally regulated rail lines operated by Class I railways (CN Rail, CPKC) and short-line railways. The hazards addressed include, but are not limited to:

- Train derailments (with or without fire)
- Dangerous Goods (DG) releases and hazardous materials spills
- Grade crossing collisions involving vehicles or pedestrians
- Passenger train emergencies
- Railway bridge or infrastructure failures

Dangerous Goods Transport. Under Protective Direction 36, the municipality's EPO receives annual data on the top ten Dangerous Goods transported through the jurisdiction by volume. In central Alberta, common DG commodities transported by rail include crude oil and petroleum products (Class 3, Flammable Liquids), anhydrous ammonia (Class 2.3, Toxic Gas), chlorine (Class 2.3, Toxic Gas), propane (Class 2.1, Flammable Gas), and various agricultural chemicals. The presence of Toxic Inhalation Hazard (TIH) commodities such as chlorine and anhydrous ammonia represents the highest consequence risk scenario for rural communities due to the potential for large-scale evacuations.

Derailment Risk. The combination of heavy axle loads, extreme temperature fluctuations, and aging infrastructure on some branch lines creates a persistent derailment risk. In rural settings, derailments may occur far from paved road access, complicating response logistics significantly.

Grade Crossing Collisions. Rural municipalities contain numerous at-grade rail crossings, many of which are passive (stop sign only) crossings on low-traffic roads. Collisions at these crossings, particularly involving heavy trucks or farm equipment, can result in mass casualty incidents and secondary DG releases.

Processes

During a railway emergency, the municipality should operate within a Unified Command structure. The railway will never assume incident command; that function belongs to the Authority Having Jurisdiction (AHJ). The railway's Senior Transportation Officer will participate in Unified Command alongside the municipal IC, contributing railway-specific expertise and resources.

Incident Command (IC)

The IC establishes and leads Unified Command with the railway. Sets incident objectives, approves the Incident Action Plan (IAP), authorizes evacuations, and recommends SOLE declaration to council. Maintains situational awareness of both the incident site and community impacts.

Safety Officer

The Safety Officer monitors the safety of all municipal responders at the scene. Ensures compliance with hot/warm/cold zone boundaries established in consultation with the railway's DGO. Monitors air quality data and weather conditions. Has authority to halt unsafe operations.

Liaison Officer

The Liaison Officer maintains contact with AEMA, Transport Canada, neighboring municipalities, and other cooperating agencies. Coordinates the arrival and integration of provincial or federal resources. They also manage requests for mutual aid.

Information Officer (IO)

The IO maintains contact with AEMA, Transport Canada, neighboring municipalities, and other cooperating agencies. Coordinates the arrival and integration of provincial or federal resources. Manages requests for mutual aid.

Operations Section

The Operations Section directs all municipal field operations, including defensive fire suppression, EMS triage and transport, traffic control, physical evacuation execution, and perimeter management. Coordinates with the railway's Operations Branch (Transportation, Mechanical, Engineering).

Planning Section

The Planning Section develops the IAP for municipal operations. Tracks incident status, resource deployment, and weather/plume models. Maintains the Common Operating Picture (COP) in the ECC. They also develop the phased re-entry plan.

Logistics Section

The Logistics Section activates and manages Emergency Social Services (ESS) Reception Centres. They also procure food, water, and supplies for evacuees and responders, coordinates volunteer resources.

Finance / Admin Section

The Finance/Admin Section tracks all municipal costs from the moment of activation. Manages contracts with local suppliers, prepares documentation for cost recovery from the railway and potential HARP applications.

Prevention and Mitigation

The following tasks must be completed proactively by the municipal emergency management team to ensure readiness for any railway incident.

- Register the Emergency Planning Officer (EPO) with Transport Canada. The Chief Administrative Officer (CAO) must designate a municipal EPO and register that individual with Transport Canada via CANUTEC to receive annual Dangerous Goods data from Class I railways under Protective Direction 36. This registration is the foundation of all railway-specific risk planning.
- Conduct an Annual Dangerous Goods Risk Assessment. Upon receipt of the annual PD36 data (due by March 15 each year), the EPO and DEM must review the top ten DG commodities transported through the municipality, identify the highest-consequence scenarios (particularly TIH commodities), and update the HIRA accordingly.
- Map the Rail Corridor and Critical Infrastructure. Develop and maintain a GIS map of all rail lines, crossings (with crossing numbers), mileposts, and subdivisions within the municipality. Overlay this with the locations of vulnerable facilities (schools, care homes, hospitals), critical infrastructure (water intakes, pipelines), and environmentally sensitive areas within 1.6 km of the rail corridor.

- Identify Passive Grade Crossings for Safety Improvements. Conduct an annual review of passive (stop sign only) grade crossings in the municipality and advocate to Transport Canada and the railway for safety upgrades at high-risk locations. Participate in the Operation Lifesaver Canada program to promote crossing safety in the community.
- Assess Road Access to the Rail Corridor. Identify all road access points to the rail corridor, including weight restrictions on rural roads and bridges that could limit the movement of heavy railway response equipment (cranes, side booms, bulldozers). Communicate any access limitations to the railway during pre-incident planning meetings.

Preparedness

- Establish and Maintain Railway Emergency Contacts. Maintain current 24⁄7 emergency contact numbers for all railways operating within the municipality.
- Obtain AskRail™ Access for Key Responders. Ensure the local Fire Chief and designated Incident Commanders are registered for the AskRail™ mobile application, which provides real-time access to train consist data at the scene of an incident. Contact the railway's Hazardous Materials Emergency Response Officers (HMEROs) to facilitate registration.
- Maintain Current Emergency Response Guidebooks (ERG). Ensure that all first response vehicles and the ECC are stocked with the current edition of the ERG (published by Transport Canada), which provides initial isolation and protective action distances for all DG hazard classes.
- Develop Pre-Designated Evacuation Routes and ESS Reception Centres. Identify primary and alternate evacuation routes that do not cross the rail line at any point. Designate ESS Reception Centres located well outside the potential impact zone of a worst-case DG release, with a preference for facilities upwind of the prevailing wind direction.
- Conduct Annual Joint Exercises with the Railway. Schedule at least one annual exercise involving the municipal ECC, local first responders, and railway representatives. Exercises should rotate between tabletop exercises and functional deployment exercises and should test Unified Command, public communications, and ESS activation.
- Ensure ECC Communications Capability. Verify that the ECC has the ability to communicate with field responders, the railway's Incident Management Team (IMT), AEMA, and the Provincial Emergency Coordination Centre (PECC) using both primary and backup communications systems.
- Establish a Cost-Tracking Protocol. Develop and distribute a cost-tracking form to all municipal departments to ensure that all labour, equipment, and material costs are recorded from the moment of activation. Brief the Finance/Admin Section on railway claims processes and DRP eligibility criteria.

Response Phase Action Plans

These procedures apply to all railway emergency scenarios and must be initiated immediately upon notification of an incident.

Immediate Actions (0–30 Minutes)

The first priority upon receiving notification of a railway incident is to confirm the location and nature of the event. The first responder or dispatcher receiving the call must obtain the crossing number or milepost from the reporting party, as this is the most reliable way to communicate location to the railway. If the crossing number is unavailable, GPS coordinates should be obtained.

The local Fire Chief or designate must immediately contact the railway's 24⁄7 Police Communications Centre to notify them of the incident and request that all train traffic in the area be stopped. The railway must be contacted before any municipal responders enter railway property. It must be understood that trains require more than one mile to stop after brakes are applied; responders must never foul (obstruct) the tracks until the railway has confirmed that all traffic has

been stopped and the track is locked out. If unable to reach the rail dispatch line identify a location at least 3 km down the track and place someone at a location that can wave a red article back and forth for the engineer/conductor to see.

The DEM must be notified immediately and must make the decision to activate an ICP or an ECC as applicable For any incident involving Dangerous Goods, a potential mass casualty, or a required evacuation, the ICP or ECC must be fully activated.

Situational Awareness (0–1 Hour)

The Planning Section must establish a Common Operating Picture (COP) in the ICP as quickly as possible, or have it be communicated with the ECC. This includes the location and extent of the incident, the commodities involved (from the train consist), current weather conditions (particularly wind direction and speed), and the populations potentially at risk.

The Safety Officer must confirm the establishment of hot, warm, and cold zones in consultation with the railway's DGO and the CANUTEC advisor. No municipal personnel will enter the hot zone under any circumstances. Entry into the warm zone requires appropriate PPE as determined by the Safety Officer.

Unified Command Establishment (0–1 Hour)

The local Fire Chief (AHJ) should establish Unified Command with the railway's Senior Transportation Officer at a location in the cold zone that provides good visibility of the incident site. A single ICP will be established, and all command decisions will be made jointly. The railway will never assume sole command of the incident.

The Liaison Officer must notify AEMA and the PECC of the incident activation, provide an initial situation report, and request provincial support if the incident is beyond municipal capacity.

Scenario A: Train Derailment with Fire

A train derailment with fire is one of the most complex scenarios a rural municipality will face. The combination of structural wreckage, potential DG involvement, and active fire creates a rapidly evolving and dangerous environment.

Response Actions

Upon arrival, the first-arriving fire officer must conduct a 360-degree size-up from a safe distance, upwind and uphill, before committing any resources. The officer must identify the number of cars involved, the presence of any placards or DG markings, the extent of the fire, and any signs of a DG release (vapour clouds, discolouration, unusual odours).

If DG are involved or suspected, the response must be defensive only until the train consist has been obtained and CANUTEC has been consulted. Offensive firefighting operations on a DG fire are not appropriate for rural municipal fire departments without specialized training and equipment. The municipality's role is to protect exposures (nearby structures, vegetation, water sources) and to prevent the fire from spreading, not to extinguish a DG fire directly.

The Operations Section must immediately implement traffic control on all roads leading to the incident site and establish a staging area for incoming resources (including the railway's heavy wrecking equipment) in a location that does not impede emergency vehicle access.

The IO must issue an immediate public advisory via Alberta Emergency Alert and social media, advising residents in the potential impact area to shelter in place or evacuate, depending on the

hazard assessment. The advisory must specify the evacuation area boundaries clearly, using road names and landmarks familiar to rural residents.

The Logistics Section must activate the pre-designated ESS Reception Centre and ensure it is staffed and supplied to receive evacuees. The ESS team must be prepared to register evacuees, provide food and water, and identify individuals with special needs.

Specific Considerations

Wreckage at a derailment site is inherently unstable. Stressed and bent rails can spring outward suddenly. Leaning or tipping rail cars can shift without warning. Municipal responders must maintain a minimum distance of 15 feet from all rail equipment unless the railway has confirmed the area is secured. Heavy wrecking equipment (cranes, side booms, bulldozers) will arrive from the railway's contractors; the Operations Section must coordinate staging and access routes for this equipment.

Scenario B: Dangerous Goods (DG) Release

A DG release without fire — such as a tank car leak of anhydrous ammonia, chlorine, or crude oil — requires a highly disciplined, information-driven response. The municipality's primary role is public protection, not product containment.

Response Actions

The first-arriving officer must approach from upwind and uphill, using binoculars to assess the scene from a safe distance before any closer approach. The ERG must be consulted immediately to determine the initial isolation distance and protective action distance for the commodity involved. [5] If the commodity is unknown, the ERG's Table of Initial Isolation and Protective Action Distances for Unknown Substances must be used as a conservative starting point.

CANUTEC must be contacted immediately. The CANUTEC advisor will provide specific guidance on the hazard, appropriate protective actions, and whether an ERAP has been activated. If an ERAP is in effect for the commodity, the ERAP provider will dispatch specialized technical responders and equipment to the scene. The municipality must facilitate the arrival and integration of ERAP resources into the Unified Command structure.

The DEM must assess whether to issue an evacuation order or a shelter-in-place directive. For TIH commodities such as chlorine or anhydrous ammonia, large-scale evacuation may be necessary. For crude oil spills without fire, shelter-in-place may be appropriate for most residents while the municipality focuses on protecting water sources. The decision must be made in consultation with CANUTEC and the railway's DGO, and must account for wind direction, the size of the release, and the ability to move vulnerable populations safely.

The Planning Section must monitor weather conditions continuously and update the protective action zones if wind direction or speed changes. The municipality must also notify Alberta Environment of any release that may impact waterways or groundwater.

Specific Considerations

For TIH releases, the protective action zone may extend several kilometres downwind, potentially requiring the evacuation of multiple communities. The municipality must be prepared to request mutual aid from neighboring municipalities and to coordinate with AEMA for provincial ESS resources. The PIO must provide clear, calm, and specific instructions to the public, including the exact boundaries of the evacuation zone and the location of the ESS Reception Centre.

Scenario C: Grade Crossing Collision / Mass Casualty Incident

A collision between a train and a vehicle at a grade crossing can result in a mass casualty incident (MCI), particularly if a school bus, passenger vehicle, or commercial truck is involved. This scenario requires the municipality to simultaneously manage the MCI and the railway incident.

Response Actions

The first-arriving EMS and fire units must immediately implement MCI triage protocols (START triage) and establish a casualty collection point in the cold zone. The Operations Section must request additional EMS resources from neighboring municipalities or the regional health authority immediately if the number of casualties exceeds local capacity.

The railway must be notified immediately to stop all train traffic. If the collision has resulted in a derailment or DG release, the procedures in Scenarios A or B must be applied concurrently.

The RCMP or municipal police must secure the scene, manage traffic, and begin the process of witness identification for the subsequent Transportation Safety Board (TSB) investigation. The municipality must preserve the scene as much as possible for the TSB investigation while still providing emergency medical care to casualties.

The IO must issue a public advisory as quickly as possible while working with the Railway to manage public concern and prevent bystanders from converging on the scene. A family reunification process must be established at the ESS Reception Centre for families of potential casualties.

Specific Considerations

Grade crossing collisions involving heavy trucks carrying DG (e.g., fuel tankers) create a compound scenario involving both a vehicle DG release and a potential train derailment. The municipality must be prepared to manage both hazards simultaneously and must not allow the MCI response to draw responders into an unsafe DG environment.

Scenario D: Security Threat or Suspected Sabotage

A security threat to railway infrastructure — including suspected sabotage, a suspicious package on a train, or a credible threat of a derailment — requires immediate coordination between the municipality, the railway's police service, and the RCMP.

Response Actions

Upon receiving notification of a security threat, the DEM must immediately notify the RCMP and the railway's Police Communications Centre. The municipality must not attempt to investigate or manage a security threat independently. The RCMP has primary jurisdiction for criminal investigations on federally regulated railways.

The ICP must be activated and must be prepared to escalate to full activation if the threat materializes into a physical incident. The Planning Section must develop contingency plans for evacuation and ESS activation based on the nature of the threat.

The IO must carefully manage public communications regarding a security threat. Premature or inaccurate public statements can cause unnecessary panic or compromise the RCMP investigation. All public communications must be coordinated with the RCMP and the railway before release.

Recovery Phase: Short-Term Recovery

Damage Assessment.

The Operations Section must conduct a systematic assessment of all municipal infrastructure near the incident site, including roads, bridges, culverts, and utilities. Damage caused by the derailment itself, as well as damage caused by the movement of heavy railway wrecking equipment, must be documented with photographs and cost estimates. This documentation is essential for cost recovery from the railway.

Transition of Emergency Social Services

The Logistics Section must transition evacuees from emergency Reception Centres to longer-term recovery services as the immediate crisis resolves. This includes connecting affected residents with insurance adjusters, provincial recovery programs, and mental health support services. The ESS team must maintain a registry of all evacuees to ensure no one is left without support.

Initiate Cost Recovery

The Finance/Admin Section must compile all documented municipal expenses — including personnel overtime, equipment use, fuel, ESS costs, and infrastructure repair — and submit a formal claim to the railway's General Claims team. The Finance/Admin Section must also assess whether the incident meets the threshold for a provincial Hazard Assistance and Resilience Program (HARP) application.

Recovery Phase: Intermediate Recovery

Monitor Environmental Remediation

The municipality must maintain regular contact with the railway, Alberta Environment, and any contracted environmental remediation firms to track the progress of soil and groundwater remediation at the incident site. The municipality has a responsibility to its residents to ensure that remediation is proceeding according to the approved plan and that any impacts to municipal water supplies or agricultural land are being addressed.

Restore Municipal Infrastructure

Using the damage assessment documentation, the municipality must prioritize and execute repairs to roads, bridges, and other infrastructure damaged during the incident. Where costs are recoverable from the railway, the municipality must pursue those claims actively.

Recovery Phase: Long-Term Recovery

Conduct a Comprehensive After-Action Review (AAR)

Within 30 days of the incident being declared over, the DEM must convene a comprehensive AAR involving the municipal emergency management team, local first responders, the railway, AEMA, and other key partners. The AAR must identify what worked well, what did not work, and specific, actionable improvements to the municipal emergency management plan, training programs, and equipment.

Update the Emergency Management Plan

Based on the findings of the AAR, this plan must be revised to reflect lessons learned. Updated procedures must be communicated to all relevant municipal staff and first responders, and training must be updated accordingly.

Advocate for Infrastructure Improvements

If the incident revealed deficiencies in grade crossing safety, road access to the rail corridor, or other infrastructure issues, the DEM must document these findings and advocate to the railway and Transport Canada for improvements. The municipality may also use the incident as a basis for advocating for updated risk assessments under PD36.

Severe Weather Plan

General

The Severe Weather Plan identify extreme weather as tornados, extreme hail, or blizzards, and these can develop quickly and threaten life and property. Severe storms occur frequently across Alberta and can be unpredictable.

Processes & Procedures

Severe weather watches and warnings are issued by Environment Canada. As a precaution, severe weather warnings are further disseminated by Alberta Transportation & Utilities to the at risk municipalities. The three levels of severe weather advisory messages are:

- Weather Watch
- Weather Warning
- Actual Event.

Watches and Warnings:

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

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

The word tornado may be used in three different weather announcements.

If there is a severe thunderstorm warning, it may include the phrase "Remember some severe thunderstorms can produce tornados." This is really the same as a tornado watch. It does not mean that there will be a tornado, it means that a tornado could develop. Stay alert and listen to your radio.

A tornado watch means that all the conditions that make a tornado are present. It does not mean that a tornado will necessarily occur. It is a "watch" only. Listen to your radio for half hour updates. A tornado warning means that a tornado has touched down. If the warning is for the area where you live, take precautions immediately and listen to your radio for constant updates.

Preparedness

Structural and Environmental Maintenance

In anticipation of potential high winds, heavy rains, snow, or hail, maintenance of municipal property reduces both potential damage and post recovery clean up. Environmental maintenance focuses on trees and ground debris that can be thrown, moved, or broken due to high winds or increased weight due to hail or snow. Focus should be put on areas near primary and secondary roadways, overhead powerlines, important intersections, and any other potentially at risk critical infrastructure facility or systems.

The exterior of buildings and structures under the responsibility of the municipality should be maintained to reduce the potential damage that severe weather may cause. Factors such as roofing materials, structural or decorative protrusions from buildings, and road or information signs should be routinely checked throughout the year to ensure integrity.

Scenario A: Severe Weather Watch

This forecast message will be issued by Environment Canada when meteorological conditions exist for severe weather to develop. Severe Weather Watches will normally be issued in the late morning for broadcast on radio and television noon-hour newscasts. Watches are issued for groups of public forecast regions covering a large part of the province.

When a Watch is issued, thunderstorms may not necessarily have developed, and the sky may still be clear. Nevertheless, a Watch should be considered in planning activities for the remainder of the day. Keep alert for developing thunderstorms and stay tuned to the radio if possible. Better still, check if a weather radio service is available in your area and monitor it for possible updates to the Watch.

Scenario B: Severe Weather Warning

A Warning message is issued when a dangerous severe thunderstorm is occurring or considered imminent. Warnings are issued for specific Counties, Municipal Districts, Improvement Districts or Municipalities. Warnings are updated hourly. Listen to the radio or weather radio for updated information. Destructive winds, very large hail, intense lightning, or flooding downpours have occurred or are about to occur somewhere in the Warning area. Keep a lookout for thunderstorms and be prepared to act. Darkening skies along with thunder and lightning will mark the storm's approach.

When a Warning is issued for a specific area, there is a likelihood that a severe weather event will occur somewhere in that area. Not all parts of the area may be affected.

When the Weather Centre has reliable evidence that a tornado is occurring, a Tornado Warning is issued. Despite its destructive intensity, a tornado is generally a small and short-lived event which is usually detected by eyewitness reports. With a tornado warning in effect, typically only a single location in an area will suffer damage.

The response should be like that for a severe thunderstorm warning. Be prepared to move away from the area or to find shelter. Keep a close eye on any approaching thunderstorms. When a thunderstorm approaches, the safest place to be is inside a solid building, especially one with a basement.

If caught outdoors, keep in mind that the biggest killer in thunderstorms is lightning. Be particularly careful with fishing rods and golf clubs, as they may attract a lightning bolt. Stay away from fences, metal structures, and farm equipment. Keep away from hills, ridges, or wide-open areas, and do not seek shelter under a tree. A ditch or gulley may be the safest bet.

Boating accidents are the second biggest cause of fatalities. Any thunderstorm can produce dangerous winds. Severe thunderstorms often produce extreme winds which could rapidly capsize even large pleasure boats.

Scenario C: Tornado

Spotted and Approaching

Danger at this point can be extreme. If the tornado is directly approaching, immediate response is required. Schools and public facilities should activate their Tornado Action Plans.

If you are in or near a building, seek shelter in the basement or in a small room near the building's core. Stay away from windows, since flying glass and storm projectiles can be deadly. Leave any building that has large expanses of roof, such as a gymnasium or an arena. Leave a mobile home to seek shelter in a nearby permanent structure.

When a Severe Tornado Storm Threatens

- During heavy storm activity, have a battery powered radio available as a good source for warning information or advice.
- Check access to the designated shelter area and your "Emergency Kit"; stay away from windows.
- Avoid travelling any great distance so that you will not be caught in the open.
- If the storm approaches severe proportions, go to your designated shelter area.
- If caught outdoors and you cannot reach your designated shelter, lie flat in a ditch, excavation, or culvert. If possible, lie flat, holding on to the base of a small tree, bush, or shrubbery to avoid being lifted or blown away.
- If caught while driving, drive away from the funnel at a right angle (if possible). If you cannot escape the path of the funnel, get out of your vehicle immediately and seek shelter in a ditch or a ravine away from the vehicle, keeping the ditch's slope between you and the funnel.
- If caught away from home in a built-up area, seek shelter in a sturdy building and go to an interior hallway or washroom on the lower floor away from flying glass; avoid buildings with large span roofs such as malls or supermarkets, etc.

Mobile Homeowners: Special Precautions

Mobile homeowners must take special precautions to protect themselves; mobile home residents are the exception to the "stay indoors" rule. Get out of your mobile home immediately and seek shelter in a ditch or a ravine away from the building, keeping the ditch's slope between you and the funnel.

Severe storms usually travel from a southwest, west, or north-westerly direction; mobile homes facing these directions present a smaller profile to an approaching storm.

Mobile homes are vulnerable to being overturned, lifted then hurtled to the ground. They may be protected somewhat by being anchored to the ground using heavy cable or chain which has been secured to the mainframe and embedded into solid concrete set deeply into the ground; the manufacturer should be consulted about tie down measures which can deal with the equivalent of 18,000 kg of explosive pressure being exerted against an area (wall) of 3 meters by 15 meters. A securely anchored mobile home which has been securely skirted by chain link will offer protection (underneath) from flying debris only if no other shelter is available.

After the Tornado's Impact

- Listen to your radio for information and follow instructions.
- Unless you are requested or qualified to give help, stay away from the stricken area.
- Activate your family's pre-planned rendezvous arrangements.
- Avoid using the telephone except for emergencies.

Re-entry Plan

General

The Re-entry Plan should be prepared in advance for each community or area and be reviewed prior to evacuation orders. This will be important as many of the first questions of evacuees upon arrival at the reception centre will be when and how do we get back home. Time frame for re-entry will be determined by several factors including the size of the area evacuated, the type and complexity of the incident and the location of the community.

Required Processes

Planning for and re-entry into an area is likely to occur in three main stages:

Pre-Planning (Conditions Setting)

- Stage 1 - Damage Assessment
- Stage 2 - Restoration of Critical Infrastructure, Critical Services, and Critical Resources
- Stage 3 - Community Re-entry

Operational Overview

Stage 1 - Damage Assessment

Damage assessments should be completed on all critical components of community life based on the minimum levels of service pre-determined by the community. Damage assessments should be completed and documented by fully trained agencies and/or contractors. The areas of focus will be dependent on the incident impacts, but the following should be considered:

- Water, wastewater, and other critical infrastructure
- Structures
- Utilities (Including Gas, Power, Telephone, Internet, etc.)
- Air Quality
- Access and Egress routes
- Critical businesses
- Debris management

Stage 2 – Restoration of Critical Infrastructure

The restoration of Critical Infrastructure is the foundation of re-entry as the facilities, systems, technologies, and assets associated with it are necessary for the functioning of the essential services needed by residents upon their return. The 10 identified Critical Infrastructure sectors that Canada recognizes are, Energy and Utilities, Finance, Food, Government, Health, Information and Communication Technology, Manufacturing, Safety, Transportation, and Water.

The restoration of Critical Infrastructure and the services that are provided from them is a key step in allowing people back in the communities that they call home. There MUST be some semblance of normal services in place and provided for prior to the return of the community as a whole. Restoration will also take communication between government, private sectors, and the responding authority to ensure collaboration for unified restoration.

Stage 2A – Restoration of Infrastructure

As all sectors are inter-connected, no one sector can be restored without another operating in some capacity prior. While restoration of the communities infrastructure is happening, intermediate/non-permanent services/resources can be brought in to compensate for the lack of operational services while response operations are in progress. When restoring the infrastructure part of Critical Infrastructure, the inclusion of technical / sector specialist is needed when identifying what the priority is for what order each sector will be restored. Examples of what infrastructure is seen as essential and to provide direction on what type sector a specialist may be needed from are:

- Highways and railways
- Any hydro development or power plant
- Radio, cell, and other communication towers
- Pipelines, plants, and equipment used in the delivery of natural gas
- Isolated electricity generating units, transmission facility, or an electric distribution system that are publicly used
- Health facilities, such as hospitals, charted surgical facilities, continuing care homes, or ambulances.
- Dams, canals, tailing ponds, and other barriers used for the control of water movement.
- Agricultural land for use of crops or livestock

Restoring each of these facilities to operational status will look different based on both the facility and the incident that had occurred.

Stage 2B – Restoration of Services

As per the Alberta Government Community Planning Guide the following is a list of the minimum services that should be established assuming they were in place prior to the incident:

- Medical Facilities – the minimum level of health services required will need to be defined by Alberta Health Services.
- Emergency Services (Fire, Police, Ambulance, 911).
- Water system - functional and able to deliver water, under a boil water advisory if necessary.
- Sewage - collection and treatment system is functioning.
- Garbage - collection and treatment system is functioning.
- Storm water collection and discharge.
- Lighting and traffic signals.
- Public Works - Restoration of the public works operations centres, landfill, and waste collection program. The waste collection program should include a specific plan for disposal of decaying garbage white goods, electronics, large amounts of construction and vegetation debris and household hazardous waste.
- Critical Retail - In this context, critical retail consists of a minimum number and types of grocery stores, pharmacies and gas stations that are required to support re-entry. Restoration of these businesses will be done under the control of their owners/managers and will include disposal of any spoiled product, any debris, or damage including spoiled foodstuff.
- Banking - Facilities should be available for all residents to have access to banking and cash services.
- Donation management - Capacity to accept and organize contributions.
- Daycare/education facilities.

Stage 3 – Return to Community

The provincial government suggests the use of Welcoming Centres to assist in the facilitation of bring everyone back to their homes. While like a Reception Centre from the perspective of providing information, its main purpose is of course the exact opposite. The Welcoming Centre should provide returning residents with information on the following:

- Status of critical systems such as water, sanitation, storm water, and waste disposal.
- Clean up procedures and the resources available to assist.
- 'Clean-up Kits' could be made available for individuals or businesses returning to their properties. These clean up kits often contain: 5 litre bucket, mop, long handled broom, hand brush, cleaning fluid/detergent, sponges, heavy duty garbage bags, disposable gloves, work gloves, dust particulate masks, safety glasses, and any other equipment deemed necessary or useful to the specific incident.
- Psychosocial assistance that is available.
- Health and Safety advice.
- Insurance advice.
- Communications access information (Voice, data, internet).
- A 'Returning to Your Home' guide provided by service providers or industry (e.g., Alberta Health Services).
- Information on where to get updates on weather conditions, outdoor air quality conditions, or flood/forecast information (if applicable).

Return of Incident to Local Control

Nearing the conclusion of a Type 3, 2, or 1 response, it is the responsibility of the ECC and Incident Management Team to complete an overall rapid damage assessment as described above, and communicate this to the Individual Community's DEM who will identify problems impinging on priorities, and those corresponding objectives and strategies to address issues attributed to:

- Public Safety / First Responder
- Critical Infrastructure
- Economy, and
- All Essential Services resulting from the emergency / disaster.

The overarching goal is to identify strategies in which to safely resume normal operations as soon as practicable.

The ECC Director must first approve restoration and cleanup of the incident when an individual Community's SOLE is in effect. ICP Logistics will assist in coordinating this effort.

Should there have been injuries or fatalities, it will be necessary to wait until the site(s) is released by the Office of the Medical Examiner or by Law Enforcement. If there are no investigation and the area impacted is not deemed a crime scene, the ECC Director must approve clearance of the site before clean-up is initiated.

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Business Continuity Plan

General

The goal of the Business Continuity Plan (BCP) is to reduce the direct ongoing impact to continuity of operations for the municipality, community, or agency. Business continuity can be summarized as an umbrella topic.



The root of the BCP is intentionally grounded in the mitigation and preparation as planning for every reasonably possible incident that may cause an interruption or failure to continuity of municipal services is unreasonable.

While the standard practice priorities of life safety, incident stabilization, and protection of environment and property are still expected, it is not always common that these priorities are directly affected when looking through the lens of business continuity. However, they do come into effect when considering the long-term implications of interruptions or failures to the continuity of municipal services and day-to-day operations.

To reduce the strain on resources during an emergency or disaster event, the BCP produces the information and outline needed for streamlining the decision making process of what functions and services are to be prioritized in protection and restoration during the response and recovery phases.

The following provides a summary of the topics included in a “standard” Business Continuity Plan.

Risk Management

Risk management, from a business continuity perspective, is the process of identifying, assessing, prioritizing, and treating threats that could interrupt an organization’s critical operations. It considers the likelihood and potential impact of events such as cyberattacks, utility failures, supply-chain disruption, severe weather, facility loss, or workforce shortages. The goal is not to eliminate every risk, but to reduce disruption, protect essential resources, and ensure the organization can continue delivering its most important products and services.

Within a Business Continuity Plan, risk management is implemented by identifying key hazards and vulnerabilities, linking them to critical business functions, and selecting practical controls. These may include backup systems, alternate suppliers, remote-work arrangements, emergency communications, cross-trained staff, alternate facilities, and insurance. The remaining risks are then reflected in continuity strategies, recovery priorities, responsibilities, and exercises so the organization is ready to respond and recover.

Disaster Recovery

Disaster recovery , from a business continuity perspective, is the process of restoring the systems, facilities, information, technology, equipment, and other resources needed to return disrupted operations to an acceptable level. While business continuity focuses on keeping critical services operating during an interruption, disaster recovery focuses on rebuilding or restoring the capabilities required for normal operations. It establishes recovery priorities, acceptable downtime, data-recovery requirements, and the resources needed to move from temporary continuity measures back to stable operations.

Within a Business Continuity Plan, disaster recovery is implemented by identifying which systems and resources must be restored first, assigning recovery responsibilities, and documenting the required procedures. This may include recovering data from backups, activating alternate technology, repairing or relocating facilities, replacing equipment, restoring communications, and coordinating with suppliers. Recovery activities are tested and updated regularly to confirm that critical operations can be restored within the organization’s established recovery time objectives.

Facilities Management

Facilities management, from a business continuity perspective, is the planning and coordination required to keep buildings, workspaces, utilities, equipment, and supporting services available during and after a disruption. It focuses on protecting physical assets, maintaining safe access, and ensuring critical operations have suitable locations from which to continue. This includes preparing for events such as fire, flood, power failure, structural damage, utility outages, security incidents, or the loss of a primary workplace.

Within a Business Continuity Plan, facilities management is implemented by identifying critical sites, essential building systems, alternate work locations, and the resources needed to maintain or restore operations. Procedures may include facility damage assessments, backup power, emergency repairs, restricted-access controls, relocation arrangements, remote-work activation, and coordination with landlords, contractors, utilities, and emergency services. These arrangements

help the organization continue priority functions while the affected facility is repaired, replaced, or safely returned to service.

Supply Chain Management

Supply chain management, from a business continuity perspective, is the process of identifying and protecting the external suppliers, contractors, transportation networks, materials, equipment, and services an organization depends on to maintain critical operations. It focuses on understanding where disruptions could occur, how those disruptions would affect essential functions, and what alternatives are available. The goal is to reduce reliance on single points of failure and maintain access to the goods and services required during and after an interruption.

Within a Business Continuity Plan, supply chain management is implemented by identifying critical suppliers, assessing their vulnerabilities, and establishing backup arrangements. These may include alternate vendors, minimum inventory levels, substitute materials, priority delivery agreements, emergency purchasing procedures, and regular communication with key suppliers. The plan should also define how supply shortages will be monitored, escalated, and managed so the organization can continue its highest-priority operations.

Quality Management

Quality management, from a business continuity perspective, is the process of ensuring that critical products, services, decisions, and recovery activities continue to meet acceptable standards during and after a disruption. It focuses on preventing the pressure of an emergency from causing unsafe work, service failures, defective outputs, inaccurate information, or non-compliance. The goal is to maintain the level of quality required to protect customers, employees, operations, reputation, and regulatory obligations, even when normal resources or processes are limited.

Within a Business Continuity Plan, quality management is implemented by identifying the minimum acceptable standards for critical activities and defining how those standards will be monitored during disruption. This may include temporary quality-control procedures, additional approvals, documented service tolerances, inspection requirements, customer feedback, and clear authority to stop unsafe or unacceptable work. After recovery, quality results are reviewed to identify problems, corrective actions, and improvements to the continuity plan.

Health and Safety

Health and safety, from a business continuity perspective, is the process of protecting employees, contractors, customers, responders, and the public while critical operations are maintained or restored during a disruption. It recognizes that emergencies can create new hazards, increase fatigue, reduce staffing, alter normal work processes, and place people in unfamiliar environments. The goal is to ensure that continuity and recovery activities do not expose people to unacceptable risk in the effort to keep the organization operating.

Within a Business Continuity Plan, health and safety is implemented by identifying potential hazards, defining safe work procedures, assigning safety responsibilities, and setting clear limits on what work may continue. This may include evacuation, personal protective equipment, alternate work locations, fatigue management, wellness support, emergency medical arrangements, hazard assessments, and stop-work authority. Safety conditions should be monitored throughout the disruption and adjusted as the situation changes.

Knowledge Management

Knowledge management, from a business continuity perspective, is the process of identifying, capturing, protecting, organizing, and sharing the information and experience needed to maintain critical operations during and after a disruption. It reduces reliance on individual employees by ensuring that essential procedures, contacts, decisions, technical knowledge, and lessons learned remain available when key personnel, systems, or locations are unavailable.

Within a Business Continuity Plan, knowledge management is implemented by documenting critical procedures, maintaining current contact lists and decision records, cross-training employees, identifying backups for key roles, and securely storing essential information in accessible locations. During and after a disruption, decisions, actions, and lessons are recorded so knowledge can be transferred between shifts, support recovery, and improve future continuity arrangements.

Emergency Management

Emergency management, from a business continuity perspective, is the coordinated process of preparing for, responding to, and stabilizing emergencies that threaten people, property, the environment, operations, or reputation. It focuses on managing the immediate incident, protecting life and safety, controlling hazards, coordinating resources, and establishing clear command and communication. Business continuity works alongside emergency management by maintaining critical services while the incident is being controlled.

Within a Business Continuity Plan, emergency management is implemented through activation criteria, notification procedures, assigned leadership roles, emergency communications, evacuation or shelter-in-place actions, and coordination with first responders and external agencies. Once immediate threats are stabilized, the organization transitions from emergency response to continuity and recovery activities, restoring priority operations in a controlled and organized manner.

Security

Security, from a business continuity perspective, is the process of protecting people, facilities, information, technology, equipment, and critical operations from threats that could cause or worsen a disruption. These threats may include unauthorized access, theft, violence, sabotage, vandalism, cyberattack, fraud, or the loss of sensitive information. The goal is to maintain a safe and controlled operating environment while preserving the confidentiality, integrity, and availability of essential assets and services.

Within a Business Continuity Plan, security is implemented by identifying critical assets and establishing measures such as access controls, identity verification, cybersecurity safeguards, secure communications, backup security personnel, and procedures for protecting alternate work locations. During a disruption, security responsibilities may also include controlling entry to affected areas, protecting damaged facilities and equipment, monitoring emerging threats, and coordinating with law enforcement or other external agencies.

Crisis Communications and Public Relations

Crisis communications and public relations, from a business continuity perspective, is the coordinated process of providing timely, accurate, consistent, and credible information during and after a disruption. It helps employees, customers, regulators, partners, the media, and the public understand what has happened, what the organization is doing, and what actions they should take. The goal is to protect people, reduce confusion and misinformation, maintain trust, and limit damage to the organization’s reputation.

Within a Business Continuity Plan, crisis communications and PR are implemented through defined approval processes, designated spokespersons, stakeholder contact lists, communication channels, and pre-approved message templates. During a disruption, the organization monitors public information, issues regular updates, corrects misinformation, and coordinates messages with operational leaders and external agencies. Communications continue through recovery so stakeholders understand service changes, restoration timelines, and the organization's ongoing actions.

While these are just summaries, of the components of the BCP the topics will be specific for each community and the individual threats for each location. We determine this threats, determine the likelihood, and in the end come out with the risk assessment of each.

Business Continuity Risk Assessment

The purpose of this section is to provide a brief overview of the possible risks to consider and identify as well as examples of how these risks can occur. While the following identified risk types are generalized, they provide the starting point on which to begin identifying future vulnerabilities.

Technological / Infrastructure Caused Risks

Technological and infrastructure caused risks are commonly identified through the level reliance that municipal business operations have on current used technology and infrastructure. Factors can include internet access, local transit, telecommunications, utilities, and the use of private/external based applications and services.

Human Caused Risks

Human caused risks are risks that can be identified through an assessment of social, economic, or health of the surrounding and influential populations. These risks factors focus on the variability of processes caused by human interaction and human influences. Factors for these types of risks include:

- Internal unrest/distrust
- Physical and mental health of staff
- Training effectiveness and implementation

Natural Hazard Caused Risks

Natural Hazard caused risks are the natural and commonly unavoidable threats caused by the environment and local climate conditions. Extreme weather events such as blizzards, tornados, hail, and heat waves can impact municipal business operations in a variety of ways. These risks also include natural hazard events such as flooding and wildfire.

The Business Continuity Plan is a separate stand-alone specialty which helps communities in the end ensure that service provision is still a priority even if the delivery of the services needs to change for the short term.

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Community Recovery Plan

General

A major event causing widespread damage to property, personal suffering and extensive loss requires a broad range of resources and assistance to those affected. The establishment of a Recovery Assistance Centre is the most effective method of providing immediate and mid-term services to the survivors of the disaster.

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 following a disaster or incident of scale. Long term recovery continues until the affected area(s) and community(ies) returns to a state similar to its previous condition or undergoes improvement with new features that are more resilient to future disasters

The municipalities DEM is responsible to ensure that recovery activities will be assigned to the appropriate agency or department. The Community Disaster Recovery Planning process is external to but stays in alignment with the Emergency Coordination Centre (ECC) action planning process.

Operational Overview

Recovery Priorities:

If the municipality suffers from widespread disaster or major emergency, then preparation of a damage and loss assessment for uninsurable losses is to be made for use in an application for provincial support through Hazard Assistance and Resilience Program. While that process is taking place, the municipality must set priorities for:

- Restoration of critical infrastructure and corresponding services
- Rebuilding and restoration of social services/activities similar to pre-incident conditions.
- Long-term community recovery support

It is important to note that the priority for rebuilding and restoration should not always be to make the affected area a replica of its pre-disaster conditions. While maintaining historical accuracy when rebuilding or restoring certain buildings, landmarks, or community areas can be critical to post-disaster community recovery, these moments also present the opportunity to build back better.

Restoration of Critical Infrastructure and Corresponding Services

For details regarding the restoration of Critical Infrastructure and Corresponding Services, please refer to the Re-Entry Plan.

Rebuilding And Restoration of Social Services/Activities

The rebuilding and restoration of social services/activities focuses on the non-infrastructure based critical functions of a community. These services and activities will commonly align with the need for critical infrastructure and services such as schools, food availability, and transportation to be functioning. However, the focus is instead on the social gathering and interactions these services provide. Examples of social services and activities can include but are not limited to:

- After school youth programs
- Routinely scheduled religious ceremonies
- Access to parks or recreational facilities
- Access to movies, theatre productions, or music festivals

Long-Term Community Recovery Support

Long after the debris is swept away, and buildings are restored, there will still be a lasting impact on the memories of those who lived through a disaster or emergency event. It is recommended that recognition of both the damage that had been done by the event and the progress that has been made since the event be made. Options include:

- Remembrance ceremonies on the anniversary of the event if lives were lost
- Celebrations of the re-opening of community buildings
- Organized social events for survivors/those with shared experiences of the event

When planning these events, ensure that they are tactful and prioritizes the progress of recovery rather than reliving the tragedy.

Recommended Resources & Services

Establishment of a Recovery Assistance Centre

The Municipalities DEM, in liaising with the AEMA Field Officer, will assess the situation and may recommend the establishment of a Recovery Assistance Centre. This is to create accessibility for those who had been impacted by a disaster or incident and apply for financial assistance should the conditions be met for the Hazard Assistance and Resilience Program. Primary services of a Recovery Assistance Centre should be:

- Assistance in identifying for eligibility of individuals and small business owners
- Guidance on applications for financial assistance.
- Information on identified recovery and restoration projects

Hazard Assistance and Resilience Program (HARP)

The Provincial Government may approve an application to HARP after evaluation of all the circumstances following a widespread disaster. The qualifying criteria for approval are as follows:

- a Local Authority must have incurred costs from a Disaster with emergency operations costs, and estimated Recovery costs exceeding $250,000
- the Disaster must have been caused by an eligible Natural Hazard with a distinct Disaster Period and in a distinct Geographic Area; and
- Program application must be made within 30 days of the Disaster End Date.

If your municipality suffers from a disaster or emergency, and you think disaster recovery assistance may be appropriate, then take the following action:

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

A Local Authority must apply, and be approved for, a HARP before Individuals, Small Businesses and other Public Sector Applicants may apply for assistance within the Program.

Care of Response Personnel

Mental Health issues may arise through Critical Incident Stress due to emotional and psychological impact during an incident. While not all people are affected in the same way, some are impacted to the point that it temporarily impairs their ability to function properly. Examples of triggers are as follows:

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

As deemed necessary by the IC/UC or ECC Director; a Critical Incident Stress Management (CISM) debriefing utilizing Mental Health and / or CISM teams during and / or immediately following the incident will be provided. If a Logistics Section Chief is activated, the Medical Unit Leader will be responsible to contact the appropriate CISM team(s). Alternatively, the IC or ECC Director will action this important assistance.

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Lacombe County

Contact Lists

Lacombe County Municipal Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

County Facilities		
Identified Emergency Coordination Centre		
Identified Reception Centres		
Lodging Services		
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Medical Supplies/Pharmacies		
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date

HIRA

To be added at a later date

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City of Lacombe

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor	Thalia Hibbs	403-782-1271	
Chief Administration Officer	Matthew Goudy	403-782-1254	
Director of Emergency Management	Jason Fleming	403-396-3161	
Fire Chief	Jason Fleming	403-396-3161	
Police	Jason Dobirstein	403-782-3279	
Other Roles	Brett Logsdon	403-782-1231	
	Chris Huston	403-782-1256	
	On call	403-506-4993	

Municipal Facilities		
Identified Emergency Coordination Centre		
Lacombe Police Service	5301 Wolf Creek Dr.	403-782-3279
Identified Reception Centres		
Lacombe Memorial Centre	5214 50 Avenue	Pam Klause 403-782-6668
Lodging Services		
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Medical Supplies/Pharmacies		
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date

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Town of Blackfalds

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor	Laura Svab	Civic Centre	Blackfalds
Chief Administration Officer	Kim Isaac	Civic Centre	
Director of Emergency Management	Ken Morrison	Operations A Building	Blackfalds
Fire Chief	Robert Cote	Fire Hall	Blackfalds
Police	Jay Jestings	RCMP Detachment	Blackfalds
Other Applicable Roles			

Municipal Facilities		
Identified Emergency Coordination Centre		
Blackfalds Protective Services Building	4401 South Street	Robert Cote, Fire Chief (403) 396-5009
Identified Reception Centres		
Abbey Community Centre	4500 Womacks Road, Blackfalds T0M 0J0	Rick Kreklewich (403) 885-4029
Blackfalds Community Hall	4810 Womacks Road, Blackfalds, T0M 0J0	Jeff Heindel (403) 357-7556
Lodging Services		
Blackfalds Motor Inn	5201 Highway Ave, Blackfalds	403-885-4611
Microtel Inn & Suites	6021 Parkwood Rd., Blackfalds	403-885-9797
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Blackfalds Motor Inn	5201 Highway Ave, Blackfalds	403-885-4611
Microtel Inn & Suites	6021 Parkwood Rd., Blackfalds	403-885-9797
Grocery Stores		
IGA	6005 Parkwood Rd.	403-885-5223
Save-On Foods	4500 Blackfalds Crossing Way	587-621-1000
Medical Supplies/Pharmacies		
Blackfalds Pharmacy Pharmachoice	4916 Broadway Ave	403-600-1000
Shopper's Drug Mart	4500 Blackfalds Crossing Way	403-755-8143
Pharmasave Blackfalds	5001 Aspen Lakes Blvd.	403-600-1240
Panache Compounding Pharmacy	5049 Parkwood Rd.	403-600-0933
IDA Sandstone Pharmacies	5013 Parkwood Rd.	403-885-2000
Transportation		
BOLT	Blackfalds	403-885-2658
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.

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Town of Eckville

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor			
Chief Administration Officer			
Director of Emergency Management			
Fire Chief			
Police			
Other Applicable Roles			

Municipal Facilities		
Identified Emergency Coordination Centre		
Identified Reception Centres		
Lodging Services		
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Medical Supplies/Pharmacies		
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.

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Town of Bentley

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor			
Chief Administration Officer			
Director of Emergency Management			
Fire Chief			
Police			
Other Applicable Roles			

Municipal Facilities		
Identified Emergency Coordination Centre		
Identified Reception Centres		
Lodging Services		
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Medical Supplies/Pharmacies		
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.

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Village of Alix

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor	Barb Gilliat		403-931-1634
Chief Administration Officer	Michelle White	403-747-2495	403-844-9965
Director of Emergency Management	Janene Anderson	403-747-2495	403-318-4520
Fire Chief	Corrie Anderson		403-848-2711
Police	Bashaw	780-372-3793	Admin. Office 780-372-3793

Municipal Facilities		
Identified Emergency Coordination Centre		
Village Office	4849 50 Street	Michelle White 403-747-2495
Identified Reception Centres		
Alix Community Hall	5008 49 Avenue	Janene Anderson 403-747-2495
		Michelle White 403-747-2495
Lodging Services		
Other Community Facilities		
Agg Grounds	5601 50 Avenue	Cody Meston 403-304-5576
Alix Arena	4935 52 Street	Katelynn Keddy 780-897-0052
Alix Mac Public School	4807 49 Street	Brian Birck 403-747-2778

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Alix Foods	4915 50 Street	Sean Kim 587-447-1393
Medical Supplies/Pharmacies		
Alix IDA	4904 50 Avenue	Scott Dyer 587-888-3167
		Lynn Dyer 780-573-2044
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.

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Village of Clive

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor	Luci Henry	403-784-3366	403-350-9687
Chief Administration Officer	Carla Kenney	403-784-3366	587-447-8199
Director of Emergency Management	Janene Anderson	403-747-2495	403-318-4520
Fire Chief	Steve Zaytsoff	403-784-3366	steve@clive.ca
Police	Bashaw	780-372-3793	
Other Applicable Roles	TBD		

Municipal Facilities		
Identified Emergency Coordination Centre		
Identified Reception Centres		
Lodging Services		
Other Community Facilities		

Incident Management Support Services & Resources		
Food and Catering Services		
Lodging Services		
Grocery Stores		
Clive Village Foods ltd.	5110 50 Street	Karen Trigg - 403-784-3383
Medical Supplies/Pharmacies		
Pharmasave Clive	5108 50 Street	Mehul Patel – 403-784-0421
Transportation		
Office Supplies		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.

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Summer Villages

Contact Lists

Municipal Staff			
Appointment / Position	Name	Office	Residence
Mayor - Birchcliff	Roger Dufresne	2 Erickson Drive	Birchcliff
Mayor – Half Moon	Jon Johnston	2 Erickson Drive	Half Moon Bay
Mayor – Jarvis Bay	Julie Maplethorpe	2 Erickson Drive	Jarvis Bay
Mayor -Norglenwold	Rod Miller	2 Erickson Drive	Norglenwold
Mayor - Sunbreaker	Mike Bruni	2 Erickson Drive	Sunbreaker Cove
Chief Administration Officer	Tanner Evans	2 Erickson Drive	Lacombe County
Director of Emergency Management	Tanner Evans	2 Erickson Drive	Lacombe County
Fire Chief	N/A		
Police	RCMP	Sylvan Lake	911/403-858-7200
Other Applicable Roles			

Municipal Facilities		
Identified Emergency Coordination Centre		
ECC-Lacombe County	40403 Range Road 27-4	403-782-6601
Identified Reception Centres		
Lodging Services		
Other Community Facilities		

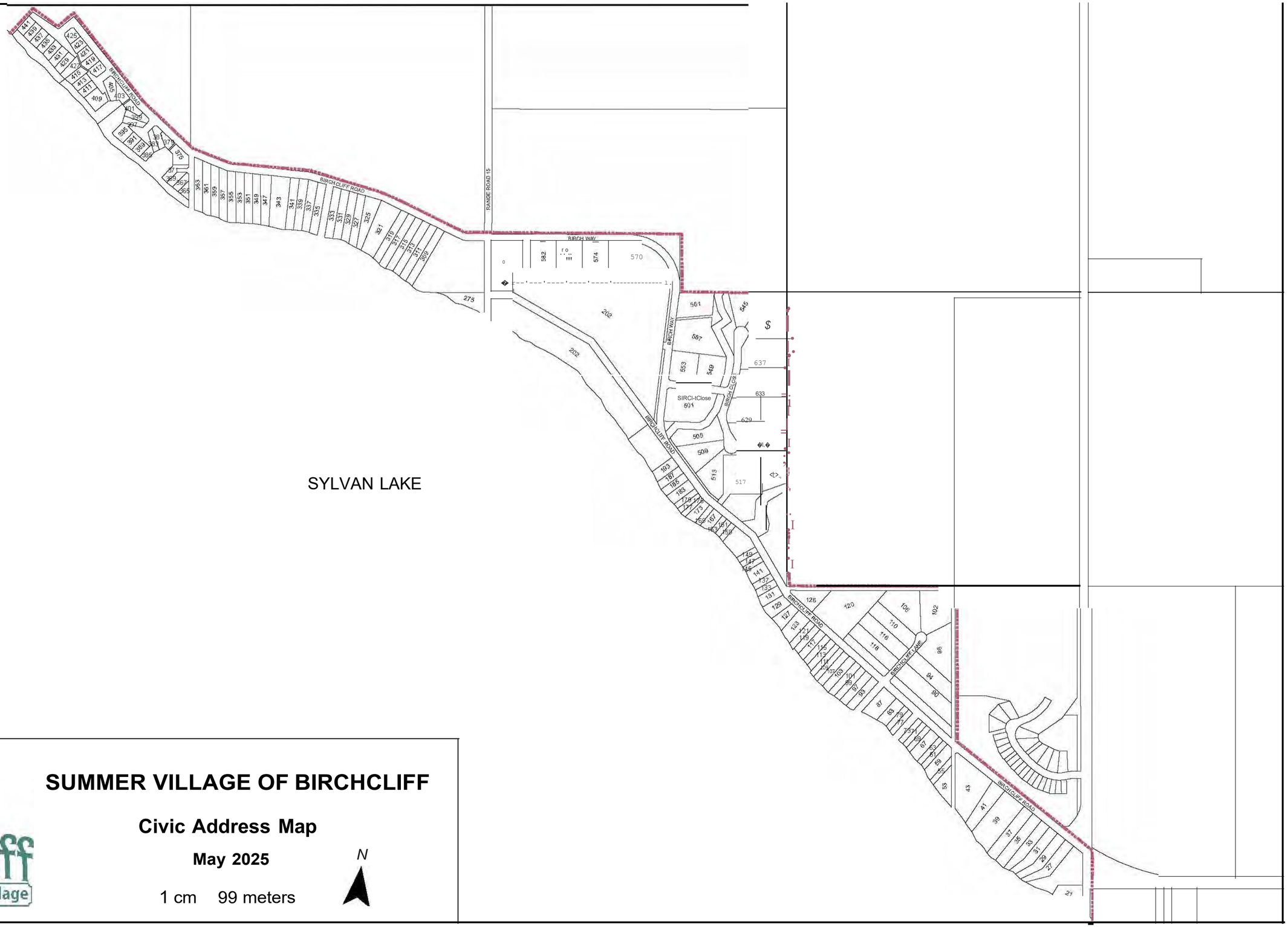
Incident Management Support Services & Resources		
Food and Catering Services		
TBD		
Lodging Services		
TBD		
Grocery Stores		
TBD		
Medical Supplies/Pharmacies		
TBD		
Transportation		
TBD		
Office Supplies		
TBD		

Mutual Aid Agreements

To be added at a later date.

Bylaws

To be added at a later date.



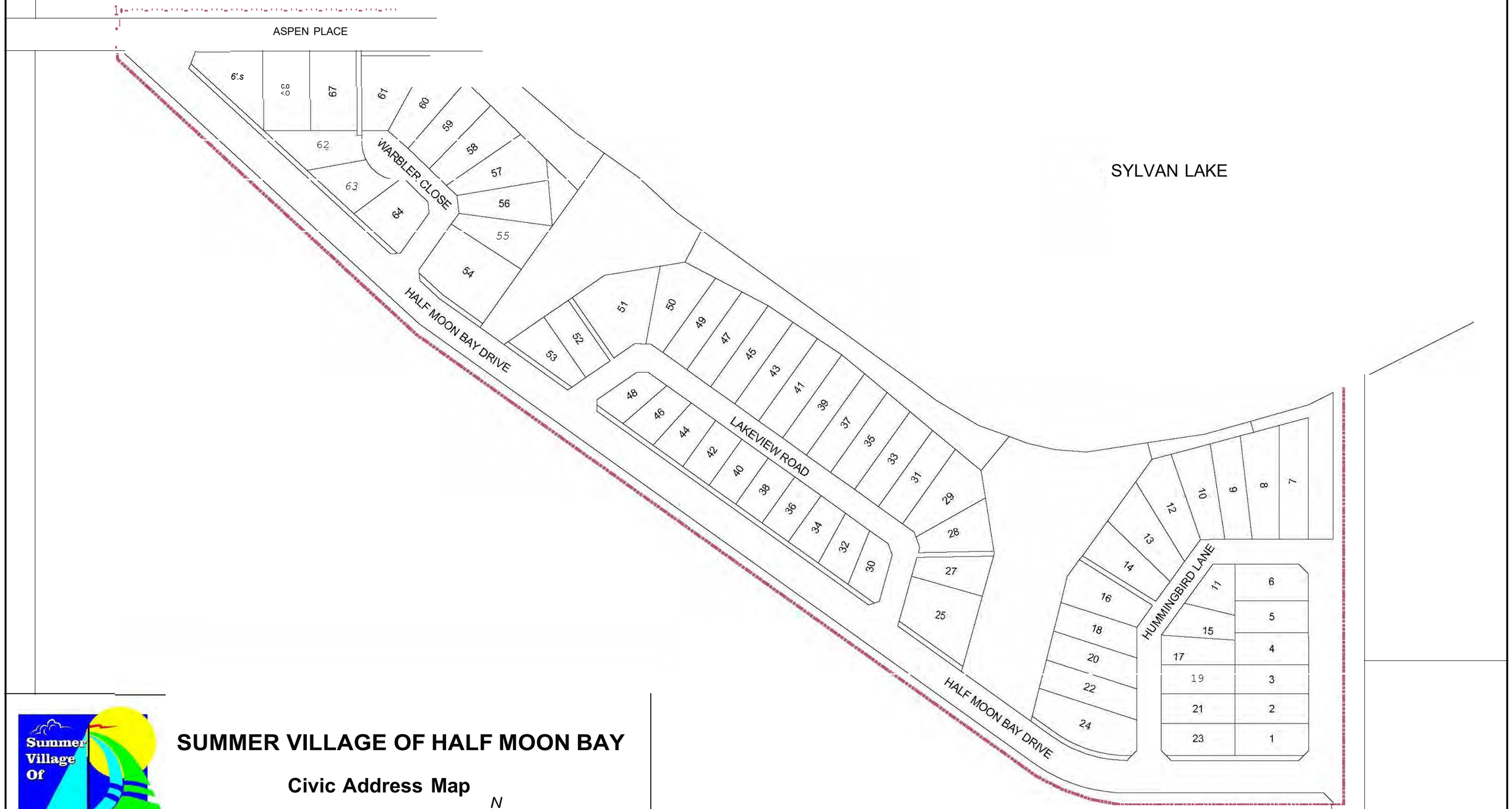
SUMMER VILLAGE OF BIRCHCLIFF

Civic Address Map

May 2025

1 cm 99 meters

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Summer Village Of HALF MOON BAY

SUMMER VILLAGE OF HALF MOON BAY

Civic Address Map

May 2026

N

1 cm= 23 m eters



SUMMER VILLAGE OF JARVIS BAY

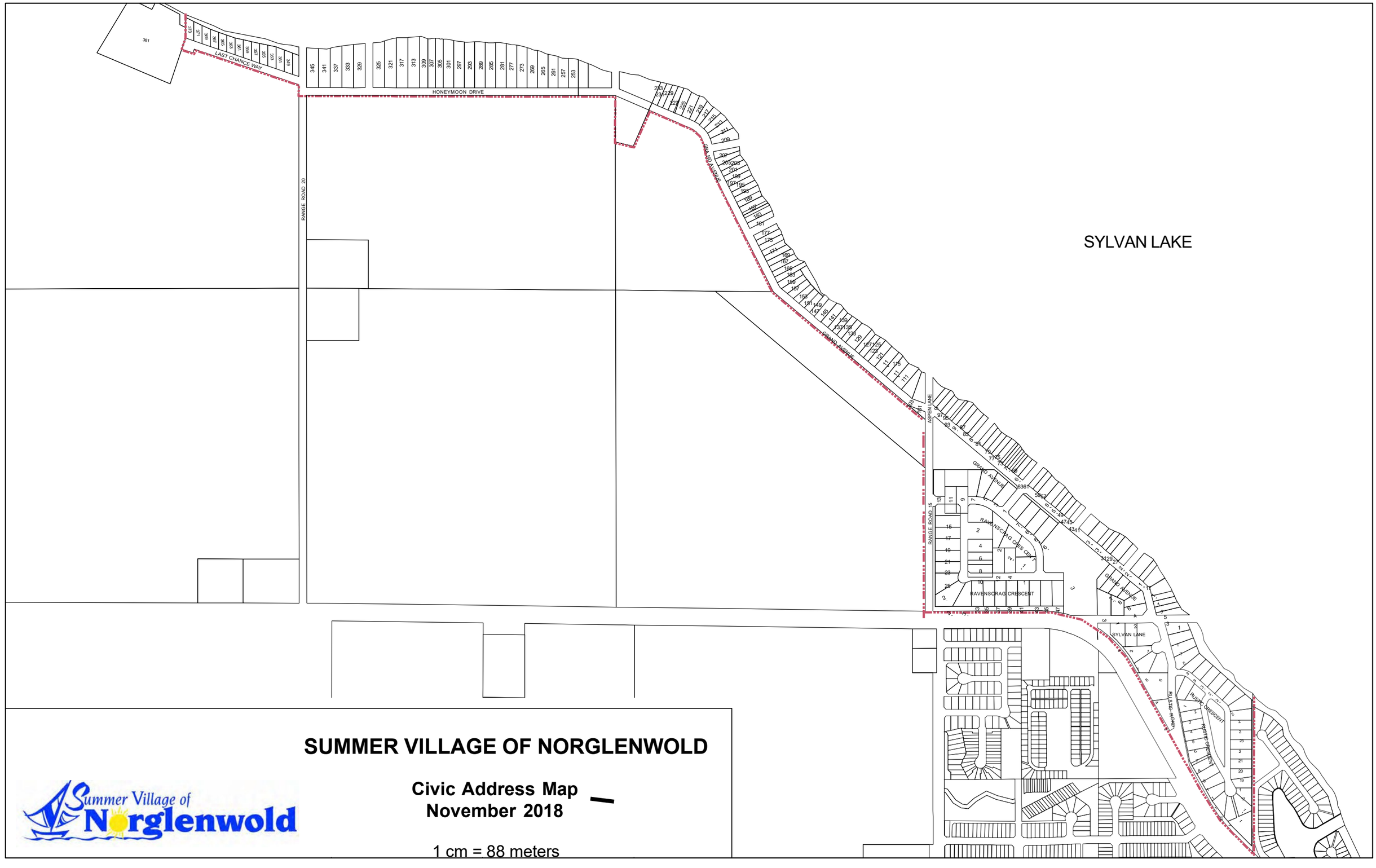
Civic Address Map

October 2025

N

SUMMER VILLAGE OF
ARVIS BAY

1 cm = 90 meters

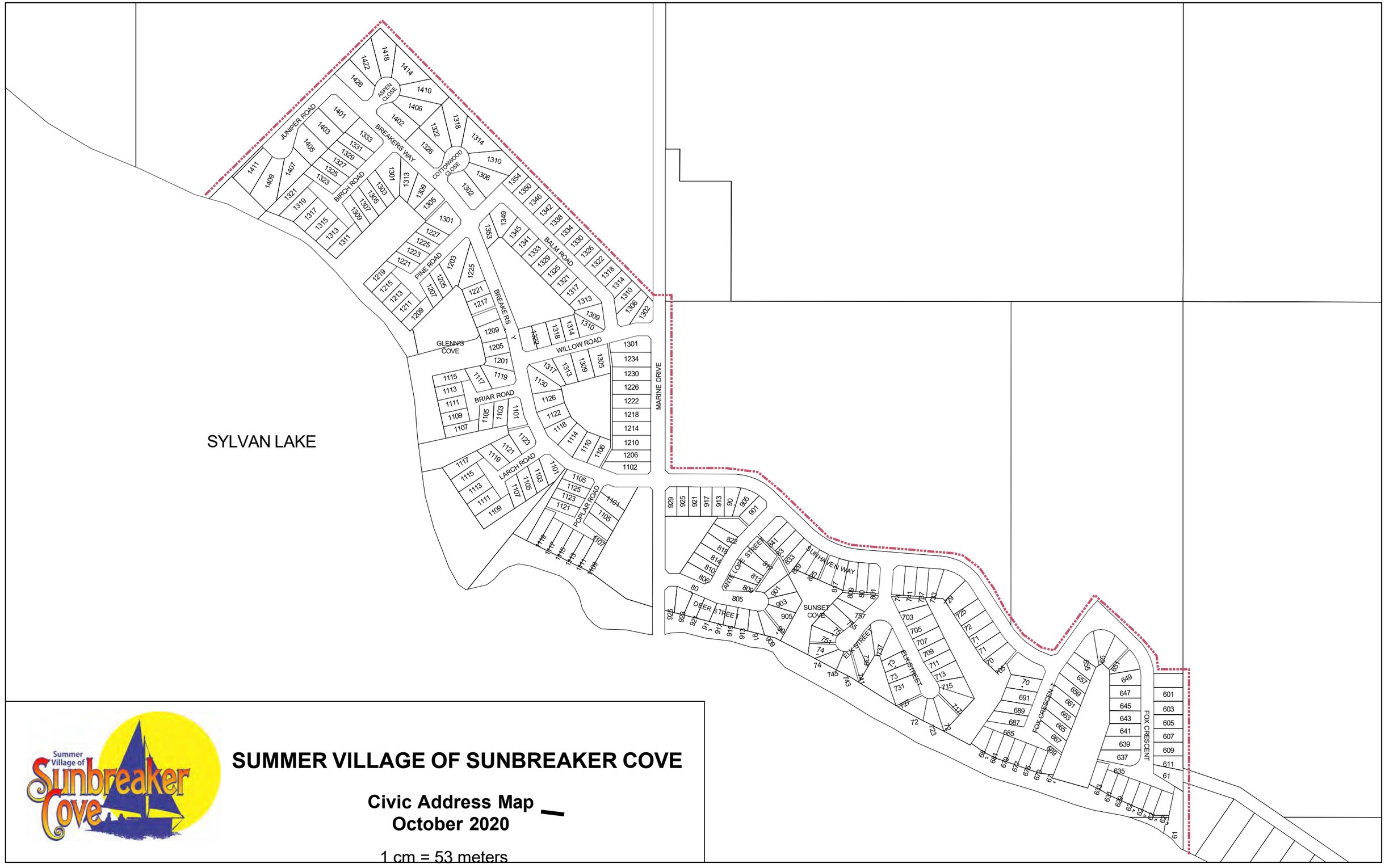


SUMMER VILLAGE OF NORGLENWOLD

Civic Address Map
November 2018

1 cm = 88 meters

Summer Village of Norglenwold



SUMMER VILLAGE OF SUNBREAKER COVE

Civic Address Map
October 2020

1 cm = 53 meters

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1.0 Distribution List

Hard copies of the Emergency Management Plan are distributed as authorized by the Emergency Management Committee. They are to be recorded here and updated annually:

COPY NO.	NAME/AGENCY	LOCATION	Hard Copy / Electronic Copy
1			
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2.0 LREMP Agreement

Agreement to be inserted here

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3.0 Emergency Management Mutual Aid Agreements

External to the region MAAs can be placed here.

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4.0 Amendment Record

NUMBER	DATE	PAGE(S)	AMENDED BY:
	14/Oct/2026	All – New REMP	The Response Team Inc.

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5.0 Glossary

Acronyms

AEA	Alberta Alerting System
AEMA	Alberta Emergency Management Agency
BCM	Business Continuity Management
C&DS	Command and General Staff
COML	Communication Unit Leader
DEM	Director of Emergency Management
DDEM	Director of Emergency Management
DRP	Disaster Recovery Program
EAC	Emergency Advisory Committee ECC
Emergency Coordination Centre	EM
	Emergency Management
EMA	Emergency Management Agency
EAC	Emergency Advisory Committee
EMS	Emergency Medical Services
EPI	Emergency Public Information
ESS	Emergency Social Services
FACL	Facilities Unit Leader
FASC	Fin/Admin Section Chief
FDUL	Food Unit Leader
GSUL	Ground Support Leader
HARP	Hazard assistance and Resilience Program
IAP	Incident Action Plan
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IO	Information Officer
LOFR	Liaison Officer
LSC	Logistics Section Chief
LREMP	Lacombe Regional Emergency Management Partnership
MA	Mutual Aid
MEDL	Medical Unit Leader
MOU	Memorandum of Understanding
NGO	Non-Government Organization
IO	Information Officer
OPS	Operations Section
OSC	Operation Section Chief
PECC	Provincial Emergency Coordination Centre
PSC	Planning Section Chief
RC	Reception Centre
RESL	Resource Unit Leader
RCMP	Royal Canadian Mounted Police
SOG	Standard Operating Guidelines
SOLE	State of Local Emergency
SOP	Standard Operating Procedure
SOFR	Safety Officer
SPUL	Special Unit Leader
UC	Unified Command

Definitions

Agency Representatives: A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statuary responsibility for incident management) or as assisting or cooperating(providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

All-Hazards: Describing an incident, natural or man-made, that warrants action to protect life. Property, environment, public health safety, and minimize disruptions of government, social or economic activities.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignment: Tasks given to resources to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistance may also be assigned to unit leaders.

Available Resources: resources assigned to an incident, check-in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which the primary Logistics functions for an incident are coordinated and administered.

Business Continuity Management: Reduce the direct ongoing impact continuity of operations for the municipality, community, or agency.

Chief: The Incident Command System title for individuals responsible for the management of functional Sections: Operations, Planning, logistics, finance/Administrative and Intelligence/investigations (if established as a separate Section).

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section and between the Sections and Units in the Logistics Section. Branches and are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Command Staff: Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant, as needed.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegate authority.

Common Terminology: Normally used words and phrases- avoids the use of different words/phrases for the same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Council: May refer to

- The council of a city, town, village, summer village, municipal district, or specialized municipality.
- The council of a county under the County Act.
- The council of a town under the Parks Towns Act, or
- The council of a municipality incorporated by a Special Act.

Critical Infrastructure: Essential underlying systems and facilities upon which our standard of life relieves.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a supervisor, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can function as a relief for a superior and therefore must be fully qualified for the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. The division is located within the Incident Command System organization between the Branch and resource in the Operations section.

Emergency Coordination Centre: The physical location at which the coordination of information of information and resources to support incident management(on-scene operations) activities normally takes place. An Emergency Coordination Centre may be a temporary facility or may not.

Emergency Management Agency: The organization that acts as an agent of the Councils to carry out the Council's statutory powers and obligations as prescribed in the Emergency Management Bylaw.

Emergency Management/Response Personnel: Includes Federal-Provincia, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Management: The management of emergencies concerning all hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response, and recovery.

Emergency: a present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety, or welfare of people, or to limit damage to property or the environment.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident. For identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

General Staff: a group of incident management personnel organized according to function and reporting to the Incident Commander. The general Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic diversion. (see Division.) Groups are located between branches(when activated) and resources in the Operations Section.

Hazard Assistance and Resilience Program: The Government of Albertas financial assistance framework for uninsurable loss and damage caused by natural disasters.

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

Incident Action Plan: An oral or written plan containing a general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide directions and vital information for the management of the incident during one or more operational periods.

Incident Command Post: The field location where the primary functions are performed. The Incident Command Post may be co-located with the incident base or other incident facilities.

Incident Command System: A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and management of resources during incidents. It is used for all kinds of emergencies and applies to small, large, and complex incidents. Various management operations use ICS.

Incident Command: Responsible for the overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander: The individual responsible for all incident activities, including the development of strategies, and tactics, and the ordering and releasing of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team: An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are grouped into five types.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operation, coordination, and support applied at all levels of government, utilizing incidents, regardless of cause, size, or complexity.

Incident Objectives: Statements of guidance and direction needed to select an appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident: An occurrence or event, natural or man-made, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, was related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer: A member of the Command Staff responsible for interacting with internal clients, the public and media and/or with other agencies with incident-related information requirements.

Information: Processes, procedures, and systems communicating timely, accurate, accurate, accessible information on the incident cause and size, and current situation; resources committed, (both directly affected and indirectly affected).

Kind: An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same “kind” of resources, their capability however is defined by “Type.”

Liaison Officer: a member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Authority: Where a municipality has a council within the meaning of the Municipal Government Act.

Logistics Section: The Section is responsible for providing facilities, services, and material support for the incident.

Logistics: Providing resources and other services to support incident management.

Non-Governmental Organization: An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by the government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and Canada Red Cross.

Objective: The overarching purpose or aims of an incident response is expressed as an objective. Objectives are priority-based, specific, measurable, to a standard and timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

Operational Period: The time scheduled for executing a given set of operation actions. As specified in the Incident action Plan. Operational periods can be of various lengths although usually they last 12-24 hours.

Operations Section: The section is responsible for all tactical incident operations and implementation of the Incident Action Plan. The Incident Command System normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private organizations, and non-governmental organizations.

Personal Responsibility: all responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principals and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate more than a single agency.

Planned Event: A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout an incident to select specific strategies and tactics for the incident control operations and for service support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section Chief: A member of the Command Staff responsible for collecting, evaluating, Internal dissemination, and use of incident or event situational information and data.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention: Actions taken to avoid the occurrence of negative consequences associated with a given threat. Prevention activities may be included as part of mitigation.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures of commerce, and industry.

Protocols: Sets of established guidelines for actions which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery Plan: A plan developed to restore the affected area or community.

Recovery: The development, coordination, and execution of service- and site-restoration plans. The reconstitution of government operations and services. Individual, private-sector, non-governmental, and public-assistance programs to provide housing and to promote restoration, long-term care, and treatment of affected persons. Additional measures for social, political, environmental, and economic restoration. Evaluation of the incident to identify lessons learned post-incident reporting and development of initiatives to mitigate the effects of future incidents.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response require a system.

Resource Tracking: A standardized, integrated process conducted before, during, and after an incident by all emergency management response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or an emergency operation center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. The response also includes the execution of emergency plans and actions to support short-term recovery.

Risk Assessment: The document identifying known risks to the community, the degree of risk perceived, and the assigned planning priority.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level has responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/ Investigations (if established). The Section is organizationally situated between the Branch and Indent Command.

Single Resource: Individual personnel, supplies, and equipment items, and the operator associated with them.

Situation Report: A document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5).

Staging Area: Established for the temporary location of available resources. A staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or some interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general overall plan or direction selected to accomplish specific incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and leaders.

Supervisor: The Incident Command System title for an individual responsible for a division or Group.

Supporting Agency: an agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: An individual with specific skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed as technical everyday jobs, and they are typically certified in their fields or professions.

There is only one Base per incident. (Incident name or other designator will be added to the term Base). The Incident Command Post may be Co-located within the Base.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout an incident. This process provides incident managers with a clear picture of where resources are located., helps staff prepare to receive resources, and protects the movement of personnel, equipment, and supplies.

Type 1 Incident: An extraordinary incident of extended duration which is complex and will or already has overwhelmed existing resources, requiring support of multiple jurisdictions / external agencies and generally includes a minimum of five or more 24-hour operational periods requiring fully activated ECC in support of the Incident Commander.

Type 2 Incident: Like Type 1 as stated above, not as widespread and will still likely overwhelm existing resources. A Type 2 Incident typically requires mitigation including, evacuation and / or shelter-in-place specific to the impacted and / or adjacent area(s).

Type 3 Incident: An incident that involves multiple jurisdictions and will spread across multiple operational periods. Command and General Staff are often activated fully.

Type 4/5 Incident: These are the day to day and perhaps complex "regular events". What separates the two is generally the ability to use standard operating procedures. If the incident is more complex than that, then it should be considered a Type 4 incident.

Typing Resources: Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emergency crises that cross-functional and jurisdictional lines, as well as between public and private organizations.

Unified Command: An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit Leader: The individual element with functional responsibility for a specific Incident Command System (ICS) functional section. The Unit can be staffed by several support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base or Camp Manager), but many others will be assigned as Technical specialists.

Unit: The organizational element with functional responsibility for specific incident Planning Logistics, or Finance/Administration activity.

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6.0 LREMP Forms and Templates

Name of Form	
Declaration of A State of Local Emergency	6.1
Termination of State of Local Emergency	6.2
Renewal of Declaration of a State of Local Emergency	6.3
Voluntary Evacuation Notice	6.4
Mandatory Evacuation Notice	6.5
Shelter in Place Notice	6.6
Delegation of Authority	6.7
PECC Incident Notification Report	6.8
Problems List	6.9

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LREMP

Declaration of a State of Local Emergency

WHEREAS an emergency exists in the _____

_____

(specify local authority)

due to _____

_____

(enter a description of the nature of the emergency)

THEREFORE pursuant to section 21 of the Emergency Management Act, the local authority declares a State of Local Emergency Exists within the

_____

(enter a detailed description of the area affected)

AND WHEREAS the local authority anticipates exercising the following powers in accordance with s. 19(1) and 24(1)(b) of the Emergency Management Act

- ☐ Acquire or utilize any real or personal property;
- ☐ Authorize or require or make an order to authorize or require any qualified person to render aid of a type the person is qualified to provide;
- ☐ Control or prohibit or make an order to control or prohibit travel to or from any area of Alberta;
- ☐ Provide for or make an order to provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and co-ordinate or make an order to provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of Alberta;
- ☐ Order the evacuation of person/livestock/personal property;
- ☐ Authorize the entry into building or on any land, without warrant, by any person in the course of implementing an emergency plan or program;
- ☐ Cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
- ☐ Procure or fix prices or make an order to procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within any part of Alberta for the duration of the state of emergency;
- ☐ Authorize the conscription or make an order for the conscription of persons needed to meet an emergency.

Signature(s): Title(s):

_____

Name: _____

_____

Name: _____

_____

Date and Time

Once completed, forward to the Provincial Emergency Coordination Centre:

EMAIL: pses.pecc@gov.ab.ca

6.2 Termination of State of Local Emergency

WHEREAS an emergency existed in:

_____

_____

_____

(enter a description of the nature of the emergency)

The Local Authority is satisfied that an emergency no longer exists, does hereby terminate the Declaration of a State of Local Emergency effective immediately.

Time: _____ Date: _____

Signature(s):	Titles(s):
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Fax to:780-644-7962
Minister, Alberta Municipal Affairs
Via Provincial Operations Centre (PECC)
Confirm: Confirm receipt by contacting PECC
866-618-2362
Email: Provincial Operations Centre (PECC)
pses.pecc@gov.ab.ca

LREMP

6.3 Renewal of Declaration of a State of Local Emergency

Whereas An Emergency exists in_____

Due to_____

_____

THEREFORE, _____declares a State of Local Emergency exists

in the_____

Time: _____ Date: _____

Signature(s) Title(s)

_____ _____

_____ _____

_____ _____

_____ _____

Fax to:780-644-7962
Minister, Alberta Municipal Affairs
Via Provincial Operations Centre (PECC)
Confirm: Confirm receipt by contacting PECC
866-618-2362
Email: Provincial Operations Centre (PECC)
pses.pecc@gov.ab.ca

6.4 Voluntary Evacuation Notice

This Is _____ of
(name & Position)

_____
Municipality

An emergency exists in the _____
(Area)

of the _____ For your personal safety, evacuation of
(municipality)

_____ of _____ is necessary due
(State which parts) (Location)

to _____

Reception Centres are located at:

1 _____

2 _____

3 _____

Collection Points:

1 _____

2 _____

3 _____

If you evacuate with your vehicle, please report to the assigned reception Centre, if you require Transportation, go to

the Collection points.

_____
(Location)

If you are physically unable to go to a collection point, phone (____) _____
(phone)

The Evacuation route to follow is: _____
(Describe the route to avoid danger)

All evacuees are requested to report and register at the reception Centre at _____

If you are staying with friends, advise the reception Centre (____) _____
(Phone)

You will be advised when the emergency has ended, and it is safe to return to your home.

For additional information listen to the radio _____, and Alberta Emergency alerts on the television or the phone app.
(Station)

Time: _____ Date: _____

(Bring medication, blankets, sleeping bags, personal items, and identification)

6.5 Mandatory Evacuation Notice

This Is _____ of _____
(name & Position) Municipality

An emergency exists in the _____
(Area)

of the _____
(municipality)

For your personal safety, evacuation of _____
(Location)

Of _____ is necessary
(State which parts)

due to _____

Reception Centres are located at:

1 _____

2 _____

3 _____

Collection Points:

1 _____

2 _____

3 _____

If you evacuate with your vehicle, please report to the assigned reception Centre, if you require Transportation, go to the Collection points.

_____
(Location)

If you are physically unable to go to a collection point, phone (____) _____
(phone)

The Evacuation route to follow is: _____
(Describe the route to avoid danger)

All evacuees are requested to report and register at the reception Centre at _____

If you are staying with a friend, advise the reception Centre (___) _____
(Phone)

You will be advised when the emergency has ended, and it is safe to return to your home.
For additional information listen to the radio _____, and Alberta Emergency alerts on the television or the phone app.
(Station)

Time: _____ Date: _____

Timeline of evacuation	2/hours	4/hours	6/hours	8/hours	12/hours
Circle appropriate time					

(Bring medication, blankets, sleeping bags, personal items, and identification if possible)

6.6 Shelter in Place Notice

This is _____

A _____.
Nature of Incident

Has occurred in/at
the _____ (Location) _____

In _____.
(Municipality)

For your safety, the public should Shelter in Place immediately, Shelter in Place means:

1) Go indoors and tune your radio or television to a local station
2) Close all windows, doors, and vents
3) Turn off your furnace, air conditioners and exhaust fans
4) Seal a room with duct tape and plastic sheets
5) Prepare for possible evacuations
6) Continue to listen to the radio or television for further instructions and keep phone lines free

UNLESS TOLD TO DO SO BY AUTHORITIES

1) DO NOT evacuate or travel
2) DO NOT bring home children from school or other family members from work
3) DO NOT call 911 or any other authority for information

6.7 Delegation of Authority

Incident Commander: _____ _____
Name Title

Local Authority : _____ _____
Name Title

Effective: _____ _____
Date Time

The _____ incident, a ____
Name of Incident

_____
Nature of Incident

occurring at_____

_____
Description of Location – GPS Coordinates

Under this Delegation of Authority, you have full authority and responsibility for the coordination and implementation of any or all necessary plans or programs prepared to address the emergency incident, pursuant to the Emergency Management Act and all persons and agencies involved in the implementation are subject to your control and direction.

This delegation will be in effect until is rescinded by the local authority.

- The incident will be managed consistent with the fundamental features of ICS.
- SAFETY FIRST. Safety is the number one consideration when deciding on strategies and tactics.
- When appropriate Unified Command will be used.

- Jurisdiction priorities.

- Legal authorities and restrictions.
- Emergency Management Act, Revised of AB 2000, Chap E-6,8, Nov 19, 2018.
- Insert local EM Bylaw.

- Finances
- Financial limitations will be consistent with the best approach to the values at risk, You are authorized a spending authority of_____ per single transaction. Your maximum spending of
- Any requirements above these amounts will require the approval of the undersigned.
- Fiscal integrity and cost containment are high priorities in the management of the incident.
- All expenses on the incident will be commensurate with the value at risk.
- All purchases will be consistent with applicable provincial and jurisdictional purchasing procedures.
- You will track all expenses and keep copies of all purchase requests, invoices, bills, etc.

- Reporting requirements – report to & frequency.
- Daily briefing on the status of the incident will be given to the jurisdiction's authorized representative.
- Promptly notify the jurisdiction's authorized representative of any significant incidents or accidents involving death, injury, or significant property loss.

- Demographic issues

- Political issues or concerns

- Public Information Management.
- Public Information Plan should address providing information to the media, community, stakeholders, and first responders.

- _____Is the jurisdiction's primary point of contact for public information management.

- Press/media releases will be submitted to the jurisdiction's primary point of contact for public information management.

- Process for communications

- Plan for ongoing incident evaluation.

- Location of Incident Base:

- Location Incident Command Post:

- Incident Action Plan.
- You will prepare an incident action plan in accordance with ICS using the appropriate forms.

- Documentation
- You will prepare an incident documentation package to include all incident action plans. Unit Logs (ICS 214), radio logs, invoices, reports, etc.

- Prior to release, the final incident documentation package shall be completed, filed, and presented to the jurisdiction's authorized representative.
- You will keep a copy of the final incident documentation package.

- Non-discrimination/Harassment-Free Workplace.
- It will be your policy that this Incident will be free of conduct that is discriminatory, abusive, disorderly, disruptive, or retaliatory. Any employee conduct, whether intentional or unintentional, that results in discrimination or harassment of other employees or any other person(s) with regard to race, colour, creed, Disability, age, religion, sex, national origin, or exercises of a legal right is strictly prohibited.
- You are expected to provide a harassment free workplace. You are responsible for taking prompt action if any human resource issues occur on this incident. By the end of your assignment, you will resolve all human resource issues. You will report all alleged incidents of sexual harassment to the jurisdiction's authorized representative.

- Labor or Equal Employment Opportunity issues.

- Drug and alcohol policy
- It will be your policy that the possession and use of alcohol and/or illicit controlled substances on the incident is strictly prohibited.
- No one will be allowed to work on this incident that is under the influence of alcohol and/or controlled substances.
- Personnel taking medication, drugs, and/or controlled substances under a doctor's supervision and/or prescription will report this to the Safety Officer.

Signature- Jurisdiction	Tile	Date	Time
Signature – AHIMT	Title	Date	Time

6.8 PECC Incident Notification Report

6.9 Problems List

Problems List

Incident Name:	Op Per #:
Operational Period Date:	From: To:

Problems Caused by the Incident

Problem	New or Amended Objective

Problems Caused by the Response

Problem	Does a new unit need to be stood up? Which one?

Problems Outside the Tape

Problem	Informed ECC?

Comments:

Prepared By (Scribe):

The Response Team Inc.

Page 1 of 1

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7.0 Contact Information

Associated Response Plan Contact Information	
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Community Disaster Recovery Plan	7.12

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7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

7.2 Evacuation Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Town of Bently Mayor-Pamela Hansen	403-318-9713
Town of Bently CAO-Marc Fortais	825-439-2464

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tim De Vries	403-358-2203	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Support Services

Security Services		
NAME	LOCATION	CONTACT
RCMP	Sylvan Lake	911/403-858-7200
Traffic Control		
NAME	LOCATION	CONTACT
RCMP	Sylvan Lake	911/403-858-7200
Peace Officers	Lacombe County	403-782-6601
Transportation (People)		
NAME	LOCATION	CONTACT
Wolf Creek School Division	Ponoka Office	403-783-3473

Schools and Institution Contacts

Schools				
SCHOOL NAME	ADDRESS	GRADES	CONTACT PHONE	EMAIL
Bentley School-Wolf Creek	5301-49 street	K-8	403-748-3693	
Bentley School-Wolf Creek	5314-49 street	9-12	403-748-3770	

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N
Lacombe Hospital	5430-47ave-Lacombe	866-654-7890/911	TBD	No

Long term Care Facilities			
FACILITY NAME	ADDRESS	CONTACT	EMAIL
Bentley Care Center	4834-52ave Bentley	403-748-4115	

Group Homes			
FACILITY NAME	ADDRESS	CONTACT	EMAIL

Drop-In Centres			
FACILITY NAME	ADDRESS	CONTACT	EMAIL
Bentley Municipal Office	4918-50 ave Bentley	403-748-4044	

Day-Care/Child Care Facilities			
FACILITY NAME	ADDRESS	CONTACT	EMAIL
Tiny Roots Early Learning	4926-50ave	587-588-8529 / 587-987-8969	tinyrootsearlylearning@gmail.com

7.3 Emergency Social Services Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Town of Bentley Mayor---Pamela Hansen	403-318-9713
Town of Bentley CAO---Marc Fortais	825-439-2464
Town of Bentley DEM---Julian Veuger	403-896-3339

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tim De Vries	403-358-2203	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Facilities

Reception Centre Locations					
NAME OF BUILDING	ADDRESS	CONTACT	COOKING FACILITIES?	MAX CAPACITY	KIT LOCATION
S.V. of Gull Lake - Community Hall	27 Lakeview Avenue	Tim DeVries 403-358-2203	yes	200	
Bentley Community Hall	4821-50st.	Carol 403-396-7015	yes in basement	160 up 140 down	No/ Bentley Municipal Office
Blindman Valley Agriculture Centre	5202-53st	Jan 403-598-1275	yes	460 seated	NO
Bentley Arena	5218-50st	403-748-4044	yes	600	no

Commercial Lodging Facilities

Hotels, Motels and Accommodations					
NAME	ADDRESS	PHONE	ROOMS (APPROX.)	24/7 FRONT DESK	PET FRIENDLY
Bentley Campground	Municipal Office for information	403-748-4044	33 Sites		yes

Food Service Providers			
SHORT-TERM			
COMPANY NAME	CONTACT	PREP. ON-SITE/OFF-SITE	CAPACITY
The Wooden Shoe	403-748-2000	on site	40
Bentley - Scoop	Maria 587-876-1321	yes	4928-50 ave
Bentley - Drop Coffee and Tea	Diana 403-896-1145	yes	4921-50 ave
Bentley Cycle	Ryan & Abby 403-748-3176	yes	4925-50 ave
Piccolo Pizza	Charolette & Robert 403-748-2227	yes	5013-50street
LONG-TERM			
COMPANY NAME	CONTACT	PREP. ON-SITE/OFF-SITE	CAPACITY

Volunteer Services			
GROUP NAME	PRIMARY CONTACT	SECONDARY CONTACT	QUALIFICATIONS/AVAILABILITY

Grocery Stores			
STORE NAME	ADDRESS	CONTACT	EMAIL
Bentley Market	5024-50 ave	Brad 403-658-2400	

Pharmacies and Medical Supplies			
STORE NAME	ADDRESS	CONTACT	EMAIL
Bentely IDA Drugs	5018-50 ave	Joan & Rob 403-748-3820	

Psychosocial Support		
NAME	CONTACT	QUALIFICATIONS/AVAILABILITY

Religious Institutions			
NAME	ADDRESS	DENOMINATION	CONTACT
Bentley Community Church	4824-50 st		403-748-3955
Seven-Day Adventist Church	4914-49 ave		403-748-3888

Transportation Assistance		
NAME	ADDRESS/BASE LOCATION	CONTACT

Translation Services			
NAME	LANGUAGE(S)	CONTACT – HOME	CONTACT - CELL

Cultural Consultation

Cultural Consultation			
NAME	REPRESENTITIVE OF	CONTACT – HOME	CONTACT - CELL

Veterinary Clinics (Pet)			
COMPANY NAME	ADDRESS	ON-SITE/OFF-SITE	CONTACT

Kennel and Animal Boarding			
COMPANY NAME	ADDRESS	TYPES OF ANIMALS	CONTACT
Classic Kennals	39144 Range Road 274 RR1 LCD 1 Red Deer	403-340-0128	Jim De Boon

Animal Shelters			
COMPANY NAME	ADDRESS	TYPES OF ANIMALS	CONTACT
Classic Kennals	39144 Range RD 274 RR1 LCD Red Deer		403-340-0128 Jim De Boon

7.4 Dangerous Goods Incident Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Support Services

Air Monitoring		
NAME	LOCATION	CONTACT
Decontamination		
NAME	LOCATION	CONTACT

Heavy Equipment		
NAME	LOCATION	CONTACT

Roadblock Equipment		
NAME	LOCATION	CONTACT

7.5 Utility Failure Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
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Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Utility Partners			
NAME	UTILITY	GENERAL-CONTACT	EMERGENCY CONTACT

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7.6 Flood Response Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Support Services

Heavy Equipment		
NAME	LOCATION	CONTACT
Roadblock Equipment		
NAME	LOCATION	CONTACT

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7.7 Wildfire Response Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Advisment of Stakeholders

Recreational Aeras		
NAME	LOCATION	CONTACT
Industrial Sites		
NAME	LOCATION	CONTACT
Agricultural Grazing Leases		
NAME	LOCATION	CONTACT

Wildlife Management Units		
NAME	LOCATION	CONTACT
Trap Lines		
NAME	LOCATION	CONTACT

7.8 Crisis Communications Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
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Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Website Access				
REPRESENTATIVE	PRIMARY CONTACT	GENERAL CONTACT	USERNAME	PASSWORD

Social Media Access – Meta (Facebook)				
REPRESENTATIVE	PRIMARY CONTACT	GENERAL CONTACT	USERNAME	PASSWORD

Social Media Access – X(Twitter)				
REPRESENTATIVE	PRIMARY CONTACT	GENERAL CONTACT	USERNAME	PASSWORD

Other Social Media Access				
REPRESENTATIVE	PRIMARY CONTACT	GENERAL CONTACT	USERNAME	PASSWORD

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7.9 Animal Evacuation Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Livestock Operators

Livestock Operators			
NAME	ADDRESS/LOCATION	CONTACT	LIVESTOCK

Support Services

Cattle Liners, Ground Loads, and Stock Trailers		
NAME	LOCATION	CONTACT
Vet Clinics (Livestock)		
NAME	LOCATION	CONTACT

7.10 Derailment Response Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Industry Contact Information

Industry Contact Information		
NAME/ORGANIZATION	EMERGENCY	PHONE
CPKC		
CN		

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7.11 Severe Weather Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

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7.12 Community Disaster Recovery Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Advisement of Neighbouring Municipalities

Neighbouring Municipalities			
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Village of Clive	Janene Anderson	403-318-4520	

Animal Evacuation Plan

General

As residents within the Municipality will often consider animals and pets more than just property, it is important to consider that there could be significant attachment to the animals within a home and livestock alike. Any incident management team will need to consider the protection of both pets and livestock during an emergency. Personnel that are managing a reception or gathering centre will need to have a plan for dealing with pets, while the Incident Command Post (ICP) will need to prioritize the rescue or protection of livestock.

Processes & Procedures

Incidents that cause the need for activating the Animal Evacuation Plan is as broad as activation for the standard Evacuation Plan. Examples for why this plan will need to be activated are events such as:

- Overland flooding from nearby creeks, rivers, canals and lakes.
- Out of control fires in nearby grasslands, forests, and farm structures such as barns.
- Severe storms such as extreme wind, tornadoes, heavy rain, and blizzards.
- Hazardous waste spills and the release of dangerous goods.
- Diseases and/or pests that affect animals and crops.

While the Municipality can provide support in communication, coordination, and procurement of resources if needed, it is still the responsibility for the owner of the animals to ensure the safety of the animals to the best of their ability.

Internal Notification: The Municipal DEM will be notified by the first responding agencies of a threat that requires the need to evacuate residents and their animals of an identified area. This is followed by the notification of internal emergency management members of the potential evacuation and the mobilization of those as required. For the contact information of the internal emergency management team members, see the quick response matrix in the applicable municipal tab.

PECC Notification: When the decision is made that the Animal Evacuation Plan, and any other applicable response plan is to be activated, notification must be sent to the Provincial Emergency Coordination Centre as soon as practicable. This information can be provided through submission of either the form found in Appendix 6.8 or the initial ICS-201 form for the incident.

Declaration of a State of Local Emergency: The following information is required for the declaration of a State Of Local Emergency:

- The nature of the emergency,
- The area of the municipality in which the emergency exists or may exist, and
- Which powers of the Minister will be used during the duration of the emergency as identified in the Emergency Management Act, section 24(1)(b).

This information is to be provided to the PECC through submission of the Declaration of a State of Local Emergency form found in Appendix 6.1.

Non-Intrusive - General: Once the Evacuation plan has been activated and is operational, a public notification must be made. The Municipal DEM or identified delegate will issue the warning/order to the public to evacuate in accordance with the Crisis Communications Plan. This notification will be mostly commonly be done through the use of Alberta Emergency Alerts.

Intrusive - Direct: Notification and communication will be established with identified ownership / management of livestock, animal shelters, and any other commercial animal care facility that has direct ownership/responsibility of animals that have been identified as needing to be evacuated. Should the owner / management already have an evacuation plan in place, then support may be provided as available upon request.

The list of currently identified stakeholders that fit within this group can be found in Appendix 7.11.

Incident Command Post Versus Emergency Coordination Centre

During an evacuation, it is important to remember that the field personnel own the tactical problem and the Emergency Coordination Centre (ECC) owns the support problems. In the ECC both at the municipal and the regional level, the primary focus needs to be that the ECC needs to create the conditions that allow field teams to make good decisions, act quickly, stay safe, and keep the public moving in the right direction. The field will manage the tactical response but the ECC must enable it.

Prevention and Mitigation

Premises Identification Program

Used in prevention and control of the spreading of diseases through livestock and food products, the national livestock traceability system would provide timely, accurate and relevant information to better manage disease outbreaks, food safety issues and ownership information during emergency and disaster events. Since 2009 it is a legal requirement for animal owners and operators to enrol in the Premises Identification Program, and as such it can be utilized as an early warning system for direct notification as well as maintaining accurate tracking records of the movement of animals.

Preparedness

Resource and Facility Identification

Both the Municipality and the Owner of the animals should have a functional awareness or actively updated list of facility and resources that can be made available for use during an evacuation. For the Municipalities this can look like mutual aid agreement with other neighbouring municipalities or with local businesses for use of facilities (i.e., fields, barns, or shelters) and resources (i.e., trailers, corrals, chutes, or kennels). It I recommended that Owners of animals also keep similar information available for their own use.

For a list of current facility and resource providers for use in activation of the Animal Evacuation Plan see Appendix 7.11.

Information Gathering

Prior to an activation of the Animal Evacuation plan, it is recommended that animal owners and operators have the following information available for either their own use during an animal evacuation or to provide to the responding municipality. The storage of this information can be done by the Owner either onsite, offsite, or digitally.

- Map outlining the buildings and key services on the property (i.e. water and power sources)
- Corralling point in case of evacuation where feed and water can be stored for animals as they are evacuated
- Identify the preferred and safest transportation method and have it practiced either with the animals or the people who would be assisting.
- Ensure accurate catalogue of any visual identification of animals (i.e. ear tags or tattoos.
- Create and maintain an emergency contact list that can contain contacts such as neighbours, animal handlers/transport support, veterinarians, or feed supplies

Operational Overview

Few people will argue that livestock are important to the economy, and wellbeing of our agricultural and ranching community therefore the following plan should be considered (and modified as necessary) when dealing with the potential movement of livestock.

- If livestock can be moved by the owner to a safe place, that would be the preference.
- Should removal of livestock be required equipment such as cattle liners, stock trailers, penning equipment and the like will be required.
- There are various resources that may be available for the movement of large numbers of livestock these may include cattle liner contractors, rodeo contractors etc. Potential resources are listed on the following page.
- If evacuation of livestock is required local feedlots may be contacted to see if they can take the evacuated animals.

Available in Appendix 7.11 is the list of potential resources for use in response.

Animal evacuation is not an optional side issue. For many residents, especially in rural communities, animals are part of the family, the household, the livelihood, and the actual decision to leave. When animal planning is weak historical data tells us that:

- Residents delay evacuation
- People will sneak into and re-enter restricted areas
- Transportation becomes congested
- Reception centres are overwhelmed
- Responders are placed at greater risk
- Livestock losses increase
- Animal welfare problems become public-health and political issues
- Recovery becomes more difficult

As ICP with respect to animals and livestock, a primary concern is: **How do we protect people by making it possible for them to evacuate with, or make credible arrangements for, the animals they are responsible for?**

Pets and livestock must be managed as two separate operational problems. They require different:

- Transportation
- Facilities
- Personnel
- Equipment
- Biosecurity
- Veterinary support
- Registration systems
- Feeding and watering arrangements
- Recovery plans

To be clear we will separate Pets and companion animals from livestock for each of the following three timeframes. With respect to pets and companion animals, these are traditionally:

- Dogs
- Cats
- Birds
- Rabbits
- Reptiles
- Small mammals
- Aquarium animals
- Service animals
- Emotional-support animals
- Exotic household animals

Service animals must be treated differently from ordinary pets because they support the independence and safety of their handler. With respect to Livestock and large animals, these traditionally are:

- Cattle
- Horses
- Sheep
- Goats
- Swine
- Poultry
- Bison
- Llamas and alpacas
- Farmed deer or elk
- Commercial animals
- Large companion animals

Livestock evacuation is fundamentally different from pet evacuation as it will typically involve:

- Commercial-scale transportation
- Animal-handling risk
- Agricultural economics
- Destination capacity
- Feed and water
- Disease control
- Ownership and liability
- Food-chain implications
- Carcass management
- Long-term agricultural recovery.

Tactical Response (1-12 Hours): Operations and Logistics Deployment

Pets and Companion Animals

The first operational period is about preventing animals from delaying human evacuation.

1. Determine the Size of the Pet Problem

Through the Emergency Social Services (ESS) personnel can likely be estimated:

- Number of households affected
- Expected number and types of animals
- Number of residents likely to arrive with pets
- Number of animals that may be left behind
- Number of service animals
- Number of residents without carriers, leashes, or transportation
- Whether veterinary clinics, shelters, kennels, or pet stores are affected

Do not assume one pet per household. Some homes may contain:

- Multiple dogs
- Several cats
- Birds
- Reptiles requiring controlled temperatures
- Small animals in cages
- Animals requiring medication

A reception centre planned for 300 people may need to manage several hundred animals. Your full ESS plan should have direction on whether pets will be:

1. Housed with evacuees
2. Housed in a separate area within the same facility
3. Housed in a nearby co-located pet shelter
4. Transported to kennels, veterinary clinics, or animal shelters
5. Placed through emergency foster arrangements

Whenever possible, keep people and animals close enough to maintain the bond and allow owners to assist with care. Separating people from their pets without a clear process may cause them to refuse evacuation or leave the reception centre.

Determine which evacuation transportation can carry pets as many transportation systems are not automatically prepared for animals. You may need to determine:

- Are pets allowed on evacuation buses?
- Must they be in carriers?
- Are large dogs permitted?
- Can service animals remain with handlers?
- Are separate pet-transport vehicles needed?
- How will aggressive, frightened, or injured animals be handled?
- What happens when an owner arrives with several animals?
- How will cages and supplies be transported?

This will be another portion of the public messaging that must be clear. Residents should not arrive at a bus pickup point and discover that their animals cannot travel. Many will refuse to go if their pets and companion animals cannot be accommodated.

If possible **establish pet reception and registration** at a location that is connected to human registration. If a separate registration must be created then record:

- Owner's name
- Contact information
- Evacuation registration number
- Animal name
- Species and breed
- Description
- Identification number, tag, or microchip
- Medications
- Feeding instructions
- Behaviour concerns
- Veterinary needs
- Temporary shelter location

Use photographs where practical. Every animal should have a clear link to its owner. Unregistered animals become difficult to reunite and easy to lose within a large evacuation.

For as many people that are at the reception centre their pets will have similar needs of food and water, washroom facilities, identification, and ways to control their temperature. In addition pets and companion animals have special needs that will need to be sourced including:

- Pet carriers
- Kennels
- Leashes
- Collars
- Muzzles
- Food and water bowls
- Pet food
- Litter and litter boxes
- Bedding
- Cleaning supplies
- Waste bags
- Identification tags
- Fans, heaters, or temperature-control equipment
- Separate areas for different species
- PPE for animal handlers

The ICP and in particular the reception centre cannot depend only on owners bringing everything they need. Many evacuations occur with little warning. ESS personnel should strive to make sure that these animals and their people servants have easy access to each other.

Past evacuations have shown that there is a need to **identify veterinary and animal-control support.** ESS personnel should identify external resources as:

- Veterinarians
- Veterinary technicians
- Animal-control officers
- Humane-society personnel
- Kennel operators
- Trained animal volunteers
- Wildlife specialists, where required
- Emergency transport options

Veterinary support may be needed for:

- Injuries
- Smoke exposure
- Burns
- Dehydration
- Stress
- Medication replacement
- Euthanasia
- Disease assessment
- Animals separated from owners

Animal-control personnel should not be expected to manage the entire operation alone.

Past evacuations have shown that response personnel should **Prepare for Animals Left Behind.** Some animals will remain in evacuated areas because:

- Owners were away
- Residents had no transport
- Animals hid or escaped
- Evacuation happened too quickly
- Owners believed they could return later
- Transportation restrictions prevented movement

Through ESS, the ICP or ECC if activated should establish:

- A reporting process for animals left behind
- Address and animal details
- Owner authorization
- Priority criteria
- Rescue-team safety requirements
- Coordination with Incident Command
- A process for animals found loose
- Temporary impound arrangements

Clear public communication will significantly reduce the reasoning for residents to re-enter the hazardous area for animal retrieval which will become a difficult issue to manage for the ICP. In order to manage and mitigate many problems with pets, **address public messaging immediately** by letting residents know:

- Whether pets may travel on evacuation transportation
- What equipment to bring
- Where pets will be accepted
- Whether owners must remain responsible for care
- What to do if they cannot transport an animal
- How to report an animal left behind
- That service animals remain with handlers
- That residents must not delay evacuation to search indefinitely for a missing animal

The message must support evacuation, not create another barrier.

Initial Livestock Response: First 1–12 Hours

The ECC needs a rapid agricultural picture including the **determination of the scale of the livestock exposure.** This may include the identification of:

- Number and type of operations affected
- Approximate number of animals
- Location of farms, feedlots, barns, and pastures
- Access routes
- Time required to load animals
- Available trailers
- Potential receiving sites
- Farms likely to become isolated
- Operations with intensive ventilation or water needs
- Animals that cannot realistically be moved

Different livestock require very different evacuation times. Moving 20 horses is not the same as moving 5,000 cattle, 30,000 poultry, a large hog operation, or animals spread over remote pasture

Tough decisions will need to be made including the **early decision on whether movement is even realistic.** For the most part the owner of the livestock operation, will determine whether the best action is and may ask for assistance in:

- Evacuation
- Relocation within the property
- Movement to higher ground
- Shelter in place
- Release into a safer pasture
- Protective action around the facility
- Humane destruction as a last resort

The ICP must avoid creating an evacuation plan that is physically impossible. Questions need to be asked around the topics of:

- Is there enough time?
- Are trailers available?
- Can roads handle the traffic?
- Is there somewhere safe to take the animals?
- Can the destination feed and water them?
- Will loading expose people to greater danger?
- Would moving animals place them closer to the hazard?

The objective is not to move every animal at any cost, the objective is to make the safest realistic decision. Before the transportation of the animals occurs, the **identification of safe receiving locations is a requirement.** Potential sites include:

- Fairgrounds
- Auction markets
- Feedlots
- Farms outside the hazard area
- Rodeo grounds
- Agricultural exhibition facilities
- Temporary fenced land
- Poultry or livestock facilities with spare capacity

Each location must be assessed for:

- Capacity
- Fencing
- Loading access
- Feed
- Water
- Shelter
- Drainage
- Manure management
- Security
- Veterinary access
- Biosecurity
- Distance from the hazard
- Duration of availability

An empty field is not automatically an acceptable livestock reception site.

Once the destination location is confirmed the ICP may need to **identify transportation capacity** by determining availability of and:

- Number of livestock trailers
- Type and capacity
- Availability of drivers
- Commercial transport requirements
- Loading equipment
- Trailer-cleaning requirements
- Fuel
- Driver hours
- Road and bridge limits
- Turnaround times

Avoid mixing incompatible species or animals from different herds without veterinary advice.

Transportation itself can cause:

- Injury
- Stress
- Disease transmission
- Animal escape
- Traffic congestion
- Vehicle rollover

Be aware of congestion on evacuation routes. Livestock trailers are large, slow to load, slow to maneuver, difficult to turn around, and vulnerable to congestion.

The livestock owners and the receiving facility should coordinate:

- Trailer staging
- Scheduled loading
- One-way movement
- Dedicated agricultural routes and separation from general evacuation traffic (if directed by the ECC)
- Traffic control
- Turnaround areas
- Fuel support
- Tow and recovery capability

A line of livestock trailers can block a rural evacuation route for everyone.

Additional Concerns for Livestock

Address Animal Handling and Worker Safety - Frightened animals can injure owners, responders, drivers, volunteers, and veterinary staff. It is recommended that experienced handlers are used, that the owners remain involved where safe, and appropriate loading equipment is available. This includes making sure that untrained volunteers do not enter pens, escape plans exist, injured animals receive veterinary assessment and responder safety takes priority

A livestock evacuation should not become a mass injury incident.

For animals that are being raised to be a part of the food chain, it is critical to establish owner and animal accountability. Record:

- Owner
- Contact information
- Property location
- Species
- Approximate numbers
- Identification or brand information
- Transporter
- Trailer
- Destination
- Time moved
- Animals left behind
- Veterinary concerns

For individual high-value animals, more detailed identification may be required. For large herds or flocks, group-level accountability may be more practical.

There will be occasions or circumstances where there needs to be a **plan for animals that cannot be moved.** Some animals will remain in the rural areas. In these cases it should consider and determine:

- Can feed and water be maintained?
- Can animals reach safer ground?
- Can fencing be opened or moved?
- Can ventilation continue?
- Can backup power be provided?
- Can responders safely return?
- Is remote monitoring possible?
- Is humane euthanasia a possible last resort?
- How will owners receive updates?

Be honest with producers about response limitations. False assurances will damage trust.

Extended Response (72+ Hours): Sustained Operations

Pets and Companion Animals

After 72 hours, pet sheltering becomes an animal-welfare, staffing, sanitation, and owner-support operation. The reception centre should be looking at a **transition from emergency holding to sustainable shelter options.**

Short-term pet holding areas may not be suitable for several days. Pets and companion animals will likely require:

- Larger shelter facilities
- Better ventilation
- Exercise areas
- Isolation rooms
- Veterinary treatment spaces
- Improved waste disposal
- Secure medication storage
- Owner visitation schedules
- Better bedding and sanitation

A temporary collection point is not a long-term animal shelter. There will be a need to **establish a sustainable staffing model** as animal care is continuous by nature. If the owners are not present there will be a need for personnel for the staffing of:

- Feeding
- Watering
- Cleaning
- Exercise
- Medication
- Registration
- Intake and release
- Security
- Veterinary support
- Owner communication

These personnel that are staffing assistance for pets and companion animals will need to plan for:

- Day and night shifts
- Trained supervisors
- Volunteer screening
- Safety orientation
- Rest periods
- Backup staffing
- Clear task assignments

Unmanaged volunteers can create safety, liability, and animal-handling problems.

As with any group of animals from various locations and environments concerns regarding the **management of animal health and disease control** may become a problem. Common concerns with animals from many households that may be housed together include:

- Respiratory illness
- Gastrointestinal illness
- Parasites
- Unvaccinated animals
- Bites and scratches
- Stress behaviours
- Aggression
- Heat or cold stress
- Cross-species exposure
- Zoonotic disease

Establish:

- Intake health checks
- Isolation procedures
- Cleaning protocols
- Veterinary escalation
- Bite reporting
- PPE requirements
- Vaccination or treatment decisions
- Mortality management

Biosecurity is not only a livestock concern.

If at all possible, **keep owners involved.** Where practical, owners should assist with:

- Feeding
- Exercise
- Medication
- Cleaning
- Behaviour management

This reduces staff demand and supports animal welfare; however access must be controlled so that owners do not:

- Remove animals without documentation
- Enter staff-only areas
- Create conflict
- Spread disease between shelter zones
- Disrupt veterinary treatment

Clear communication on operating hours and responsibilities are essential.

There will be a large number of evacuees that do not go to the reception centre but may still need some additional support. Some evacuees will stay in hotels, campgrounds, vehicles, campgrounds, or other informal accommodations this will likely mean that they may still need some support for:

- Pet food
- Veterinary care
- Temporary kenneling
- Medication
- Carriers
- Financial assistance
- Pet-friendly accommodation

The ESS animal-support plan should include evacuees outside official reception centres. While the responsibility for these items may not fall to the ECC considerations should be thought about. Over time, more animals may be found without owners and support for **managing stray and unclaimed animals** may become an ESS problem. Consider support for:

- Public lost-and-found reporting
- Photographic listings
- Microchip scanning
- Secure impoundment
- Reunification processes
- Verification of ownership
- Transfer to longer-term shelters
- Decisions regarding animals that remain unclaimed

Avoid uncontrolled social-media reunification where animals may be released to the wrong person.

The **tracking of costs and donations** should be tracked as there are grants and supports that could be available to assist with the costs of:

- Food
- Equipment
- Veterinary care
- Facility rental
- Transportation
- Staff and contractor time
- Waste disposal
- Cleaning
- Security
- Damaged property

Any donations that come in for pets should be coordinated. The shelter may need specific supplies, not random truckloads of pet food or used bedding.

Extended Livestock Response: 72 Hours and Beyond

After 72 hours, feed, water, disease, staffing, and economic consequences become major issues. The **maintenance of feed and water** and other daily requirements may be substantial. Assessment of accessibility for the livestock owners to their ranch should be maintained so the owner can address:

- Water source
- Water quality
- Hauling requirements
- Feed type
- Feed quantity
- Storage
- Delivery routes
- Equipment
- Labour
- Backup supply

A large livestock site may require far more water than municipal emergency systems can supply. Agricultural logistics must be planned separately from human potable-water distribution.

An additional concern of mixing animals from different operations creates disease risk and a threat to the **maintenance of biosecurity.** While the ECC may be asked for support, it will be the livestock owner that will need to establish controls for:

- Trailer cleaning
- Site entry
- Species separation
- Herd separation
- Equipment sharing
- Manure handling
- Sick-animal isolation
- Veterinary monitoring
- Worker movement between groups
- Dead-animal handling

Keep records of where animals originated and where they were housed. This may become essential if disease is identified later especially if the livestock was destined for the food chain or export. Alberta Agriculture and/or the livestock owner may have to make provisions for **veterinarian oversight.** Veterinary priorities may include:

- Injuries
- Dehydration
- Smoke exposure
- Heat or cold stress
- Respiratory disease
- Birthing animals
- Medication continuity
- Feed changes
- Disease surveillance
- Euthanasia
- Carcass management

Veterinary capacity may become limited, and an ECC may need regional or provincial assistance.

The easiest way to address most of these issues is to address producer access requests so they can be allowed to:

- Feed animals
- Milk cattle
- Check water
- Repair fences
- Operate ventilation
- Move additional animals
- Retrieve equipment
- Assess damage

The response should support a controlled-access process based on:

- Current hazard
- Route safety
- Operational need
- Time limits
- Escort requirements
- Withdrawal triggers
- Accountability

Agricultural access may be essential, but it cannot override responder safety.

The **consideration of animal product and food-chain impacts.** Consider that one lost steer of an export herd can shut down the international border for the trading of beef. But it is much larger than just beef. The incident may affect:

- Milk
- Eggs
- Meat animals
- Feed
- Crops used for feed
- Water sources
- Processing schedules
- Transportation to market

Questions that will need to be addressed and **potentially supported in a secondary or tertiary way** include:

- Are products safe?
- Were animals exposed to contaminants?
- Can milk continue to enter the food chain?
- Are feed or water contaminated?
- Are holding periods or testing required?
- Are processors operating?
- What happens to animals ready for market?

This requires coordination with agricultural, veterinary, public-health, and regulatory authorities, and these connections are where the ECC can assist.

A scenario that may occur from large incidents is a significant number of large animal deaths. In **preparation for mortality and carcass management,** the ECC should plan for secondary support issues that may arise from the implementation of the Provincial plan with Alberta Agriculture and Irrigation. This plan includes information on :

- Counting and documenting losses
- Veterinary confirmation
- Owner notification
- Photography
- Carcass collection
- Transportation
- Disposal
- Biosecurity
- Environmental protection
- Emotional support
- Insurance and compensation records

Challenges that arise from disposal include methods that may be constrained by:

- Volume
- Disease risk
- Soil and groundwater
- Transportation capacity
- Facility availability
- Environmental approvals

While the impact of catastrophic losses for **producers and agricultural workers** can be enormous the loss will be much more than simply a loss of animals. In addition to the animals themselves and the emotional attachment of sometimes generational losses, producers may also face:

- Lost production
- Damaged facilities
- Feed costs
- Transportation costs
- Lost markets
- Emotional distress
- Staffing problems
- Insurance uncertainty

While not necessarily a direct responsibility for the ECC, there may be networking and connection supports available that can assist producers and agricultural workers that may also be displaced or unable to work. These connections may include:

- Financial assistance
- Veterinary support
- Agricultural agencies
- Mental-health services
- Insurance information
- Feed and transport resources
- Business continuity support

Stabilization and Recovery

Pets and Companion Animals

In this phase, The focus now shifts to reunification, safe return, and unresolved animal-welfare needs. Professionals and owners should **confirm safe pet re-entry** as well by considering:

- Home habitability
- Smoke and ash
- Chemical contamination
- Water safety
- Broken glass and debris
- Burned fencing
- Damaged yards
- Wildlife
- Mould
- Utility hazards
- Veterinary access

Some homes may be safe for limited human entry but unsafe for animals that contact floors, soil, ash, or contaminated water. If pets and owners were separated, the shelter should **plan for an organized reunification** through a documented process. This process should confirm:

- Owner identity
- Animal identity
- Destination
- Animal condition
- Medications
- Veterinary instructions
- Outstanding costs or support needs
- Transportation challenges

Personnel at the shelter should document that the animals were transferred to:

- Owners and foster homes
- Kennels
- Veterinary facilities
- Animal shelters

For residents without housing, they may need pet support for weeks or months. A resident may obtain temporary housing but be unable to accept it because pets are not permitted which becomes a human housing problem as much as an animal problem. The owners will have to consider solutions for:

- Pet-friendly temporary housing
- Long-term kenneling
- Foster programs
- Veterinary financial assistance
- Food support
- Transportation
- Assistance replacing lost equipment

The goal is to make animal inclusion part of the evacuation plan—not an improvised attachment.

Livestock Stabilization and Recovery

The return of livestock to their "home" can be just a stressful to them as human evacuations. **Determining when animals can return** will be linked to but indirectly to the return of their owners. The return should be based on:

- Hazard removed
- Safe road access
- Fencing restored
- Water available and safe
- Feed available
- Barns structurally safe
- Ventilation operational
- Utilities restored
- Pasture safe
- Contamination assessed
- Veterinary approval where required

Do not return animals simply because residents have been permitted home. Livestock facilities may require separate clearance. An agricultural damage assessment may have to occur to address not only items like barn stability and fencing, but also for systems and technologies, all of which the producer and insurance company will be responsible for. An ECC may play a role in debris removal, road and access repair, water and sanitation supply (if applicable), and waste management.

Use agricultural specialists, not only general building assessors to make sure that all aspects are covered off. This will include the portion that the ECC can assist in with the **restoration of rural infrastructure.** While some of the infrastructure does not belong to the municipality, assistance could be provided to help with priorities such as:

- Water
- Electricity
- Ventilation
- Fencing
- Feed storage
- Access roads
- Milking systems
- Waste systems
- Heating
- Biosecurity controls

Temporary systems may be needed before full repair. Items needed to **address contaminated land, feed, and water** may be required before normal agricultural use resumes. Provincial ministries may be of assistance to determine whether:

- Dugouts are safe
- Wells are safe
- Feed was exposed
- Pastures are contaminated
- Ash or chemicals affected crops
- Floodwater or runoff entered animal areas
- Soil testing is required
- Product testing is required

An area may look physically recovered while remaining unsuitable for animals or food production. This can create trauma that only livestock producers can understand. The loss of an entire herd sometimes multi-generational historically can be devastating. Producers like other stakeholders will be going through recovery problems that may require **long-term producer recovery support.** This recovery may include:

- Herd rebuilding
- Replacement breeding stock
- Rebuilding barns
- Replacing equipment
- Feed replacement
- Infrastructure grants
- Loan or financial support
- Insurance claims
- Workforce support
- Mental-health services
- Business-continuity planning

Animal loss is both an emotional and economic loss. The recovery plan must recognize both.

Once an incident is over the Municipality may undertake a **review of the full livestock emergency planning.** This review should evaluate: Agricultural contact lists

- Transportation agreements
- Receiving-site capacity
- Trailer availability
- Biosecurity
- Feed and water contracts
- Veterinary mutual aid
- Producer registration
- Access-control processes
- Carcass management
- Agricultural public messaging

The municipality may not own the livestock, but it still has a role in coordinating the system that allows producers to act.

Other Considerations

Animal evacuation affects human evacuation. If the animals, large and small are not accounted for, the likelihood of resident compliance is dramatically lower.

Your ECC Director questions should remain:

What animals are threatened?

- Can they be moved safely and in time?
- Where will they go?
- Who will care for them?
- What happens to the animals that cannot move?
- What will owners need before they agree to leave?
- How will animal welfare and agricultural operations be stabilized afterward?

Incident Command manages immediate field safety. Animal-control, veterinary, and agricultural specialists manage animal operations. Owners retain responsibility wherever it is safe and practical.

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Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
City of Lacombe	Chris Contenti		ccontenti@lacombe.ca
Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

7.9 Animal Evacuation Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Livestock Operators

Livestock Operators			
NAME	ADDRESS/LOCATION	CONTACT	LIVESTOCK

Support Services

Cattle Liners, Ground Loads, and Stock Trailers		
NAME	LOCATION	CONTACT
Vet Clinics (Livestock)		
NAME	LOCATION	CONTACT

Community Recovery Plan

General

A major event causing widespread damage to property, personal suffering and extensive loss requires a broad range of resources and assistance to those affected. The establishment of a Recovery Assistance Centre is the most effective method of providing immediate and mid-term services to the survivors of the disaster.

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 following a disaster or incident of scale. Long term recovery continues until the affected area(s) and community(ies) returns to a state similar to its previous condition or undergoes improvement with new features that are more resilient to future disasters

The municipalities DEM is responsible to ensure that recovery activities will be assigned to the appropriate agency or department. The Community Disaster Recovery Planning process is external to but stays in alignment with the Emergency Coordination Centre (ECC) action planning process.

Operational Overview

Recovery Priorities:

If the municipality suffers from widespread disaster or major emergency, then preparation of a damage and loss assessment for uninsurable losses is to be made for use in an application for provincial support through Hazard Assistance and Resilience Program. While that process is taking place, the municipality must set priorities for:

- Restoration of critical infrastructure and corresponding services
- Rebuilding and restoration of social services/activities similar to pre-incident conditions.
- Long-term community recovery support

It is important to note that the priority for rebuilding and restoration should not always be to make the affected area a replica of its pre-disaster conditions. While maintaining historical accuracy when rebuilding or restoring certain buildings, landmarks, or community areas can be critical to post-disaster community recovery, these moments also present the opportunity to build back better.

Restoration of Critical Infrastructure and Corresponding Services

For details regarding the restoration of Critical Infrastructure and Corresponding Services, please refer to the Re-Entry Plan.

Rebuilding And Restoration of Social Services/Activities

The rebuilding and restoration of social services/activities focuses on the non-infrastructure based critical functions of a community. These services and activities will commonly align with the need for critical infrastructure and services such as schools, food availability, and transportation to be functioning. However, the focus is instead on the social gathering and interactions these services provide. Examples of social services and activities can include but are not limited to:

- After school youth programs
- Routinely scheduled religious ceremonies
- Access to parks or recreational facilities
- Access to movies, theatre productions, or music festivals

Long-Term Community Recovery Support

Long after the debris is swept away, and buildings are restored, there will still be a lasting impact on the memories of those who lived through a disaster or emergency event. It is recommended that recognition of both the damage that had been done by the event and the progress that has been made since the event be made. Options include:

- Remembrance ceremonies on the anniversary of the event if lives were lost
- Celebrations of the re-opening of community buildings
- Organized social events for survivors/those with shared experiences of the event

When planning these events, ensure that they are tactful and prioritizes the progress of recovery rather than reliving the tragedy.

Recommended Resources & Services

Establishment of a Recovery Assistance Centre

The Municipalities DEM, in liaising with the AEMA Field Officer, will assess the situation and may recommend the establishment of a Recovery Assistance Centre. This is to create accessibility for those who had been impacted by a disaster or incident and apply for financial assistance should the conditions be met for the Hazard Assistance and Resilience Program. Primary services of a Recovery Assistance Centre should be:

- Assistance in identifying for eligibility of individuals and small business owners
- Guidance on applications for financial assistance.
- Information on identified recovery and restoration projects

Hazard Assistance and Resilience Program (HARP)

The Provincial Government may approve an application to HARP after evaluation of all the circumstances following a widespread disaster. The qualifying criteria for approval are as follows:

- a Local Authority must have incurred costs from a Disaster with emergency operations costs, and estimated Recovery costs exceeding $250,000
- the Disaster must have been caused by an eligible Natural Hazard with a distinct Disaster Period and in a distinct Geographic Area; and
- Program application must be made within 30 days of the Disaster End Date.

If your municipality suffers from a disaster or emergency, and you think disaster recovery assistance may be appropriate, then take the following action:

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

A Local Authority must apply, and be approved for, a HARP before Individuals, Small Businesses and other Public Sector Applicants may apply for assistance within the Program.

Care of Response Personnel

Mental Health issues may arise through Critical Incident Stress due to emotional and psychological impact during an incident. While not all people are affected in the same way, some are impacted to the point that it temporarily impairs their ability to function properly. Examples of triggers are as follows:

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

As deemed necessary by the IC/UC or ECC Director; a Critical Incident Stress Management (CISM) debriefing utilizing Mental Health and / or CISM teams during and / or immediately following the incident will be provided. If a Logistics Section Chief is activated, the Medical Unit Leader will be responsible to contact the appropriate CISM team(s). Alternatively, the IC or ECC Director will action this important assistance.

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Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
City of Lacombe	Chris Contenti		ccontenti@lacombe.ca
Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

7.12 Community Disaster Recovery Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Advisement of Neighbouring Municipalities

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Severe Weather Plan

General

The Severe Weather Plan identify extreme weather as tornados, extreme hail, or blizzards, and these can develop quickly and threaten life and property. Severe storms occur frequently across Alberta and can be unpredictable.

Processes & Procedures

Severe weather watches and warnings are issued by Environment Canada. As a precaution, severe weather warnings are further disseminated by Alberta Transportation & Utilities to the at risk municipalities. The three levels of severe weather advisory messages are:

- Weather Watch
- Weather Warning
- Actual Event.

Watches and Warnings:

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

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

The word tornado may be used in three different weather announcements.

If there is a severe thunderstorm warning, it may include the phrase "Remember some severe thunderstorms can produce tornados." This is really the same as a tornado watch. It does not mean that there will be a tornado, it means that a tornado could develop. Stay alert and listen to your radio.

A tornado watch means that all the conditions that make a tornado are present. It does not mean that a tornado will necessarily occur. It is a "watch" only. Listen to your radio for half hour updates. A tornado warning means that a tornado has touched down. If the warning is for the area where you live, take precautions immediately and listen to your radio for constant updates.

Preparedness

Structural and Environmental Maintenance

In anticipation of potential high winds, heavy rains, snow, or hail, maintenance of municipal property reduces both potential damage and post recovery clean up. Environmental maintenance focuses on trees and ground debris that can be thrown, moved, or broken due to high winds or increased weight due to hail or snow. Focus should be put on areas near primary and secondary roadways, overhead powerlines, important intersections, and any other potentially at risk critical infrastructure facility or systems.

The exterior of buildings and structures under the responsibility of the municipality should be maintained to reduce the potential damage that severe weather may cause. Factors such as roofing materials, structural or decorative protrusions from buildings, and road or information signs should be routinely checked throughout the year to ensure integrity.

Scenario A: Severe Weather Watch

This forecast message will be issued by Environment Canada when meteorological conditions exist for severe weather to develop. Severe Weather Watches will normally be issued in the late morning for broadcast on radio and television noon-hour newscasts. Watches are issued for groups of public forecast regions covering a large part of the province.

When a Watch is issued, thunderstorms may not necessarily have developed, and the sky may still be clear. Nevertheless, a Watch should be considered in planning activities for the remainder of the day. Keep alert for developing thunderstorms and stay tuned to the radio if possible. Better still, check if a weather radio service is available in your area and monitor it for possible updates to the Watch.

Scenario B: Severe Weather Warning

A Warning message is issued when a dangerous severe thunderstorm is occurring or considered imminent. Warnings are issued for specific Counties, Municipal Districts, Improvement Districts or Municipalities. Warnings are updated hourly. Listen to the radio or weather radio for updated information. Destructive winds, very large hail, intense lightning, or flooding downpours have occurred or are about to occur somewhere in the Warning area. Keep a lookout for thunderstorms and be prepared to act. Darkening skies along with thunder and lightning will mark the storm's approach.

When a Warning is issued for a specific area, there is a likelihood that a severe weather event will occur somewhere in that area. Not all parts of the area may be affected.

When the Weather Centre has reliable evidence that a tornado is occurring, a Tornado Warning is issued. Despite its destructive intensity, a tornado is generally a small and short-lived event which is usually detected by eyewitness reports. With a tornado warning in effect, typically only a single location in an area will suffer damage.

The response should be like that for a severe thunderstorm warning. Be prepared to move away from the area or to find shelter. Keep a close eye on any approaching thunderstorms. When a thunderstorm approaches, the safest place to be is inside a solid building, especially one with a basement.

If caught outdoors, keep in mind that the biggest killer in thunderstorms is lightning. Be particularly careful with fishing rods and golf clubs, as they may attract a lightning bolt. Stay away from fences, metal structures, and farm equipment. Keep away from hills, ridges, or wide-open areas, and do not seek shelter under a tree. A ditch or gulley may be the safest bet.

Boating accidents are the second biggest cause of fatalities. Any thunderstorm can produce dangerous winds. Severe thunderstorms often produce extreme winds which could rapidly capsize even large pleasure boats.

Scenario C: Tornado

Spotted and Approaching

Danger at this point can be extreme. If the tornado is directly approaching, immediate response is required. Schools and public facilities should activate their Tornado Action Plans.

If you are in or near a building, seek shelter in the basement or in a small room near the building's core. Stay away from windows, since flying glass and storm projectiles can be deadly. Leave any building that has large expanses of roof, such as a gymnasium or an arena. Leave a mobile home to seek shelter in a nearby permanent structure.

When a Severe Tornado Storm Threatens

- During heavy storm activity, have a battery powered radio available as a good source for warning information or advice.
- Check access to the designated shelter area and your "Emergency Kit"; stay away from windows.
- Avoid travelling any great distance so that you will not be caught in the open.
- If the storm approaches severe proportions, go to your designated shelter area.
- If caught outdoors and you cannot reach your designated shelter, lie flat in a ditch, excavation, or culvert. If possible, lie flat, holding on to the base of a small tree, bush, or shrubbery to avoid being lifted or blown away.
- If caught while driving, drive away from the funnel at a right angle (if possible). If you cannot escape the path of the funnel, get out of your vehicle immediately and seek shelter in a ditch or a ravine away from the vehicle, keeping the ditch's slope between you and the funnel.
- If caught away from home in a built-up area, seek shelter in a sturdy building and go to an interior hallway or washroom on the lower floor away from flying glass; avoid buildings with large span roofs such as malls or supermarkets, etc.

Mobile Homeowners: Special Precautions

Mobile homeowners must take special precautions to protect themselves; mobile home residents are the exception to the "stay indoors" rule. Get out of your mobile home immediately and seek shelter in a ditch or a ravine away from the building, keeping the ditch's slope between you and the funnel.

Severe storms usually travel from a southwest, west, or north-westerly direction; mobile homes facing these directions present a smaller profile to an approaching storm.

Mobile homes are vulnerable to being overturned, lifted then hurtled to the ground. They may be protected somewhat by being anchored to the ground using heavy cable or chain which has been secured to the mainframe and embedded into solid concrete set deeply into the ground; the manufacturer should be consulted about tie down measures which can deal with the equivalent of 18,000 kg of explosive pressure being exerted against an area (wall) of 3 meters by 15 meters. A securely anchored mobile home which has been securely skirted by chain link will offer protection (underneath) from flying debris only if no other shelter is available.

After the Tornado's Impact

- Listen to your radio for information and follow instructions.
- Unless you are requested or qualified to give help, stay away from the stricken area.
- Activate your family's pre-planned rendezvous arrangements.
- Avoid using the telephone except for emergencies.

Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
City of Lacombe	Chris Contenti		ccontenti@lacombe.ca
Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

7.11 Severe Weather Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

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Derailment/Transportation Plan

General

This plan applies to all railway-related emergencies and disasters occurring within or immediately adjacent to the municipality's boundaries, including those on federally regulated rail lines operated by Class I railways (CN Rail, CPKC) and short-line railways. The hazards addressed include, but are not limited to:

- Train derailments (with or without fire)
- Dangerous Goods (DG) releases and hazardous materials spills
- Grade crossing collisions involving vehicles or pedestrians
- Passenger train emergencies
- Railway bridge or infrastructure failures

Dangerous Goods Transport. Under Protective Direction 36, the municipality's EPO receives annual data on the top ten Dangerous Goods transported through the jurisdiction by volume. In central Alberta, common DG commodities transported by rail include crude oil and petroleum products (Class 3, Flammable Liquids), anhydrous ammonia (Class 2.3, Toxic Gas), chlorine (Class 2.3, Toxic Gas), propane (Class 2.1, Flammable Gas), and various agricultural chemicals. The presence of Toxic Inhalation Hazard (TIH) commodities such as chlorine and anhydrous ammonia represents the highest consequence risk scenario for rural communities due to the potential for large-scale evacuations.

Derailment Risk. The combination of heavy axle loads, extreme temperature fluctuations, and aging infrastructure on some branch lines creates a persistent derailment risk. In rural settings, derailments may occur far from paved road access, complicating response logistics significantly.

Grade Crossing Collisions. Rural municipalities contain numerous at-grade rail crossings, many of which are passive (stop sign only) crossings on low-traffic roads. Collisions at these crossings, particularly involving heavy trucks or farm equipment, can result in mass casualty incidents and secondary DG releases.

Processes

During a railway emergency, the municipality should operate within a Unified Command structure. The railway will never assume incident command; that function belongs to the Authority Having Jurisdiction (AHJ). The railway's Senior Transportation Officer will participate in Unified Command alongside the municipal IC, contributing railway-specific expertise and resources.

Incident Command (IC)

The IC establishes and leads Unified Command with the railway. Sets incident objectives, approves the Incident Action Plan (IAP), authorizes evacuations, and recommends SOLE declaration to council. Maintains situational awareness of both the incident site and community impacts.

Safety Officer

The Safety Officer monitors the safety of all municipal responders at the scene. Ensures compliance with hot/warm/cold zone boundaries established in consultation with the railway's DGO. Monitors air quality data and weather conditions. Has authority to halt unsafe operations.

Liaison Officer

The Liaison Officer maintains contact with AEMA, Transport Canada, neighboring municipalities, and other cooperating agencies. Coordinates the arrival and integration of provincial or federal resources. They also manage requests for mutual aid.

Information Officer (IO)

The IO maintains contact with AEMA, Transport Canada, neighboring municipalities, and other cooperating agencies. Coordinates the arrival and integration of provincial or federal resources. Manages requests for mutual aid.

Operations Section

The Operations Section directs all municipal field operations, including defensive fire suppression, EMS triage and transport, traffic control, physical evacuation execution, and perimeter management. Coordinates with the railway's Operations Branch (Transportation, Mechanical, Engineering).

Planning Section

The Planning Section develops the IAP for municipal operations. Tracks incident status, resource deployment, and weather/plume models. Maintains the Common Operating Picture (COP) in the ECC. They also develop the phased re-entry plan.

Logistics Section

The Logistics Section activates and manages Emergency Social Services (ESS) Reception Centres. They also procure food, water, and supplies for evacuees and responders, coordinates volunteer resources.

Finance / Admin Section

The Finance/Admin Section tracks all municipal costs from the moment of activation. Manages contracts with local suppliers, prepares documentation for cost recovery from the railway and potential HARP applications.

Prevention and Mitigation

The following tasks must be completed proactively by the municipal emergency management team to ensure readiness for any railway incident.

- Register the Emergency Planning Officer (EPO) with Transport Canada. The Chief Administrative Officer (CAO) must designate a municipal EPO and register that individual with Transport Canada via CANUTEC to receive annual Dangerous Goods data from Class I railways under Protective Direction 36. This registration is the foundation of all railway-specific risk planning.
- Conduct an Annual Dangerous Goods Risk Assessment. Upon receipt of the annual PD36 data (due by March 15 each year), the EPO and DEM must review the top ten DG commodities transported through the municipality, identify the highest-consequence scenarios (particularly TIH commodities), and update the HIRA accordingly.
- Map the Rail Corridor and Critical Infrastructure. Develop and maintain a GIS map of all rail lines, crossings (with crossing numbers), mileposts, and subdivisions within the municipality. Overlay this with the locations of vulnerable facilities (schools, care homes, hospitals), critical infrastructure (water intakes, pipelines), and environmentally sensitive areas within 1.6 km of the rail corridor.

- Identify Passive Grade Crossings for Safety Improvements. Conduct an annual review of passive (stop sign only) grade crossings in the municipality and advocate to Transport Canada and the railway for safety upgrades at high-risk locations. Participate in the Operation Lifesaver Canada program to promote crossing safety in the community.
- Assess Road Access to the Rail Corridor. Identify all road access points to the rail corridor, including weight restrictions on rural roads and bridges that could limit the movement of heavy railway response equipment (cranes, side booms, bulldozers). Communicate any access limitations to the railway during pre-incident planning meetings.

Preparedness

- Establish and Maintain Railway Emergency Contacts. Maintain current 24⁄7 emergency contact numbers for all railways operating within the municipality.
- Obtain AskRail™ Access for Key Responders. Ensure the local Fire Chief and designated Incident Commanders are registered for the AskRail™ mobile application, which provides real-time access to train consist data at the scene of an incident. Contact the railway's Hazardous Materials Emergency Response Officers (HMEROs) to facilitate registration.
- Maintain Current Emergency Response Guidebooks (ERG). Ensure that all first response vehicles and the ECC are stocked with the current edition of the ERG (published by Transport Canada), which provides initial isolation and protective action distances for all DG hazard classes.
- Develop Pre-Designated Evacuation Routes and ESS Reception Centres. Identify primary and alternate evacuation routes that do not cross the rail line at any point. Designate ESS Reception Centres located well outside the potential impact zone of a worst-case DG release, with a preference for facilities upwind of the prevailing wind direction.
- Conduct Annual Joint Exercises with the Railway. Schedule at least one annual exercise involving the municipal ECC, local first responders, and railway representatives. Exercises should rotate between tabletop exercises and functional deployment exercises and should test Unified Command, public communications, and ESS activation.
- Ensure ECC Communications Capability. Verify that the ECC has the ability to communicate with field responders, the railway's Incident Management Team (IMT), AEMA, and the Provincial Emergency Coordination Centre (PECC) using both primary and backup communications systems.
- Establish a Cost-Tracking Protocol. Develop and distribute a cost-tracking form to all municipal departments to ensure that all labour, equipment, and material costs are recorded from the moment of activation. Brief the Finance/Admin Section on railway claims processes and DRP eligibility criteria.

Response Phase Action Plans

These procedures apply to all railway emergency scenarios and must be initiated immediately upon notification of an incident.

Immediate Actions (0–30 Minutes)

The first priority upon receiving notification of a railway incident is to confirm the location and nature of the event. The first responder or dispatcher receiving the call must obtain the crossing number or milepost from the reporting party, as this is the most reliable way to communicate location to the railway. If the crossing number is unavailable, GPS coordinates should be obtained.

The local Fire Chief or designate must immediately contact the railway's 24⁄7 Police Communications Centre to notify them of the incident and request that all train traffic in the area be stopped. The railway must be contacted before any municipal responders enter railway property. It must be understood that trains require more than one mile to stop after brakes are applied; responders must never foul (obstruct) the tracks until the railway has confirmed that all traffic has

been stopped and the track is locked out. If unable to reach the rail dispatch line identify a location at least 3 km down the track and place someone at a location that can wave a red article back and forth for the engineer/conductor to see.

The DEM must be notified immediately and must make the decision to activate an ICP or an ECC as applicable For any incident involving Dangerous Goods, a potential mass casualty, or a required evacuation, the ICP or ECC must be fully activated.

Situational Awareness (0–1 Hour)

The Planning Section must establish a Common Operating Picture (COP) in the ICP as quickly as possible, or have it be communicated with the ECC. This includes the location and extent of the incident, the commodities involved (from the train consist), current weather conditions (particularly wind direction and speed), and the populations potentially at risk.

The Safety Officer must confirm the establishment of hot, warm, and cold zones in consultation with the railway's DGO and the CANUTEC advisor. No municipal personnel will enter the hot zone under any circumstances. Entry into the warm zone requires appropriate PPE as determined by the Safety Officer.

Unified Command Establishment (0–1 Hour)

The local Fire Chief (AHJ) should establish Unified Command with the railway's Senior Transportation Officer at a location in the cold zone that provides good visibility of the incident site. A single ICP will be established, and all command decisions will be made jointly. The railway will never assume sole command of the incident.

The Liaison Officer must notify AEMA and the PECC of the incident activation, provide an initial situation report, and request provincial support if the incident is beyond municipal capacity.

Scenario A: Train Derailment with Fire

A train derailment with fire is one of the most complex scenarios a rural municipality will face. The combination of structural wreckage, potential DG involvement, and active fire creates a rapidly evolving and dangerous environment.

Response Actions

Upon arrival, the first-arriving fire officer must conduct a 360-degree size-up from a safe distance, upwind and uphill, before committing any resources. The officer must identify the number of cars involved, the presence of any placards or DG markings, the extent of the fire, and any signs of a DG release (vapour clouds, discolouration, unusual odours).

If DG are involved or suspected, the response must be defensive only until the train consist has been obtained and CANUTEC has been consulted. Offensive firefighting operations on a DG fire are not appropriate for rural municipal fire departments without specialized training and equipment. The municipality's role is to protect exposures (nearby structures, vegetation, water sources) and to prevent the fire from spreading, not to extinguish a DG fire directly.

The Operations Section must immediately implement traffic control on all roads leading to the incident site and establish a staging area for incoming resources (including the railway's heavy wrecking equipment) in a location that does not impede emergency vehicle access.

The IO must issue an immediate public advisory via Alberta Emergency Alert and social media, advising residents in the potential impact area to shelter in place or evacuate, depending on the

hazard assessment. The advisory must specify the evacuation area boundaries clearly, using road names and landmarks familiar to rural residents.

The Logistics Section must activate the pre-designated ESS Reception Centre and ensure it is staffed and supplied to receive evacuees. The ESS team must be prepared to register evacuees, provide food and water, and identify individuals with special needs.

Specific Considerations

Wreckage at a derailment site is inherently unstable. Stressed and bent rails can spring outward suddenly. Leaning or tipping rail cars can shift without warning. Municipal responders must maintain a minimum distance of 15 feet from all rail equipment unless the railway has confirmed the area is secured. Heavy wrecking equipment (cranes, side booms, bulldozers) will arrive from the railway's contractors; the Operations Section must coordinate staging and access routes for this equipment.

Scenario B: Dangerous Goods (DG) Release

A DG release without fire — such as a tank car leak of anhydrous ammonia, chlorine, or crude oil — requires a highly disciplined, information-driven response. The municipality's primary role is public protection, not product containment.

Response Actions

The first-arriving officer must approach from upwind and uphill, using binoculars to assess the scene from a safe distance before any closer approach. The ERG must be consulted immediately to determine the initial isolation distance and protective action distance for the commodity involved. [5] If the commodity is unknown, the ERG's Table of Initial Isolation and Protective Action Distances for Unknown Substances must be used as a conservative starting point.

CANUTEC must be contacted immediately. The CANUTEC advisor will provide specific guidance on the hazard, appropriate protective actions, and whether an ERAP has been activated. If an ERAP is in effect for the commodity, the ERAP provider will dispatch specialized technical responders and equipment to the scene. The municipality must facilitate the arrival and integration of ERAP resources into the Unified Command structure.

The DEM must assess whether to issue an evacuation order or a shelter-in-place directive. For TIH commodities such as chlorine or anhydrous ammonia, large-scale evacuation may be necessary. For crude oil spills without fire, shelter-in-place may be appropriate for most residents while the municipality focuses on protecting water sources. The decision must be made in consultation with CANUTEC and the railway's DGO, and must account for wind direction, the size of the release, and the ability to move vulnerable populations safely.

The Planning Section must monitor weather conditions continuously and update the protective action zones if wind direction or speed changes. The municipality must also notify Alberta Environment of any release that may impact waterways or groundwater.

Specific Considerations

For TIH releases, the protective action zone may extend several kilometres downwind, potentially requiring the evacuation of multiple communities. The municipality must be prepared to request mutual aid from neighboring municipalities and to coordinate with AEMA for provincial ESS resources. The PIO must provide clear, calm, and specific instructions to the public, including the exact boundaries of the evacuation zone and the location of the ESS Reception Centre.

Scenario C: Grade Crossing Collision / Mass Casualty Incident

A collision between a train and a vehicle at a grade crossing can result in a mass casualty incident (MCI), particularly if a school bus, passenger vehicle, or commercial truck is involved. This scenario requires the municipality to simultaneously manage the MCI and the railway incident.

Response Actions

The first-arriving EMS and fire units must immediately implement MCI triage protocols (START triage) and establish a casualty collection point in the cold zone. The Operations Section must request additional EMS resources from neighboring municipalities or the regional health authority immediately if the number of casualties exceeds local capacity.

The railway must be notified immediately to stop all train traffic. If the collision has resulted in a derailment or DG release, the procedures in Scenarios A or B must be applied concurrently.

The RCMP or municipal police must secure the scene, manage traffic, and begin the process of witness identification for the subsequent Transportation Safety Board (TSB) investigation. The municipality must preserve the scene as much as possible for the TSB investigation while still providing emergency medical care to casualties.

The IO must issue a public advisory as quickly as possible while working with the Railway to manage public concern and prevent bystanders from converging on the scene. A family reunification process must be established at the ESS Reception Centre for families of potential casualties.

Specific Considerations

Grade crossing collisions involving heavy trucks carrying DG (e.g., fuel tankers) create a compound scenario involving both a vehicle DG release and a potential train derailment. The municipality must be prepared to manage both hazards simultaneously and must not allow the MCI response to draw responders into an unsafe DG environment.

Scenario D: Security Threat or Suspected Sabotage

A security threat to railway infrastructure — including suspected sabotage, a suspicious package on a train, or a credible threat of a derailment — requires immediate coordination between the municipality, the railway's police service, and the RCMP.

Response Actions

Upon receiving notification of a security threat, the DEM must immediately notify the RCMP and the railway's Police Communications Centre. The municipality must not attempt to investigate or manage a security threat independently. The RCMP has primary jurisdiction for criminal investigations on federally regulated railways.

The ICP must be activated and must be prepared to escalate to full activation if the threat materializes into a physical incident. The Planning Section must develop contingency plans for evacuation and ESS activation based on the nature of the threat.

The IO must carefully manage public communications regarding a security threat. Premature or inaccurate public statements can cause unnecessary panic or compromise the RCMP investigation. All public communications must be coordinated with the RCMP and the railway before release.

Recovery Phase: Short-Term Recovery

Damage Assessment.

The Operations Section must conduct a systematic assessment of all municipal infrastructure near the incident site, including roads, bridges, culverts, and utilities. Damage caused by the derailment itself, as well as damage caused by the movement of heavy railway wrecking equipment, must be documented with photographs and cost estimates. This documentation is essential for cost recovery from the railway.

Transition of Emergency Social Services

The Logistics Section must transition evacuees from emergency Reception Centres to longer-term recovery services as the immediate crisis resolves. This includes connecting affected residents with insurance adjusters, provincial recovery programs, and mental health support services. The ESS team must maintain a registry of all evacuees to ensure no one is left without support.

Initiate Cost Recovery

The Finance/Admin Section must compile all documented municipal expenses — including personnel overtime, equipment use, fuel, ESS costs, and infrastructure repair — and submit a formal claim to the railway's General Claims team. The Finance/Admin Section must also assess whether the incident meets the threshold for a provincial Hazard Assistance and Resilience Program (HARP) application.

Recovery Phase: Intermediate Recovery

Monitor Environmental Remediation

The municipality must maintain regular contact with the railway, Alberta Environment, and any contracted environmental remediation firms to track the progress of soil and groundwater remediation at the incident site. The municipality has a responsibility to its residents to ensure that remediation is proceeding according to the approved plan and that any impacts to municipal water supplies or agricultural land are being addressed.

Restore Municipal Infrastructure

Using the damage assessment documentation, the municipality must prioritize and execute repairs to roads, bridges, and other infrastructure damaged during the incident. Where costs are recoverable from the railway, the municipality must pursue those claims actively.

Recovery Phase: Long-Term Recovery

Conduct a Comprehensive After-Action Review (AAR)

Within 30 days of the incident being declared over, the DEM must convene a comprehensive AAR involving the municipal emergency management team, local first responders, the railway, AEMA, and other key partners. The AAR must identify what worked well, what did not work, and specific, actionable improvements to the municipal emergency management plan, training programs, and equipment.

Update the Emergency Management Plan

Based on the findings of the AAR, this plan must be revised to reflect lessons learned. Updated procedures must be communicated to all relevant municipal staff and first responders, and training must be updated accordingly.

Advocate for Infrastructure Improvements

If the incident revealed deficiencies in grade crossing safety, road access to the rail corridor, or other infrastructure issues, the DEM must document these findings and advocate to the railway and Transport Canada for improvements. The municipality may also use the incident as a basis for advocating for updated risk assessments under PD36.

Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
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	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
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	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
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Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
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Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
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DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
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DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
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Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

7.10 Derailment Response Plan Contact Information

Activation Contact List

Mandatory Contact Information	
Name/Organization	Phone
AEMA – Provincial Emergency Coordination Centre	866-618-2362
Mayor	
CAO	
DEM	

Neighbouring Municipalities			
Area	Name	Contact	Email
City of Lacombe	Matt Goudety	403-506-3500	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Industry Contact Information

Industry Contact Information		
NAME/ORGANIZATION	EMERGENCY	PHONE
CPKC		
CN		

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Re-entry Plan

General

The Re-entry Plan should be prepared in advance for each community or area and be reviewed prior to evacuation orders. This will be important as many of the first questions of evacuees upon arrival at the reception centre will be when and how do we get back home. Time frame for re-entry will be determined by several factors including the size of the area evacuated, the type and complexity of the incident and the location of the community.

Required Processes

Planning for and re-entry into an area is likely to occur in three main stages:

Pre-Planning (Conditions Setting)

- Stage 1 - Damage Assessment
- Stage 2 - Restoration of Critical Infrastructure, Critical Services, and Critical Resources
- Stage 3 - Community Re-entry

Operational Overview

Stage 1 - Damage Assessment

Damage assessments should be completed on all critical components of community life based on the minimum levels of service pre-determined by the community. Damage assessments should be completed and documented by fully trained agencies and/or contractors. The areas of focus will be dependent on the incident impacts, but the following should be considered:

- Water, wastewater, and other critical infrastructure
- Structures
- Utilities (Including Gas, Power, Telephone, Internet, etc.)
- Air Quality
- Access and Egress routes
- Critical businesses
- Debris management

Stage 2 – Restoration of Critical Infrastructure

The restoration of Critical Infrastructure is the foundation of re-entry as the facilities, systems, technologies, and assets associated with it are necessary for the functioning of the essential services needed by residents upon their return. The 10 identified Critical Infrastructure sectors that Canada recognizes are, Energy and Utilities, Finance, Food, Government, Health, Information and Communication Technology, Manufacturing, Safety, Transportation, and Water.

The restoration of Critical Infrastructure and the services that are provided from them is a key step in allowing people back in the communities that they call home. There MUST be some semblance of normal services in place and provided for prior to the return of the community as a whole. Restoration will also take communication between government, private sectors, and the responding authority to ensure collaboration for unified restoration.

Stage 2A – Restoration of Infrastructure

As all sectors are inter-connected, no one sector can be restored without another operating in some capacity prior. While restoration of the communities infrastructure is happening, intermediate/non-permanent services/resources can be brought in to compensate for the lack of operational services while response operations are in progress. When restoring the infrastructure part of Critical Infrastructure, the inclusion of technical / sector specialist is needed when identifying what the priority is for what order each sector will be restored. Examples of what infrastructure is seen as essential and to provide direction on what type sector a specialist may be needed from are:

- Highways and railways
- Any hydro development or power plant
- Radio, cell, and other communication towers
- Pipelines, plants, and equipment used in the delivery of natural gas
- Isolated electricity generating units, transmission facility, or an electric distribution system that are publicly used
- Health facilities, such as hospitals, charted surgical facilities, continuing care homes, or ambulances.
- Dams, canals, tailing ponds, and other barriers used for the control of water movement.
- Agricultural land for use of crops or livestock

Restoring each of these facilities to operational status will look different based on both the facility and the incident that had occurred.

Stage 2B – Restoration of Services

As per the Alberta Government Community Planning Guide the following is a list of the minimum services that should be established assuming they were in place prior to the incident:

- Medical Facilities – the minimum level of health services required will need to be defined by Alberta Health Services.
- Emergency Services (Fire, Police, Ambulance, 911).
- Water system - functional and able to deliver water, under a boil water advisory if necessary.
- Sewage - collection and treatment system is functioning.
- Garbage - collection and treatment system is functioning.
- Storm water collection and discharge.
- Lighting and traffic signals.
- Public Works - Restoration of the public works operations centres, landfill, and waste collection program. The waste collection program should include a specific plan for disposal of decaying garbage white goods, electronics, large amounts of construction and vegetation debris and household hazardous waste.
- Critical Retail - In this context, critical retail consists of a minimum number and types of grocery stores, pharmacies and gas stations that are required to support re-entry. Restoration of these businesses will be done under the control of their owners/managers and will include disposal of any spoiled product, any debris, or damage including spoiled foodstuff.
- Banking - Facilities should be available for all residents to have access to banking and cash services.
- Donation management - Capacity to accept and organize contributions.
- Daycare/education facilities.

Stage 3 – Return to Community

The provincial government suggests the use of Welcoming Centres to assist in the facilitation of bring everyone back to their homes. While like a Reception Centre from the perspective of providing information, its main purpose is of course the exact opposite. The Welcoming Centre should provide returning residents with information on the following:

- Status of critical systems such as water, sanitation, storm water, and waste disposal.
- Clean up procedures and the resources available to assist.
- 'Clean-up Kits' could be made available for individuals or businesses returning to their properties. These clean up kits often contain: 5 litre bucket, mop, long handled broom, hand brush, cleaning fluid/detergent, sponges, heavy duty garbage bags, disposable gloves, work gloves, dust particulate masks, safety glasses, and any other equipment deemed necessary or useful to the specific incident.
- Psychosocial assistance that is available.
- Health and Safety advice.
- Insurance advice.
- Communications access information (Voice, data, internet).
- A 'Returning to Your Home' guide provided by service providers or industry (e.g., Alberta Health Services).
- Information on where to get updates on weather conditions, outdoor air quality conditions, or flood/forecast information (if applicable).

Return of Incident to Local Control

Nearing the conclusion of a Type 3, 2, or 1 response, it is the responsibility of the ECC and Incident Management Team to complete an overall rapid damage assessment as described above, and communicate this to the Individual Community's DEM who will identify problems impinging on priorities, and those corresponding objectives and strategies to address issues attributed to:

- Public Safety / First Responder
- Critical Infrastructure
- Economy, and
- All Essential Services resulting from the emergency / disaster.

The overarching goal is to identify strategies in which to safely resume normal operations as soon as practicable.

The ECC Director must first approve restoration and cleanup of the incident when an individual Community's SOLE is in effect. ICP Logistics will assist in coordinating this effort.

Should there have been injuries or fatalities, it will be necessary to wait until the site(s) is released by the Office of the Medical Examiner or by Law Enforcement. If there are no investigation and the area impacted is not deemed a crime scene, the ECC Director must approve clearance of the site before clean-up is initiated.

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Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
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CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
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DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
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Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
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S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

Business Continuity Plan

General

The goal of the Business Continuity Plan (BCP) is to reduce the direct ongoing impact to continuity of operations for the municipality, community, or agency. Business continuity can be summarized as an umbrella topic.



The root of the BCP is intentionally grounded in the mitigation and preparation as planning for every reasonably possible incident that may cause an interruption or failure to continuity of municipal services is unreasonable.

While the standard practice priorities of life safety, incident stabilization, and protection of environment and property are still expected, it is not always common that these priorities are directly affected when looking through the lens of business continuity. However, they do come into effect when considering the long-term implications of interruptions or failures to the continuity of municipal services and day-to-day operations.

To reduce the strain on resources during an emergency or disaster event, the BCP produces the information and outline needed for streamlining the decision making process of what functions and services are to be prioritized in protection and restoration during the response and recovery phases.

The following provides a summary of the topics included in a “standard” Business Continuity Plan.

Risk Management

Risk management, from a business continuity perspective, is the process of identifying, assessing, prioritizing, and treating threats that could interrupt an organization’s critical operations. It considers the likelihood and potential impact of events such as cyberattacks, utility failures, supply-chain disruption, severe weather, facility loss, or workforce shortages. The goal is not to eliminate every risk, but to reduce disruption, protect essential resources, and ensure the organization can continue delivering its most important products and services.

Within a Business Continuity Plan, risk management is implemented by identifying key hazards and vulnerabilities, linking them to critical business functions, and selecting practical controls. These may include backup systems, alternate suppliers, remote-work arrangements, emergency communications, cross-trained staff, alternate facilities, and insurance. The remaining risks are then reflected in continuity strategies, recovery priorities, responsibilities, and exercises so the organization is ready to respond and recover.

Disaster Recovery

Disaster recovery , from a business continuity perspective, is the process of restoring the systems, facilities, information, technology, equipment, and other resources needed to return disrupted operations to an acceptable level. While business continuity focuses on keeping critical services operating during an interruption, disaster recovery focuses on rebuilding or restoring the capabilities required for normal operations. It establishes recovery priorities, acceptable downtime, data-recovery requirements, and the resources needed to move from temporary continuity measures back to stable operations.

Within a Business Continuity Plan, disaster recovery is implemented by identifying which systems and resources must be restored first, assigning recovery responsibilities, and documenting the required procedures. This may include recovering data from backups, activating alternate technology, repairing or relocating facilities, replacing equipment, restoring communications, and coordinating with suppliers. Recovery activities are tested and updated regularly to confirm that critical operations can be restored within the organization’s established recovery time objectives.

Facilities Management

Facilities management, from a business continuity perspective, is the planning and coordination required to keep buildings, workspaces, utilities, equipment, and supporting services available during and after a disruption. It focuses on protecting physical assets, maintaining safe access, and ensuring critical operations have suitable locations from which to continue. This includes preparing for events such as fire, flood, power failure, structural damage, utility outages, security incidents, or the loss of a primary workplace.

Within a Business Continuity Plan, facilities management is implemented by identifying critical sites, essential building systems, alternate work locations, and the resources needed to maintain or restore operations. Procedures may include facility damage assessments, backup power, emergency repairs, restricted-access controls, relocation arrangements, remote-work activation, and coordination with landlords, contractors, utilities, and emergency services. These arrangements

help the organization continue priority functions while the affected facility is repaired, replaced, or safely returned to service.

Supply Chain Management

Supply chain management, from a business continuity perspective, is the process of identifying and protecting the external suppliers, contractors, transportation networks, materials, equipment, and services an organization depends on to maintain critical operations. It focuses on understanding where disruptions could occur, how those disruptions would affect essential functions, and what alternatives are available. The goal is to reduce reliance on single points of failure and maintain access to the goods and services required during and after an interruption.

Within a Business Continuity Plan, supply chain management is implemented by identifying critical suppliers, assessing their vulnerabilities, and establishing backup arrangements. These may include alternate vendors, minimum inventory levels, substitute materials, priority delivery agreements, emergency purchasing procedures, and regular communication with key suppliers. The plan should also define how supply shortages will be monitored, escalated, and managed so the organization can continue its highest-priority operations.

Quality Management

Quality management, from a business continuity perspective, is the process of ensuring that critical products, services, decisions, and recovery activities continue to meet acceptable standards during and after a disruption. It focuses on preventing the pressure of an emergency from causing unsafe work, service failures, defective outputs, inaccurate information, or non-compliance. The goal is to maintain the level of quality required to protect customers, employees, operations, reputation, and regulatory obligations, even when normal resources or processes are limited.

Within a Business Continuity Plan, quality management is implemented by identifying the minimum acceptable standards for critical activities and defining how those standards will be monitored during disruption. This may include temporary quality-control procedures, additional approvals, documented service tolerances, inspection requirements, customer feedback, and clear authority to stop unsafe or unacceptable work. After recovery, quality results are reviewed to identify problems, corrective actions, and improvements to the continuity plan.

Health and Safety

Health and safety, from a business continuity perspective, is the process of protecting employees, contractors, customers, responders, and the public while critical operations are maintained or restored during a disruption. It recognizes that emergencies can create new hazards, increase fatigue, reduce staffing, alter normal work processes, and place people in unfamiliar environments. The goal is to ensure that continuity and recovery activities do not expose people to unacceptable risk in the effort to keep the organization operating.

Within a Business Continuity Plan, health and safety is implemented by identifying potential hazards, defining safe work procedures, assigning safety responsibilities, and setting clear limits on what work may continue. This may include evacuation, personal protective equipment, alternate work locations, fatigue management, wellness support, emergency medical arrangements, hazard assessments, and stop-work authority. Safety conditions should be monitored throughout the disruption and adjusted as the situation changes.

Knowledge Management

Knowledge management, from a business continuity perspective, is the process of identifying, capturing, protecting, organizing, and sharing the information and experience needed to maintain critical operations during and after a disruption. It reduces reliance on individual employees by ensuring that essential procedures, contacts, decisions, technical knowledge, and lessons learned remain available when key personnel, systems, or locations are unavailable.

Within a Business Continuity Plan, knowledge management is implemented by documenting critical procedures, maintaining current contact lists and decision records, cross-training employees, identifying backups for key roles, and securely storing essential information in accessible locations. During and after a disruption, decisions, actions, and lessons are recorded so knowledge can be transferred between shifts, support recovery, and improve future continuity arrangements.

Emergency Management

Emergency management, from a business continuity perspective, is the coordinated process of preparing for, responding to, and stabilizing emergencies that threaten people, property, the environment, operations, or reputation. It focuses on managing the immediate incident, protecting life and safety, controlling hazards, coordinating resources, and establishing clear command and communication. Business continuity works alongside emergency management by maintaining critical services while the incident is being controlled.

Within a Business Continuity Plan, emergency management is implemented through activation criteria, notification procedures, assigned leadership roles, emergency communications, evacuation or shelter-in-place actions, and coordination with first responders and external agencies. Once immediate threats are stabilized, the organization transitions from emergency response to continuity and recovery activities, restoring priority operations in a controlled and organized manner.

Security

Security, from a business continuity perspective, is the process of protecting people, facilities, information, technology, equipment, and critical operations from threats that could cause or worsen a disruption. These threats may include unauthorized access, theft, violence, sabotage, vandalism, cyberattack, fraud, or the loss of sensitive information. The goal is to maintain a safe and controlled operating environment while preserving the confidentiality, integrity, and availability of essential assets and services.

Within a Business Continuity Plan, security is implemented by identifying critical assets and establishing measures such as access controls, identity verification, cybersecurity safeguards, secure communications, backup security personnel, and procedures for protecting alternate work locations. During a disruption, security responsibilities may also include controlling entry to affected areas, protecting damaged facilities and equipment, monitoring emerging threats, and coordinating with law enforcement or other external agencies.

Crisis Communications and Public Relations

Crisis communications and public relations, from a business continuity perspective, is the coordinated process of providing timely, accurate, consistent, and credible information during and after a disruption. It helps employees, customers, regulators, partners, the media, and the public understand what has happened, what the organization is doing, and what actions they should take. The goal is to protect people, reduce confusion and misinformation, maintain trust, and limit damage to the organization’s reputation.

Within a Business Continuity Plan, crisis communications and PR are implemented through defined approval processes, designated spokespersons, stakeholder contact lists, communication channels, and pre-approved message templates. During a disruption, the organization monitors public information, issues regular updates, corrects misinformation, and coordinates messages with operational leaders and external agencies. Communications continue through recovery so stakeholders understand service changes, restoration timelines, and the organization's ongoing actions.

While these are just summaries, of the components of the BCP the topics will be specific for each community and the individual threats for each location. We determine this threats, determine the likelihood, and in the end come out with the risk assessment of each.

Business Continuity Risk Assessment

The purpose of this section is to provide a brief overview of the possible risks to consider and identify as well as examples of how these risks can occur. While the following identified risk types are generalized, they provide the starting point on which to begin identifying future vulnerabilities.

Technological / Infrastructure Caused Risks

Technological and infrastructure caused risks are commonly identified through the level reliance that municipal business operations have on current used technology and infrastructure. Factors can include internet access, local transit, telecommunications, utilities, and the use of private/external based applications and services.

Human Caused Risks

Human caused risks are risks that can be identified through an assessment of social, economic, or health of the surrounding and influential populations. These risks factors focus on the variability of processes caused by human interaction and human influences. Factors for these types of risks include:

- Internal unrest/distrust
- Physical and mental health of staff
- Training effectiveness and implementation

Natural Hazard Caused Risks

Natural Hazard caused risks are the natural and commonly unavoidable threats caused by the environment and local climate conditions. Extreme weather events such as blizzards, tornados, hail, and heat waves can impact municipal business operations in a variety of ways. These risks also include natural hazard events such as flooding and wildfire.

The Business Continuity Plan is a separate stand-alone specialty which helps communities in the end ensure that service provision is still a priority even if the delivery of the services needs to change for the short term.

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Key Contact Lists

Local Contact Information

Lacombe County Staff			
Role	Contact Name	Phone	Email
Mayor(Reeve)	John Ireland	403-392-3981	jireland@lacombecounty.com
County Manager	Tim Timmons	403-782-8377 EXT 203	ttimmons@lacombecounty.com
DEM	Dave Bain	403-877-8074	dbain@lacombecounty.com
DDEM	Dave Lahucik		dlahucik@lacombecounty.com
Fire Chief	Dave Bain	403-877-8074	dbain@lacombecounty.com
Community Peace Officers	Dave Lahucik	403-896-0178 ext 251	dlahucik@lacombecounty.com
Public Works	Bill Cade	403-782-8963, EXT 252	bcade@lacombecounty.com

City of Lacombe Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Thalia Hibbs	403-782-1271	thibbs@lacombe.ca
CAO	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
DEM	Jason Fleming	403-396-3161	jfleming@lacombe.ca
DDEM	Matthew Goudy	403-782-1254	mgoudy@lacombe.ce
	Diane Piché	403-782-1274	dpiche@lacombe.ca
	Jordan Thompson	403-782-1268	jthompson@lacombe.ca
	Doug Haldorson	403-782-1280	dhalldorson@lacombe.ca
	Mike Reiger	403-782-1230	mreiger@lacombe.ca
	Ryan Fauria	403-782-1230	rfauria@lacombe.ca
	Jennifer Peterson	403-782-6666 ext: 214	jpeterson@lacombe.ca
Fire Chief	Jason Fleming	403-396-3161	jfleming@lacombe.ca
Police	Jason Dobirstein	403-782-3279	jdobirstein@lacombe.ca
Roads	Brett Logsdon	403-782-1231	blogsdon@lacombe.ca
Utilities	Chris Huston	403-782-1256	chuston@lacombe.ca
Public Works	On call	403-506-4993	

Town of Blackfalds Municipal Staff			
Role	Contact Name	Phone	Email
Mayor			
CAO			
DEM			
DDEM			
Fire Chief			
Police			
Public Works			

Town of Eckville Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Town of Bentley Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Alix Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Village of Clive Municipal Staff			
Role	Contact Name	Phone	Email
Mayor	Barb Gilliat	403-391-1634	bgilliat@villageofalix.ca
CAO	Michelle White	403-877-9965	cao@villageofalix.ca
DEM	Janene Anderson	403-318-4520	janderson@villageofalix.ca
DDEM	Michelle White	403-877-9965	cao@villageofalix.ca
Fire Chief	Corrie Anderson	403-848-2711	alixfirechief@lacombecounty.ca
Police	Bashaw	780-372-9793	
Public Works	Mike Carr	403-357-8239	maintenance@villageofalix.ca

Municipal Staff – Birchcliff, Half Moon Bay, Jarvis Bay, Norglenwold, Sunbreaker Cove			
Role	Contact Name	Phone	Email
Mayor - Birchcliff	Roger Dufresne	403-404-6684	roger.gj.dufresne@gmail.com
Mayor – Half Moon Bay	Jon Johnston	403-850-0339	jjohnston@sylvansummervillages.ca
Mayor – Jarvis Bay	Julie Maplethorpe	403-304-0446	jamnrg@telus.net
Mayor – Norglenwold	Rod Miller	403-606-6379	rmiller@sylvansummervillages.ca
Mayor – Sunbreaker Cove	Mike Bruni	403-813-1264	mbruni@brunilaw.com
CAO	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DEM	Tanner Evans	778-808-0554	tevans@sylvansummervillages.ca
DDEM	Julian Veuger	403-896-3339	hhid@townofbentley.ca
Public Works	Matt Miller	403-654-7705	mmiller@sylvansummervillages.ca

Regional Contact Information

Lacombe Regional Emergency Management Advisory Members			
Area	Name	Contact	Email
City of Lacombe	Chris Contenti		ccontenti@lacombe.ca
Lacombe County	Brenda Knight		bknight@lacombecounty.com
S.V. of Birchcliff	Ann Zacharias		Ann.zacharias@servus.ca
S.V. of Gull Lake	Lon Kasha		Lonkasha@gmail.com
S.V. of Half Moon Bay	Jon Johnston		jjohnston@sylvansummervillages.ca
S.V. of Jarvis Bay	Julie Maplethorpe		jamnrg@Sylvansummervillages.ca
S.V. of Norglenwold	Murray Munroe		Mmunroe@Sylvansummervillages.ca
S.V. of Sunbreaker Cove	Kelsey Finch		Finchkelsey@shaw.ca
Town of Bentley	Kristy Klinger		Kklinger@bentleycouncil.ca
Town of Eckville	Karin Engen		Karin@eckville.com
Town of Blackfalds	Jim Sands		jsands@blackfalds.ca
Village of Alix	Ed Cole		edcole@villageofalix.ca
Village of Clive	Luci Henry		lucihenry@gmail.com

Directors of Emergency Management			
Area	Name	Contact	Email
City of Lacombe	Jason Fleming	403-396-3161	
Lacombe County	Dave Bain	403-782-8959	
S.V. of Birchcliff	Tanner Evans	788-808-0554	
S.V. of Gull Lake	Tanner Evans	788-808-0554	
S.V. of Half Moon Bay	Tanner Evans	788-808-0554	
S.V. of Jarvis Bay	Tanner Evans	788-808-0554	
S.V. of Norglenwold	Tanner Evans	788-808-0554	
S.V. of Sunbreaker Cove	Tanner Evans	788-808-0554	
Town of Bentley	Julian Veuger	403-896-3339	
Town of Eckville	Julian Veuger	403-896-3339	
Town of Blackfalds	Ken Morrison	403-396-0457	
Village of Alix	Janene Anderson	403-318-4520	
Village of Clive	Janene Anderson	403-318-4520	

Provincial Contact Information

Government Agencies		
Name	General	Emergency Ph.
Provincial Emergency Coordination Centre	866-618-2362	
Alberta Health Services (Switchboard)	844-755-1788	844-755-1788
Alberta Energy Regulator	800-222-6514	
Alberta Environment and Protected Areas	877-944-0313	800-222-6514
Alberta EDGE (Environment and Dangerous Goods Emergencies)	800-272-9600	800-272-9600

7.1 Regional Emergency Services Contact Information

RCMP and Police Detachments			
Detachment Locations	Responsible For	Contact	Email
Lacombe	Lacombe		
Blackfalds	Blackfalds Clive Gull Lake Lacombe (Rural)		
Sylvan Lake	Bentley Eckville Half Moon Bay Jarvis Bay Norglenwold Sunbreaker Cove		
Bashaw	Alix		

Fire Halls			
Location	If 24/7	Contact-Chief	Contact-Admin

EMS/Ambulance		
Company	Location	Contact
AHS	Alberta-Wide	844-755-1788

Hospitals				
Hospital name	Street Address	Contact Ph	Helipad Coordinates	Burn Centre Y/N

Lacombe Regional Emergency Management Program Anticipated Budget Ending December 31, 2026

Revenues:

Other Revenue:				
7-10-00-850	Other Revenue - EMPP Grant	-		
7-10-00-590	LCMAO Contribution (Anticipated)	-		
	Total Other Revenue		-	
Membership:				
7-10-00-591	City of Lacombe	6,050		
	Town of Blackfalds	6,050		
	Village of Clive	6,050		
	Village of Alix	6,050		
	Town of Bentley	6,050		
	Town of Eckville	6,050		
	Lacombe County	6,050		
	SV of Birchcliff	2,750		
	SV of Sunbreaker Cove	2,750		
	SV of Half Moon Bay	2,750		
	SV of Gull Lake	2,750		
	SV of NorglenWold	2,750		
	SV of Jarvis Bay	2,750		
7-10-00-591	Total Member Contributions		58,850	
Reserve Transfers:				
7-10-00-920	Transfer from Operating Reserve - to fund operating deficit		10,390	
7-10-01-920	Funding from Field Exercise Reserve - to fund 2025 carryovers		12,050	
	Total Revenue			81,290.00

Expenditures:

			Actual	Budget
7-20-00-231	Contracted Services HHID		44,000.00	44,000.00
7-20-00-239	Contracted Services Edge Design Solutions		340.00	340.00
	EML Canada		2,700.00	-
7-20-00-211	Professional Fees / Professional Training		1,415.00	5,000.00
7-20-00-215	LREMP Signing Celebration		-	3,000.00
7-20-00-225	Supplies & Meeting Meals & Refreshments		1,515.00	2,000.00
7-20-00-270	Emergency Preparedness Week		700.00	1,000.00
7-20-00-510	Admin Expense (photocopying, courier, paper)		258.00	1,000.00
7-20-00-250	LREMP ERP/ESS Re-write Consultant Fee (Allowance)		5,000.00	5,000.00
7-20-00-251	LREMP 2025 Field Exercise carry over		12,050.00	12,050.00
	ICP/ ERC/ ESS Upgrade	3,000		
	Field Exercise recommendations (2025)	4,500		
	Video Production	3,000		
		12,050		
7-20-01-920	Transfer to Field Exercise Reserve		7,500.00	7,500.00
	Total Expenditures		75,478	80,890
	Net Surplus		$ 5,412.00	

Reserves:

Operating Reserve

7-40-01-280	Operating Reserve Balance - Ending 2025	26,415.66
7-20-00-920	Transfer net surplus to reserve	(5,412.00)
7-10-00-920	Transfer net deficit from Operating Reserve to Revenue	(10,390.00)
7-40-01-280	Operating Reserve Ending Balance - Ending 2026	21,437.00

Field Exercise Reserve (Restricted)

7-40-02-280	Field Exercise Reserve Balance - Ending 2025	22,500.00
7-20-01-920	Transfer to Restricted Reserve	7,500.00
7-10-01-920	Transfer From Restricted Reserve to Revenue	(12,050.00)
7-40-02-280	Restricted Reserve Ending Balance	17,950.00

Reserve Total - Ending 2026 39,387.00

Lacombe Regional Emergency Management Program Budget 2027

Revenues:
Other Revenue:

7-10-00-591	City of Lacombe	6,050		
	Town of Blackfalds	6,050		
	Village of Clive	6,050		
	Village of Alix	6,050		
	Town of Bentley	6,050		
	Town of Eckville	6,050		
	Lacombe County	6,050		
	SV of Birchcliff	2,750		
	SV of Sunbreaker Cove	2,750		
	SV of Half Moon Bay	2,750		
	SV of Gull Lake	2,750		
	SV of NorglenWold	2,750		
	SV of Jarvis Bay	2,750		
7-10-00-591	Total Member Contributions		$ 58,850.00	
	Total Revenue			$ 58,850.00
Expenditures:			Budget	
7-20-00-231	Contracted Services HHID		$ 44,000.00	
7-20-00-239	Contracted Services Edge Design Solutions		$ 340.00	
7-20-00-239	Contracted Services EML Canada		$ 2,700.00	
7-20-00-211	Professional Fees / Professional Training		$ 5,000.00	
7-20-00-215	LREMP Signing Celebration		$ 3,000.00	
7-20-00-225	Supplies & Meeting Meals & Refreshments		$ 2,000.00	
7-20-00-270	Emergency Preparedness Week		$ 1,000.00	
7-20-00-510	Admin Expense (photocopying, courier, paper)		$ 1,000.00	
	ECC/ICP/ESS Upgrade:			
	Vests x 20	2,000		
	Wall Charts Upgrades/Laminating	250		
	Kits (30 x $50)	1,500		
			3,750	
7-20-01-920	Transfer to Field Exercise Reserve		7,500	
	Total Expenditures		70,290	
	Transfer from Reserves		(11,440.00)	

Restricted Reserve **$ 25,450.00**

Ponder Points:

- Projects
- Contract
- Exercises
- Expenditures

Lacombe Regional Emergency Management Partnership Agreement

MEMORANDUM OF AGREEMENT BETWEEN:

Lacombe County, a Municipal Corporation of the Province of Alberta;

- and -

The City of Lacombe, a Municipal Corporation of the Province of Alberta;

- and -

The Town of Blackfalds, a Municipal Corporation of the Province of Alberta;

- and –

The Town of Bentley, a Municipal Corporation of the Province of Alberta;

- and -

The Town of Eckville, a Municipal Corporation of the Province of Alberta;

- and -

The Village of Alix, a Municipal Corporation of the Province of Alberta;

- and -

The Village of Clive, a Municipal Corporation of the Province of Alberta

- and -

The Summer Village of Birchcliff, a Municipal Corporation of the Province of Alberta

- and -

The Summer Village of Gull Lake, a Municipal Corporation of the Province of Alberta

- and -

The Summer Village of Half Moon Bay, a Municipal Corporation of the Province of Alberta

- and -

The Summer Village of Sunbreaker Cove, a Municipal Corporation of the Province of Alberta

- and –

The Summer Village of Norglenwold, a Municipal Corporation of the Province of Alberta

- and –

The Summer Village of Jarvis Bay, a Municipal Corporation of the Province of Alberta

INTRODUCTION

1. WHEREAS:

(a) The Municipal Corporations of **Lacombe County**, **The City of Lacombe, The Town of Blackfalds, The Town of Bentley**, **The Town of Eckville**, **The Village of Alix, The Village of Clive**, **The Summer Village of Birchcliff**, **The Summer Village of Gull Lake**, **The Summer Village of Half Moon Bay, The Summer Village of Jarvis Bay, The Summer Village of Norglenwold and The Summer Village of Sunbreaker Cove** (referred to hereinafter as "the Parties") are local authorities situated within the Lacombe region, of the Province of Alberta;

(b) Each of the Parties has appointed a Director of Emergency Management pursuant to the provisions set out in *The Emergency Management Act R.S.A. 2000,* c. E-6.8;

(c) The Parties recognize that many of the local resources controlled by each of the Parties could be required by more than one municipality in order to cope with a Disaster or Emergency that affects one or more of the Parties;

(d) The Parties desire to operate a Regional Emergency Management Partnership for the purpose of emergency planning, preparedness, mitigation, response and recovery; and

(e) The Parties recognize and adopt the ICS command structure when responding to an emergency or incident.

(f) The regional framework provides for the opening of Regional Emergency Coordination Centers, when required, to provide support to the Municipal Emergency Coordination Centre.

NOW THEREFORE, the parties hereto agree as follows:

DEFINITIONS

2. For the purpose of this Agreement, the following words and terms shall have the following meanings:

(a) "Act" means the *Emergency Management Act*, R.S.A 2000, Chapter E-6.8, amendments thereto, including provincial regulations such as the Local Authority Emergency Management Regulation 203/2018 and amendments thereto.

(b) "Advisory Board" means the Lacombe Regional Emergency Management Advisory Board as established by this Agreement and the bylaws of the respective municipal councils of the Parties hereto. The Advisory Board shall consist of elected members appointed by and from each of those councils, and Directors of

Emergency Management.

(c) "CEMP" means Community Emergency Management Program, an online tool developed by the Province of Alberta for the evaluation of regional municipal emergency preparedness and the development of regional emergency preparedness plans.

(d) "Director of Emergency Management" or "DEM" means the person appointed by resolution of council of each of the Parties who shall be responsible for the Emergency Management Program in each of their respective municipalities.

(e) "Disaster" means an event that results in serious harm to the safety, health or welfare of people, or in widespread damage to property.

(f) "Dispute Resolution Process" means the process to resolve a dispute between parties of the Agreement as described in Schedule D.

(g) "ECC" means Emergency Coordination Centre, which is described as the physical location at which the coordination of information and resources to support incident management activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction or some combination thereof, sometimes referred to as Emergency Operations Centers (EOC).

(h) "Electronic Means" shall mean the use of telephone, video conferencing, or other digital communication technologies that enable participants to hear and communicate with each other in real time.

(i) "Electronic Meeting" is a meeting held in two or more places with the participants using electronic means of communication.

(j) "Emergency" means a sudden and temporary event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property or the environment;

(k) "Lacombe Regional Emergency Management Partnership" or "LREMP" means the municipalities who are the parties to this Agreement.

(l) "Local Authority" means, where a municipality has a council within the meaning of the Municipal Government Act, that Council.

(m) "Regional Emergency Management Agency" means the Lacombe Regional Emergency Management Agency as established by this Agreement and the bylaws of the respective municipal councils of the Parties hereto.

(n) "Regional Emergency Plan" means the Lacombe Regional Emergency Management Plan to coordinate response to an emergency or Disaster.

(o) "Regional Emergency Coordinator" means the person appointed by the

Lacombe Regional Emergency Management Board who is delegated the responsibility for program administration and other duties described in Schedule A.

(p) "Terms of Reference Lacombe Regional Emergency Advisory Board" means the procedures and processes followed by the parties of the Advisory Board as described in Schedule B.

(q) "Terms of Reference Lacombe Regional Emergency Agency Committee" means the procedures and processes followed by the parties of the Regional Agency as described in Schedule C.

ESTABLISHMENT OF LACOMBE REGIONAL EMERGENCY MANAGEMENT PARTNERSHIP

3. The Lacombe Regional Emergency Management Partnership is hereby established upon the execution of this Agreement.

4. The Municipal Councils of each of the Parties have resolved to enter into such Agreements as may be required to establish a Regional Emergency Management Partnership, including this Agreement.

ESTABLISHMENT OF LACOMBE REGIONAL EMERGENCY MANAGEMENT ADVISORY BOARD

5. The Lacombe Regional Emergency Management Advisory Board (the "Advisory Board") shall consist of municipal councillors appointed by each of the Parties, with each municipality appointing one member, each of whom shall have one vote regarding any matter coming before the Advisory Board. Each Party shall also appoint at least one alternate council member to the Advisory Board to attend and vote when the serving member cannot do so. All meeting communications (emails and documents) sent to the appointed Council members shall also be sent to the alternate members in the event of a sudden change in attendance to a meeting. Notwithstanding the foregoing, all Councillors of all member municipalities shall be entitled to attend Advisory Board meetings as non-voting observers

6. For regular meetings and business, seven (7) Advisory Board members shall constitute a quorum of the Advisory Board. A motion or resolution of the Advisory Board may only be passed by an affirmative vote of the majority of the members voting on the motion or resolution.

7. In addition, the Advisory Board may seek the advice of Agency members and others as deemed appropriate, but such advisors will have no right to vote on matters coming before the Advisory Board, and such advice is not binding. Advisors may include, but not be limited to, DEMs, DDEMs, Directors of Protective Services, or their equivalent, representatives from external organizations such as the RCMP, Emergency Social Services, Alberta Health Services, EMS, Fire, Hospitals, Public Utilities, Alberta Energy Regulator, Alberta Environment, Alberta Forestry, School Divisions, Industry or others.

8. The Advisory Board shall oversee and approve activities of emergency planning, preparedness, mitigation, response and recovery within the Lacombe Emergency Management Region.

9. The Advisory Board shall also cause to be developed and approved a Regional Emergency Management Plan ("Lacombe Regional Emergency Management Plan"), which shall meet the requirements of the Act.

10. The Advisory Board shall adhere to the Terms of Reference as outlined in Schedule B.

ESTABLISHMENT OF LACOMBE REGIONAL EMERGENCY MANAGEMENT AGENCY

11. The Lacombe Regional Emergency Management Agency (the "Agency") shall consist of municipal personnel of each of the Parties, with each municipality appointing one member, each of whom shall have one vote regarding any matter coming before the Agency. At an Agency meeting, an appointee representing multiple municipalities will have only one vote on any matter. A delegate may be appointed as an alternate voter in the appointee's absence.

12. The Lacombe Regional Emergency Management Agency may be composed of, but not be limited to, DEMs and Deputy DEMs, Directors of Protective Services, or its equivalent, and representatives from external organizations such as the RCMP, Emergency Social Services, Fire, Alberta Health Services, EMS, Lacombe Hospital, Public Utilities, Alberta Energy Regulator, Alberta Environment, Alberta Forestry, School Divisions, Industry, or others as deemed appropriate. Only those outlined in Clause 11 shall have voting rights.

13. Each of the Parties shall continue to have a Director of Emergency Management who shall be responsible for performing those duties, powers and functions set out in s. 11.2(2) of the Act, with advice and assistance from the Regional Emergency Coordinator.

14. The Agency shall also utilize key personnel of the Parties to this Agreement as well as partners identified in the Lacombe Regional Emergency Management Plan, or any other external agencies or services as may be deemed necessary at the time of an emergency, including Emergency Social Services.

15. Personnel and resources of the Parties shall be available to the Agency during emergency operations.

16. The Agency shall adhere to the Terms of Reference outlined in Schedule C.

REGIONAL EMERGENCY COORDINATOR

17. One of the represented Parties shall maintain the finances on behalf of the Partnership. The selection of the party to do so may be determined by volunteering, voting, or an appointment process. The Party that manages the finances for the LREMP partnership

shall use LREMP membership revenues to meet obligations of payment to the Regional Emergency Coordinator. The Regional Emergency Coordinator will be responsible for advising and assisting the Directors of Emergency Management for each of the Parties with the fulfillment of their responsibilities under the Act.

18. The Regional Emergency Coordinator will be responsible for those matters set out in Schedule "A" to this Agreement, or otherwise contemplated by the Act or the regulations passed thereunder.

19. The Lacombe Regional Emergency Management Advisory Board will select the Regional Emergency Coordinator.

20. Payment of compensation and any contractually associated expenses is the responsibility of the municipality taking on Coordinator employment duties, or as otherwise agreed by the Lacombe Regional Emergency Management Board.

PREPAREDNESS

21. Emergency Coordination Centers (ECCs) will be established and maintained as identified in the Lacombe Regional Emergency Management Plan.

22. At the discretion of the parties, joint or regional public education or public awareness programs may be undertaken within the region.

23. Key senior management, supervisory and support personnel of each of the Parties to this Agreement will be assigned emergency operations roles suitable to their area of responsibility or skill set.

24. Personnel will be provided with training to fulfill their designated emergency operations role.

25. A list of all personnel assigned/ trained for each emergency operations role shall be maintained within the Lacombe Region Emergency Management Plan and/or on the LREMP website.

26. All Parties shall endeavour to have prepared in advance of an emergency event, a delegation of authority in case it is needed. It shall address matters regarding spending, including who has the authority, and what the initial funding shall be spent on during a disaster.

HAZARD IDENTIFICATIONS AND RISK ASSESSMENT

27. A hazard identification and risk assessment shall be undertaken by/for each of the Parties as per the requirements of the Act.

28. Results of the individual municipal risk assessments shall be shared with the

A d v i s o r y Board to identify commonalities among the Parties and identify opportunities for shared mitigation programs.

MITIGATION OF RISK

29. In response to a risk, the council of any one of the Parties, may direct that the following may occur within their own municipality:

    (a) A program be established to mitigate the risk within their boundaries;

    (b) A program be jointly undertaken with one or more of the Parties to mitigate the risk;

    (c) That no action be taken where the council believes that the cost of mitigation is greater than the potential benefit, the benefit is not achievable, or such other reasons as the council may deem appropriate;

    at that municipality's cost and liability.

DEPLOYMENT

30. No Party shall act on behalf of another Party without a written delegation of authority, including budget limitations.

31. No action lies against the Party that has a delegation of authority to act on behalf of another Party's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under the Emergency Management Act or the regulations.

32. In the event of an emergency, supporting municipalities shall not be required to provide anything other than municipally owned equipment, personnel, and resources commonly used by the municipality when responding to a request from another Party.

RECOVERY

33. Recovery program efforts undertaken by the Agency shall be prioritized to accomplish the greatest good for the most people.

34. Business continuity programs will be the responsibility of each jurisdiction for their own municipality, but may request regional assistance.

INSURANCE & INDEMNITY

35. The Parties each agree to obtain and maintain during the term of this Agreement public

liability and property damage insurance in the amount of no less than $2 million, which is normally offered by municipal insurers in the Province of Alberta. Each Party shall give evidence of this insurance to the other Party upon request.

36. Each Party must forward a copy of this Agreement to their municipal insurer and absorb any decrease or increase in premiums which may result.

37. The Party within whose jurisdiction an emergency occurs shall indemnify and save harmless any other Party to this Agreement responding to that emergency from and against all claims, demands, losses, costs, damages, actions, suits and proceedings arising out of the performance of that Party's obligations under this Agreement.

BINDING AGREEMENT

38. Upon coming into effect, this Agreement shall supersede any and all previous Disaster and emergency mutual aid agreements among the Parties, or either of them.

COMPENSATION

39. Each Party is responsible for the compensation, Workers' Compensation Board premiums, and liability insurance of their own staff, personnel, volunteers, and council during their duties as outlined in this Agreement, and when the Emergency Response Plan is activated.

40. During an emergency event, documentation and costs must be tracked and submitted to the jurisdiction having the event, as part of their records management, ideally as per ICS practices.

41. If there is a potential for reimbursement for the event by the province or a private insurance company, the resources tracked may be added to the expense of the event for consideration of reimbursement.

BUDGET

42. Each Party is responsible for its own operating budget to cover emergency management program expenses, including but not limited to:

    (a) training course costs councillors, staff, volunteers, other personnel (wages, tuition, travel, etc.);

    (b) compensation as described above;

    (c) materials, such as office supplies and ECC supplies; and

    (d) hazard identification, risk assessment, mitigation planning

43. Regional training, tabletop and full exercises, may occur in any municipality. The Agency

will budget for expenses related to these events through the annual budget process; however, trainer costs may be invoiced out to each participant when applicable. The Agency will develop a training plan annually in the fall as part of the Regional Emergency Plan to ensure municipalities can budget for these expenses.

44. Each Party is responsible for its own expenses to cover the activation of the Emergency Response Plan occurring in its municipal jurisdiction.

45. Should a regional State of Local Emergency be declared, all municipalities involved may run under one Incident Action Plan, and all expenses are to be tracked through the Regional ECC as per ICS standards.

46. Cost of recovery operations will be the responsibility of the municipality(ies) who have ordered the work which is occurring within their boundaries. Many aspects of the emergency/Disaster recovery work will be the responsibility of the property owners, their insurer, or other government programs.

TERM AND TERMINATION

47. This Agreement shall come into force when it has been signed by all the parties hereto. The term of this Agreement shall be for a period of five (5) years thereafter or until such time as the Parties mutually agree otherwise (the "Term"). However, any Party may withdraw from this Agreement by giving all other Parties not less than ninety (90) days written notice. If one or more Parties withdraw from this Agreement, this Agreement shall be deemed to have terminated regarding the withdrawing Parties but shall continue to survive and be effective for all other Parties. The withdrawing Party shall have no right or claim to any assets, or for a refund of contributions made pursuant to this Agreement.

48. No Party may opt in or out of this Agreement during a Emergency or Disaster or activation of the plan.

49. Unless a Party gives written notice to the contrary no later than 90 days prior to the expiry of the Term or any renewal Term, the Term of this Agreement shall be automatically renewed for successive periods of five (5) years and all of the terms of this Agreement shall remain in force.

50. Should any provision of this Agreement become invalid, void, illegal or otherwise not enforceable, it shall be considered separate and severable from the Agreement and the remainder shall remain in force and be binding as though such provision had not been invalid.

IN WITNESS WHEREOF this Agreement is executed on behalf of the participating municipalities, by the hands of their officers duly authorized in that behalf and under each municipal seal affixed:

LACOMBE COUNTY

_____	_____
Reeve Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Reeve Printed	Chief Administrative Officer (CAO) Printed

CITY OF LACOMBE

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE TOWN OF BLACKFALDS

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE TOWN OF BENTLEY

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE TOWN OF ECKVILLE

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE VILLAGE OF ALIX

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE VILLAGE OF CLIVE

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF BIRCHCLIFF

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF GULL LAKE

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF HALF MOON BAY

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF JARVIS BAY

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF NORGLENWOLD

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

THE SUMMER VILLAGE OF SUNBREAKER COVE

_____	_____
Mayor Signature	Chief Administrative Officer (CAO) Signature
_____	_____
Mayor Printed	Chief Administrative Officer (CAO) Printed

Schedule A: Lacombe Regional Emergency Management Partnership Agreement

Responsibilities of the

Regional Emergency Coordinator

Duties of Position Related to Emergency Management:

- Provide advice to each of the Chief Administrative Officers, Councils and DEMs of the parties relating to Emergency Management.
- Develop and maintain the Regional Emergency Management Plan and specific contingency plans as required.
- Develop and implement training programs for staff and volunteers relating to Emergency Management.
- Liaise with federal, provincial, local and non-government agencies relating to Emergency Management.
- Plan and coordinate tabletop or full exercises for ECC and volunteer staff.
- Plan and coordinate Emergency Management Advisory Board and Agency Committee meetings
- Plan and prepare Emergency Social Services meetings (or as part of Agency Meetings)
- Liaise with industrial operators relating to municipal involvement in the industrial Emergency Management Plan.
- Attend industrial emergency exercises and meetings to represent municipalities.
- Complete program self-assessment for the Regional Partnership in the *"CEMP" Website.*
- Facilitate Hazard identification/Risk Assessments for the Regional Partnership in CEMP.
- Manage mitigation programs (where appropriate) as necessitated due to risk assessments.
- Advise and assist the DEMs to fulfill duties as required by the Act.
- Such other duties as may be assigned by the Lacombe Regional Emergency Management Partnership Advisory Board or Agency.

Schedule B: Terms of Reference, Lacombe Regional Emergency Advisory Board

1. ORGANIZATION NAME: The Lacombe Regional Emergency Advisory Board; hereinafter referred to as the "Advisory Board".

2. AUTHORITY: The Advisory Board is established pursuant to:

    a. The Emergency Management Act, RSA 2000, Chapter E-6.8;
    b. The Lacombe Regional Emergency Management Partnership Agreement; and
    c. Each of the partnering municipality's Emergency Management Bylaw.

3. PURPOSE/MANDATE: The purpose/mandate of the Advisory Board is to review and approve plans and programs of the Lacombe Regional Emergency Management Partnership.

4. CHAIRPERSON: The position of Chairperson shall rotate between all LREMP members in order as follows, with each community serving as Chair for a one-year period:

Year	Chairperson	Vice Chairperson
2025	S.V. of Birchcliff	S.V. of Sunbreaker Cove
2026	S.V. of Sunbreaker Cove	S.V. of Half Moon Bay
2027	S.V. of Half Moon Bay	S.V. of Norglenwold
2028	S.V. of Norglenwold	S.V. of Jarvis Bay
2029	S.V. of Jarvis Bay	S.V. of Gull Lake
2030	S.V. of Gull Lake	Town of Bentley
2031	Town of Bentley	Village of Alix
2032	Village of Alix	Town of Blackfalds
2033	Town of Blackfalds	City of Lacombe
2034	City of Lacombe	Village of Clive
2035	Village of Clive	Town of Eckville
2036	Town of Eckville	Lacombe County
2037	Lacombe County	S.V. of Birchcliff

5. MEETINGS: The Advisory Board will meet a minimum of once per year, but may meet more frequently at the call of the Chairperson or by a majority of Advisory Board members.

6. ELECTRONIC MEETINGS: Meeting attendance by electronic means is acceptable when that option is available. Members participating in a meeting held electronically are deemed to be present at the meeting. If participating through electronic means, each participant must:

    a. be visually identified by the Chair prior to the start of the meeting;
    b. identify themselves by title and last name, i.e. 'Mayor/Councillor Smith';
    c. keep their cameras activated for the duration of the meeting, unless otherwise permitted by the Chair; and
    d. not use the chat feature during the meeting for side conversations. Use of the chat feature may result in removal from the meeting.

7. BUDGETS & STAFF/ADMINISTRATIVE SUPPORT: Annually, the LREMP Agency shall prepare a report regarding the annual operating budget, which shall be submitted to the Advisory Board. The operating budget and annual report shall then be forwarded to each partnering municipality for approval.

8. COMMUNICATION WITH ADVISORY BOARD: Communication between Board members will be through the Board Chairperson. Communication from the Agency to the Board shall be through the Emergency Management Coordinator to the Board Chairperson.

9. TERMS OF REFERENCE AMENDMENTS: The Terms of Reference may be amended from time to time, by a majority vote at a duly constituted Advisory Board meeting.

Schedule C: Terms of Reference, Lacombe Regional Emergency Management Agency

1. ORGANIZATION NAME: The Lacombe Regional Emergency Agency Committee; hereinafter referred to as the "Agency".

2. AUTHORITY: The Agency is established pursuant to the Lacombe Regional Emergency Management Partnership Agreement and each of the partnering municipality's Emergency Management Bylaw.

3. PURPOSE/MANDATE: The purpose/mandate of the Agency is to maintain and update the Lacombe Regional Emergency Management Program on an annual basis, as set out in the Partnership Agreement as follows:

    a. be responsible for ensuring regional emergency planning documents and programs are accurate and reviewed annually;

    b. ensure appropriate training is available to staff and other personnel of the partnering municipalities;

    c. ensure regional training records are kept;

    d. plan and execute exercises to validate the Lacombe Regional Emergency Management Plan;

    e. conduct reviews of all exercises;

    f. review the impact of incidents within the region, specifically, how they impact the Lacombe Regional Emergency Management Plan;

    g. liaise with external agencies and surrounding municipalities who have a role in emergency response at regional facilities; and

    h. make recommendations to the Advisory Board that will ensure the Lacombe region has appropriate resources and equipment available.

4. CHAIRPERSON: The position of Chairperson shall rotate between all LREMP members in order as follows, with each community serving as Chair for a one-year period:

Year	Chairperson	Vice Chairperson
2026	Sylvan Lake Summer Villages	S.V. of Gull Lake
2027	S.V. of Gull Lake	Town of Bentley
2028	Town of Bentley	Village of Alix
2029	Village of Alix	Town of Blackfalds
2030	Town of Blackfalds	City of Lacombe
2031	City of Lacombe	Village of Clive
2032	Village of Clive	Town of Eckville
2033	Town of Eckville	Lacombe County
2034	Lacombe County	Sylvan Lake Summer Villages
2035	Sylvan Lake Summer Villages	S.V. of Gull Lake
2036	S.V. of Gull Lake	Town of Bentley
2037	Town of Bentley	Sylvan Lake Summer Villages

5. BUDGETS: Annually, the Agency shall prepare an operating budget, which shall be submitted to the Board for approval.

6. COMMUNICATION WITH REGIONAL AGENCY: Communication will be as follows:
    a. Communication to all Agency members will be through the Agency Committee Chairperson.
    b. Communication from the Agency to the Advisory Board shall be through the Emergency Management Coordinator to the Board Chairperson.
    c. Communication between members on subcommittees will occur directly as needed and should be to the whole subcommittee.

7. TERMS OF REFERENCE AMENDMENTS: The Terms of Reference may be amended from time to time by a majority vote at a duly constituted Regional Agency meeting.

Schedule D: Dispute Resolution Process

The Dispute Resolution Process follows the Agreement protocols. Notwithstanding the provisions set out in this Schedule, nothing in this Agreement shall prevent the Parties from using other mutually agreed-upon methods of resolving the dispute.

Board Review

1. The Parties are committed to acting reasonably, in good faith, and to making their best efforts to find common ground and to reach consensus.

2. In the event of a dispute between the Parties concerning, but not limited to a default, breach, about the interpretation of, or application of, any of the provisions, terms, covenants, or conditions contained within this Agreement, the Advisory Board will meet and attempt to resolve the dispute.

3. In the event the Advisory Board is unable to resolve the dispute, the Parties shall undertake the Dispute Resolution process set out below.

Dispute Resolution

1. The Parties are committed to resolving any disputes in a non-adversarial, informal, and cost-efficient manner.

2. The Parties shall make all reasonable efforts to resolve all disputes by negotiation and agree to provide, without prejudice, open and timely disclosure of relevant facts, information, and documents to facilitate negotiations.

3. In the event of a dispute, the Parties agree that they shall undertake a process to promote the resolution of the dispute in the following order:

    a) Negotiation;
    b) Mediation; and
    c) Binding arbitration.

4. If any dispute arises between the Parties regarding the interpretation, implementation, or application of this Agreement, or any contravention or alleged contravention of this Agreement, the dispute will be resolved through the binding dispute resolution process outlined herein.

5. If the dispute resolution process is invoked, the Parties shall continue to perform their obligations described in this Agreement until such time as the dispute resolution process is complete.

6. A Party shall give written notice ("Dispute Notice") to the other Party of a dispute and outline in reasonable detail the relevant information concerning the dispute. Within 30 days following receipt of the Dispute Notice, the Advisory Board shall meet and attempt to resolve the dispute through discussion and negotiation, unless a time extension is mutually agreed by the Chief Administrative Officers of the Parties. If the dispute is not resolved within 60 days of the Dispute Notice being issued, the negotiation shall be deemed to have failed.

7. If the Parties cannot resolve the dispute through negotiation within the prescribed time period, the dispute shall be referred to mediation.

8. Either Party shall be entitled to provide the other Party with a written notice ("Mediation Notice") specifying:

    a) The subject matters remaining in dispute, and the details of the matters in dispute that are to be mediated; and
    b) The nomination of an individual to act as the mediator.

9. The Parties shall, within 30 days of the Mediation Notice, jointly nominate or agree upon a mediator.

10. Where a mediator is appointed, the Parties shall submit in writing their dispute to the mediator and afford the mediator access to all records, documents, and information the mediators may reasonably request. The Parties shall meet with the mediator at such reasonable times as may be required and shall, through the intervention of the mediator, negotiate in good faith to resolve their dispute. All proceedings involving a mediator are agreed to be without prejudice, and the fees and expenses of the mediator and the cost of the facilities required for mediation shall be shared equally between the Parties.

11. In the event that:

    a) The Parties do not agree on the appointment of a mediator within 30 days of the Mediation Notice; or
    b) The mediation is not completed within 60 days after the appointment of the mediator; or
    c) The dispute has not been resolved within 90 days from the date of receipt of the Mediation Notice;

    either Signatory may, by notice to the other, withdraw from the mediation process and in such event, the dispute shall be deemed to have failed to be resolved by mediation.

12. If mediation fails to resolve the dispute, the dispute shall be submitted to binding arbitration. Either of the Parties may provide the other Party with written notice ("Arbitration Notice") specifying:

    a) the subject matters remaining in dispute and the details of the matters in dispute that are to be arbitrated; and
    b) the nomination of an individual to act as the arbitrator.

13. The Arbitration Act (Alberta) in force from time to time shall apply to arbitration proceedings commenced pursuant to this Agreement.

14. The fees and expenses of the arbitrator and the cost of the facilities required for arbitration shall be shared equally between the Parties.

Community Emergency Management Program

Risk Assessment for Community

Town of Blackfalds

Last Modified on February 28, 2025 at 12:54 PM by Ken Morrison
Generated on September 8, 2025 at 10:07 AM

Risk Assessment for Community
Town of Blackfalds

Summary Page

Priority	Hazard	Risk Score	Risk Level
1	Hazmat (Transportation) - Rail	60	Extreme
2	Tornado	60	Extreme
3	Earthquake	48	Very High
4	Rail Accident	48	Very High
5	Forest Fire (Wildfire)	45	Very High
6	Hail	45	Very High
7	Human Health Emergency	40	High
8	Blizzards	36	High
9	Hazmat (Fixed Site) - Pipeline / Storage Facility	36	High
10	Hazmat (Transportation) - Road	36	High
11	Major Road Accident (Vehicular)	36	High
12	Wind	36	High
13	Airplane Crash	27	Moderate
14	High Intensity Residential Fire	27	Moderate
15	Snow	15	Low
16	Drought	12	Low
17	Extreme Heat	12	Low
18	Extreme Cold	10	Very Low
19	Floods (Rainfall / Run-off)	9	Very Low

General Comments

Frequency:
The towns main hazards are currently the Railroad, and weather, which could be snow, extreme cold/heat or tornado.

Factors that may change the hazard frequencies:

Social impacts of the hazards:

Other consequences:

Factors that may change the vulnerability to these hazards, and would thus change the hazards impact:

(1) Hazard: Hazmat (Transportation) - Rail

Risk: Extreme (60)

Priority: 1

Mitigation Strategy: Currently the community is well aware of the rail line and what is being transported. The emergency personnel are trained in identifying the contents of train cars. There is excellent communication between the rail lines and the community relating to any threats. The community also has the LREMP partnership and LCMAO partnership where we can reach out for assistance from industry or other communities.

Frequency: Probable

The town of Blackfalds has CP rail line which runs through the center of town. Over the past several years rail traffic has increased, speeds have increased and length of trains has increased. The increase in traffic provides a higher probability of an emergency situation occurring. We have seen train derailments to the south and north of town in the past several years.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

The Town of Blackfalds has the CP rail line travel directly through the center of town, which in recent years has seen changes in the volume of hazardous product. Trains have increased in size over the past several years and speeds of trains have increased. In recent years there has been train derailments in neighboring communities.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Moderate

CP Rail travels through the center of Blackfalds carrying large volumes of hazardous chemicals. In recent years we have seen an increase in the size of the trains and speeds in which they travel through the community. The potential for a serious disaster as seen from recent accidents in neighboring regions is real.

(1) Hazard: Hazmat (Transportation) - Rail

Other consequences:

Property Damage: Moderate

Critical Infrastructure Disruption: Minor

Environmental Damage: Moderate

Financial Impact: Moderate

Psychosocial Impact: Moderate

With a hazmat rail incident, significant property and environment damage could occur. The resulting financial impact could be substantial. Residents displaced could face psyco/social issues resulting from fear of possible contamination and loss of property.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

A train incident is a high risk for the community. There is a substantial amount of trains travelling through the town on a regular basis. The quantity of hazardous material being hauled on the rail lines, recently there has been significant accidents in the region with spills. This could result in a significant displacement of the population.

(2) Hazard: Tornado

Risk: Extreme (60)

Priority: 2

Mitigation Strategy: Tornados have been seen more often in recent years within Alberta. There are early warning measures in place, which allow for communication to residents in a timely manner. With emergency plans in place and our location we are in good position to respond should we be faced with a tornado.

Frequency: Probable

Strong weather systems are frequent in the central Alberta area. In the past few years we have seen tornados, hail, strong winds and rain cause much damage to some of our neighboring communities. Recently the town of Blackfalds has seen severe hail storms come through town, with extremely strong winds, causing damage to property.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

No

Is there an environmental reason why the frequency of this hazard may increase?

Yes

Are human factors more likely to increase the risk?

No

Tornado warning/tornado watches have been increasing in the Central Alberta area in recent years. With the increase of these sightings and extreme weather fronts, there is a greater potential for Blackfalds to experience a tornado in the near future.

Social impacts of this hazard:

Fatalities: Moderate

Injuries: Moderate

Evacuation: Moderate

Due to the density of the town population, if a tornado came through, there is potential for injury and death to occur. In recent years tornados have been sighted and potential is there.

(2) Hazard: Tornado

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: Moderate

A tornado through the town of Blackfalds could result in significant damage and disruption of infrastructure. The financial implications could be significant with residents and business's, and the psycho/social impact on the residents would be moderate as they could be displaced due to damages to property.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The potential for a tornado is real within Central Alberta. Recent years has shown significant weather conditions which have resulted in warnings.

(3) Hazard: Earthquake

Risk: Very High (48)

Priority: 3

Mitigation Strategy: Earthquakes are rare, however do pose an extreme threat should one occur. In relation to fracking, little warning occurs as was shown in the past. The town is developing a warning APP which would be useful in notifying the residents of the town in a timely manner.

Frequency: Unlikely

While Blackfalds is not close to a fault line, recent Fracking activity has resulted in a shift causing an earthquake in neighbouring communities, which was felt in Blackfalds as well.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Increase in fracking activity.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Moderate

Earthquakes are relatively scarce in the Central Alberta region and Blackfalds in particular. While we have seen some activity with the increase in fracking in the area, they have not been significant.

(3) Hazard: Earthquake

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: Moderate

Earthquakes are very rare, however if one did hit Blackfalds damage could occur, which could result in significant financial impact. All these factors would play on individuals emotional well being as well.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

No

Earthquakes are relatively rare. There has been some activity over the last couple years related to fracking, which is being monitored by government agencies.

(4) Hazard: Rail Accident

Risk: Very High (48)

Priority: 4

Mitigation Strategy: Emergency personnel are trained to respond, and agreements are in place with our partners which would allow a quick response to any accident if required.

Frequency: Probable

Blackalds has a railway running through the center of town. This rail line has had speeds increased over the past few years as well as the length of the trains has increased. Cars carrying various chemicals regularly make their way through the town of Blackfalds. In recent years there has been derailments, resulting in spills, which have occurred near Blackfalds. If a train derails the potential for a hazardous spill is extremely likely.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

We have not seen a increase in rail accidents, however we are seeing an increase in rail activity, longer trains, faster speeds which can attribute to the chance of accidents occurring.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Moderate

With railway, if there were an accident within the community, depending on what it was carrying would decide if an evacuation would occur. The trains travelling through Blackfalds are carrying few people with the exception of employees. Those on the train are the most likely to be injured or to die, there is a slight chance if a spill of chemical occurs there could be serious injury or fatalities to residents.

(4) Hazard: Rail Accident

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Moderate

Financial Impact: Moderate

Psychosocial Impact: Moderate

Depending on the severity of the accident there could be extreme financial implications. These type of incidents are usually short term so the psychological impacts would be minimal unless directly affected through extreme loss.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The possibility of a rail accident is a real threat. The rail lines have a maintenance schedule for their lines which assists in lowering the threat level. The rail line coming through town over the past years has become increasingly busy, with more traffic, which increases the risk.

(5) Hazard: Forest Fire (Wildfire)

Risk: Very High (45)

Priority: 5

Mitigation Strategy: Grass fires are on the increase due to drought conditions. With the building of more dense residential areas this could increase the risk of more serious damage.

Frequency: Likely

While the town has no concerns when it comes to forest fires, wild grass fires are of concern given the past few years being as dry as they have. The town has seen significant fires caused by train activity which has affected the town throughout.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

Yes

Are human factors more likely to increase the risk?

Yes

The drought we have seen over the past years, along with human activity, trains and increase in population, makes the probability of this hazard more likely.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Moderate

With the current drought situation in Central Alberta as well as the increased rail activity along with the increase in population this threat becomes much more likely to occur.

(5) Hazard: Forest Fire (Wildfire)

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: None

Over the past few years we have seen an increase in grass fires due to rail traffic and human activity. With current drought conditions this threat is higher than normal.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The town emergency personnel are trained to respond to these fires and with increased enforcement ensuring proper grooming of lawns and vacant lots, the risk will decrease.

(6) Hazard: Hail

Risk: Very High (45)

Priority: 6

Mitigation Strategy: The province has current measures in place, with the addition of the emergency APP the town is subscribing to this will provide emergency personnel the ability to communicate to residents in a timely manner.

Frequency: Likely

Central Alberta over the past few years has seen an increase in storms bringing hail. With these storms hail has created significant damage to property. There is potential for considerable damage which may result in disruptions of services and possible relocation of some residents.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Central Alberta during the summer months continues to see significant Hail storms come through the region. In recent years these storms have caused significant property damage.

Social impacts of this hazard:

Fatalities: None

Injuries: Minor

Evacuation: Minor

Hail storms may effect shelter such that families need to be relocated temporarily due to damage caused by the hail.

(6) Hazard: Hail

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: Moderate

Hail does occur in Blackfalds and usually causes property damage which can be significant. Not likely to cause permanent damage, most is reversible through repairs but can be a financial burden.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Hail storms have been increasing over the past several years. Early warning measures are in place through weather forecasts, and environmental updates through the province.

(7) Hazard: Human Health Emergency

Risk: High (40)

Priority: 7

Mitigation Strategy: Recent events with the Pandemic has shown our limitations within this area. This is an event which is AHS lead should it occur, with the town providing a supporting role. We are prepared to provide this role as has been shown with recent town response. Pandemic Plan is in place as are various response plans within departments.

Frequency: Likely

The COVID 19 Pandemic of 2020 has shown the world the effect a virus can have on all walks of life. While these incidents are rare they do occur and we are still seeing large numbers of COVID 19 cases throughout the province. They have potential to drastically affect the economy, cause significant health threats to residents and often death.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Blackfalds along with the rest of the world is currently seeing the effect of the COVID 19 pandemic. The movement and interaction of people increases the risk of the spread.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: None

A pandemic is currently affecting the world as we see it. COVID 19 has shown that death may occur and injury due to long term effects. It is not likely that there would be a need to relocate people.

(7) Hazard: Human Health Emergency

Other consequences:

Property Damage: None

Critical Infrastructure Disruption: Moderate

Environmental Damage: None

Financial Impact: Moderate

Psychosocial Impact: Moderate

The COVID 19 Pandemic has clearly shown the economic effects of a pandemic, while there is no property damage, there is extreme mental health issues due to loss of work, isolation and fear.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

Yes

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The current COVID 19 Pandemic is ongoing, with the lead response being handled through Alberta Health, they are very well prepared and capable. Our municipality has developed response plans through action has shown the capacity to respond to the challenge of a pandemic.

(8) Hazard: Blizzards

Risk: High (36)

Priority: 8

Mitigation Strategy: The town is currently subscribing to an APP which will provide the ability for emergency personnel to send out a warning to the residents of the community in a timely manner.

Frequency: Probable

Over the past several years there has been significant weather fronts come through causing a significant blizzard, resulting in traffic disruptions. With Highway 2 at the edge of Blackfalds, and Highway 2A coming directly through the town, this could cause major disruptions.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

In the winter weather in Central Alberta can bring severe storms, with strong winds and blowing snow. With both Highway 2 and 2A running through Blackfalds, there is a threat of serious collisions as a result and long power outages due to the storms.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Moderate

Evacuation: Minor

Blizzards can come on quickly in Central Alberta, causing extreme cold and limited visibility. Within the town of Blackfalds blizzards may cause short power outages, however the likely hood of injuries and or death as a direct result are minimal.

(8) Hazard: Blizzards

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: Moderate

Psychosocial Impact: None

Blizzards within Central Alberta rarely cause significant damage to property or infrastructure. There is a chance it may result in residents having to stay put for long period of time, which may affect their mental well being.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

Yes

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The town of Blackfalds is a relatively young community with a large number of young children, vulnerable to severe weather conditions.

(9) Hazard: Hazmat (Fixed Site) - Pipeline / Storage Facility

Risk: High (36)

Priority: 9

Mitigation Strategy: Currently there are a few commercial properties which represent a threat to the community should a spill, fire or other emergency occur on their property. Emergency personnel are aware of these properties as well the industry is required to have contingency plans in place and filed with the town.

Frequency: Unlikely

Over the past several years we have only had one incident involving storage facilities.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

The risk here is minimal, however the town in years past has seen a large fire in a localized industry. With industry within the town borders there is a slight risk which would likely be associated to human error.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Minor

Past history has indicated this is a threat however relatively minor in nature. Industry within the boundaries of Blackfalds do pose a threat which may result in injury death or evacuation should a large spill, fire or explosion occur within the worksites.

(9) Hazard: Hazmat (Fixed Site) - Pipeline / Storage Facility

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Moderate

Financial Impact: Moderate

Psychosocial Impact: Moderate

If a significant leak or accident occurred within a fixed location, this could result in significant damage to the environment. Damage to property would likely be localized within the location however could be of substantial value. The effect on the residents of Blackfalds socially and psychologically could be significant with evacuation and the fear of possible contamination.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Local industry has plans in place for serious incidents such as spills, leaks and accidents. Their staff is trained to be able to respond to serious incidents. Regionally employees of communities and municipalities have been trained to respond to serious incidents as well.

(10) Hazard: Hazmat (Transportation) - Road

Risk: High (36)

Priority: 10

Mitigation Strategy: There is an increase in truck traffic travelling through the town of Blackfalds, many travelling to industry sites nearby and carrying various chemicals. The town has partnered with LCMAO and LREMP, which allows the sharing of resources should an incident occur. Our emergency personnel, (Fire Department) are very well trained to respond. Currently there are MOU's in place with neighboring municipalities which would provide for assistance should we need it.

Frequency: Probable

Blackfalds currently has highway 2 A which runs through the middle of town, north/south. Highway 2 also runs north south just on the west end of town, traffic is hauling many dangerous goods regularly. A large volume of traffic travels through the town on this highway at any given day. With several large plants near the town of Blackfalds, trucks carrying various hazardous materials are frequenting the community on their way to the plants.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Highway 2 and 2 A are very busy highways, with a large volume of vehicles travelling on them daily. A large quantity of hazardous chemicals are transported via truck to various companies in the surrounding area daily. With the large volume of traffic on these two highways and the fluctuating weather conditions there is a high chance a major accident could occur.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Minor

Numerous trucks travel on highways 2 and 2A near and through the town of Blackfalds on a daily basis. These trucks are often carrying hazardous chemicals to industries nearby.

(10) Hazard: Hazmat (Transportation) - Road

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: None

A hazmat incident on the road, would cause some disruptions within the community, resulting in some damage. Residents would be disrupted for a period of time, however would likely be minimal awaiting clean up.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

This hazard again poses a threat to the younger population that resides in the town. There is a large volume of traffic travelling near and through Blackfalds with many trucks carrying hazardous material, thus the potential for accidents is significant.

(11) Hazard: Major Road Accident (Vehicular)

Risk: High (36)

Priority: 11

Mitigation Strategy: Currently our emergency personnel are well trained for a major accident should one occur. With the Integrated traffic unit stationed in Blackfalds as well as the RCMP Detachment there are resources ready to respond immediately. Our ESS also has plans in place should we need to open a reception center.

Frequency: Probable

We have had several serious collisions, involving highway 2, 2A, and highway 597 over the past several years. Highway 2 is a significant transportation corridor where significant chemicals, fuel and other substances are hauled daily. Recently a Collision with CN train and a commercial truck could have resulted in a significant emergency situation.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

With highway 2 and 2 A being very busy highways, there is a chance of a major collision occurring at some time. Weather conditions frequently cause poor road conditions in the winter months, adding to the chance of a major collision occurring.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Moderate

Evacuation: Minor

Highway 2 and 2 A pose the largest threat in relation to major vehicular road accidents. The extreme weather conditions bringing on strong winds, snow and hail can cause collisions on these busy roads.

(11) Hazard: Major Road Accident (Vehicular)

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: None

A major road collision would likely result in significant financial implications depending on the severity. The psycho/social implications for the residents would be minimal.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The disruptions to the town as a result of a major collision would be insignificant.

(12) Hazard: Wind

Risk: High (36)

Priority: 12

Mitigation Strategy: Early warning measures are in place through the province. With the addition of our APP we will be able to keep residents apprised of any threat in a timely manner.

Frequency: Probable

The Central Alberta region sees a large amount of wind storms come through the area, often causing damage to buildings and property as a whole. There is the potential for significant damage and or injury to residents in the area during these wind storms.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

The population of Central Alberta is always on the move, many people travel a significant distance to work as a result highways are always busy. A significant amount of truck traffic comes through the area, which can be affected by extreme gusting winds, when combined with other weather conditions it can significantly increase the chance of accidents.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: Minor

The region continues to have significant wind storms, which at times does cause damage to property, accidents by pushing vehicles off the highway. Injury and death may occur as a result of wind directing other items in the vicinity of the public.

(12) Hazard: Wind

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Moderate

Environmental Damage: Minor

Financial Impact: Moderate

Psychosocial Impact: None

The wind storms are generally short lived, they can cause significant damage, but usually do not result in a long term disruption.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Most structures within the town are relatively new, and have been built to current standards. Wind still does pose a threat, however construction techniques will serve to minimize the effect on buildings within the municipality.

(13) Hazard: Airplane Crash

Risk: Moderate (27)

Priority: 13

Mitigation Strategy: Currently nationally there are policies, laws and regulations in place for aircrafts including Drones.

Frequency: Unlikely

With a helicopter company across Highway 2, there is frequent flights over the area, as well an increase in small airplane traffic with a crash occurring several years ago. Increased Drone activity also could add to the threat.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

With the increase of helicopter flights and small plane flights within the vicinity as well as private drone usage there is an increased chance an incident occurring.

Social impacts of this hazard:

Fatalities: Moderate

Injuries: Severe

Evacuation: Minor

In the event of a plane crash fatalities and severe injuries are likely, chances of a large evacuation are unlikely.

(13) Hazard: Airplane Crash

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: None

Psychosocial Impact: None

An airplane crash would most likely be relatively local and small impact to the community, clean up would be fairly quick depending on location.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Airplane crash while very low risk in this community, all airlines have plans in place and our emergency responders are trained to handle these types of incidents.

(14) Hazard: High Intensity Residential Fire

Risk: Moderate (27)

Priority: 14

Mitigation Strategy: Our Fire Department and emergency personnel are very well trained to respond. We are developing an APP to notify residents in a timely manner. Our ESS are also very well trained and prepared to respond should need be. The MOU's in place with other communities provides the opportunity to get immediate assistance should we require it as well.

Frequency: Unlikely

The population has increase drastically in Blackfalds over the past several years. Commercial properties have been developed along with multi family dwellings recently. We have seen a few multi family dwelling fires occur over the past few years.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

The Town of Blackfalds has continued to see growth in the community, both residential and commercial buildings have seen an increase. With the increase in population and the increase in multi family dwellings the risk rises.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Moderate

Evacuation: Moderate

High intensity fires, usually cause evacuation of residents. Blackfalds is a relatively young community in reference to the majority of residents, which have better safety measures than previous construction, which reduces risk of injuries or death.

(14) Hazard: High Intensity Residential Fire

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: None

Environmental Damage: None

Financial Impact: Moderate

Psychosocial Impact: None

This can cause significant damage but would be more localized, so the psychological effects would be localized to those immediately affected.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Currently our Fire Department is very well trained with senior officers running the program and are prepared to respond. Mutual Aid agreements are in place with neighboring municipalities should there be a need.

(15) Hazard: Snow

Risk: Low (15)

Priority: 15

Mitigation Strategy: There are snow removal schedules and priorities in place throughout the town. We will have an APP to advise the public in a timely manner of emergency situations. Emergency plans are in place along with agreements with neighboring communities should we need to call on them for help.

Frequency: Likely

Over the past several years Central Alberta has seen days with significant snow fall. It is not uncommon to have over 10 cm fall in a short period of time in the area. This has the ability to disrupt traffic, schools, business and government facilities.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Central Alberta sees a significant quantity of snow yearly. With the increase in population, there is an increase in traffic, which can result in a higher chance of a significant accident or disaster occurring.

Social impacts of this hazard:

Fatalities: None

Injuries: Minor

Evacuation: Minor

Blackfalds has two highways one which runs right through it, the other highway 2 which is very nearby. During a significant snowfall it is possible people may be stranded and need shelter, however this would be minimal.

(15) Hazard: Snow

Other consequences:

Property Damage: None

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: Moderate

Psychosocial Impact: None

Usually a snow storm, is relatively short term, so the effects on the psychological wellness of residents would be minimal. Damage to property could occur, however not likely, usually would result in a slow down in activity.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Blackfalds is a very young town, with many elementary school age children. Snow is a reality within Central Alberta and can come on quickly. The schools have plans in effect which reduce the threat, cancelling school busses, and school during extreme weather.

(16) Hazard: Drought

Risk: Low (12)

Priority: 16

Mitigation Strategy: Currently nationally there are processes in place to mitigate the issue however these are long term plans which will not have immediate impacts. The municipality does have procedures in place to limit water usage should need be.

Frequency: Probable

We have seen an increase in grass fires over the past few years, with global temperatures rising yearly, this is a concern. With bodies of water in town being extremely low over the past two years, dry conditions are extreme within the town.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

Yes

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

No

Is there an environmental reason why the frequency of this hazard may increase?

Yes

Are human factors more likely to increase the risk?

No

Temperature increase has been seen throughout the world resulting in more frequent fires due to dry climate conditions.

Social impacts of this hazard:

Fatalities: None

Injuries: Minor

Evacuation: None

Currently this risk is low for impacts to the social aspects of the municipality.

(16) Hazard: Drought

Other consequences:

Property Damage: None

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: None

Psychosocial Impact: Moderate

Drought is likely with the temperature increases, the events occurring as a result of drought, such as wildland fires do have an impact and potential to cause severe damage.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

No

Drought is an environmental concern, which the municipality has little control of.

(17) Hazard: Extreme Heat

Risk: Low (12)

Priority: 17

Mitigation Strategy: The location of Blackfalds and the facilities available are such that this is not a major concern within the community.

Frequency: Probable

While Central Alberta generally has fairly moderate temperatures, there is opportunity for a weather front to come through and sit for a significant amount of time. These fronts can and have brought temperatures into the 30's at times. We have seen an increase in temperatures over the past few years causing dry conditions.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

Yes

Alberta can see extreme heat throughout the summer months, which can create adverse weather fronts such as hail, severe rain, wind and such. This weather can significantly disrupt activity and life within the community.

Social impacts of this hazard:

Fatalities: Minor

Injuries: None

Evacuation: None

Extreme heat is rare in the region, however if it does occur it can effect the elderly and those more vulnerable if they do not have proper shelter.

(17) Hazard: Extreme Heat

Other consequences:

Property Damage: None

Critical Infrastructure Disruption: None

Environmental Damage: None

Financial Impact: None

Psychosocial Impact: Moderate

Extreme heat can cause property to work overtime, air conditioners, coolers, vehicles, will be stressed having to keep up with the heat. Those without access to cooler shelter may see emotional affects as a result.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

This is not a high risk in Central Alberta, temperatures are rarely extreme.

(18) Hazard: Extreme Cold

Risk: Very Low (10)

Priority: 18

Mitigation Strategy: Plans are in place with the most vulnerable, school age children, buses do not run on extremely cold days, nor do schools open. The community does not have a large elderly population nor homeless population as such the any threat to these groups is minimal.

Frequency: Likely

While Central Alberta generally has fairly moderate temperatures, there is opportunity for a cold front to come through the area and sit for a significant amount of time. These cold fronts can and have brought temperatures in the high minus 30 degrees to minus 40 at times. These cold fronts can cause a significant slow down in activity and possible disruption to facilities or business.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

No

Are human factors more likely to increase the risk?

No

We have not been seeing a increase in cold fronts, however they do occur and people do move around during these times as activity does not stop.

Social impacts of this hazard:

Fatalities: Minor

Injuries: Minor

Evacuation: None

Extreme cold in itself is not a serious issue for the community, it is the breakdown of equipment and machinery as a result that can cause problems. If heating systems fail injury and or death could occur.

(18) Hazard: Extreme Cold

Other consequences:

Property Damage: None

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: None

Psychosocial Impact: Moderate

Extreme cold usually results in long periods of isolation for individuals with little opportunity to visit. This could result in poor mental health if it occurs over a prolonged period of time.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

Yes

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

Currently the town of Blackfalds is a young community with many children in elementary schools. High school students are bussed to neighboring communities which puts them at a higher risk should a cold front occur.

(19) Hazard: Floods (Rainfall / Run-off)

Risk: Very Low (9)

Priority: 19

Mitigation Strategy: The town is situated in such a position that it is not in a position of threat for flooding. No significant bodies of water flow through the municipality. Should an issue arise there are many ways out of the community and many neighboring communities which have large facilities to accommodate.

Frequency: Unlikely

Over the past several years the Town has had some significant weather fronts come through with potential for large hail, significant rain fall, resulting in large pools of water/hail. Significant damage has occurred, however flooding risk is low.

Factors that may change the hazard frequency:

Is the number of non-emergency occurrences of the hazard increasing?

No

Is human activity likely to lead to more interaction with the hazard or an increase in frequency?

Yes

Is there an environmental reason why the frequency of this hazard may increase?

Yes

Are human factors more likely to increase the risk?

Yes

The town of Blackfalds does see severe weather patterns throughout the summer, which at times can cause a significant amount of rain and or hail. While the chance of flooding is minimal in the town, there is a chance of localized flooding within the community.

Social impacts of this hazard:

Fatalities: None

Injuries: None

Evacuation: Minor

Flooding within the town of Blackfalds is not a high risk, however flooding may occur as a result of the sewer system not being able to keep up with the level of precipitation. This would be short lived and not likely result in injury or death.

(19) Hazard: Floods (Rainfall / Run-off)

Other consequences:

Property Damage: Minor

Critical Infrastructure Disruption: Minor

Environmental Damage: None

Financial Impact: Moderate

Psychosocial Impact: None

Chance of flooding is minimal within the town, however if flooding does occur due to large volume of rainfall, damage to property and infrastructure could occur. The impact on the community would likely be minimal.

Factors that may change the community vulnerability to this hazard, and would thus change the hazards' impact

Is a large number of the population vulnerable or is the number of people vulnerable to this hazard increasing?

No

Does critical infrastructure reliance or a 'just-on-time' delivery system make the population more vulnerable?

No

Are response agencies/groups aware of, prepared, and trained for responding to this hazard?

Yes

Are prevention/mitigation measures currently in place for this hazard?

Yes

The likelihood of severe flooding is minimal within the town of Blackfals.