The Town of Port Hawkesbury

Municipal Emergency Management Plan

Document Prepared:

Emergency Management Advisory Committee

Spring 2019

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1.0 Amendments and Plan Maintenance

The Town of Port Hawkesbury Municipal Emergency Management Plan shall be reviewed annually by the Emergency Management Advisory Committee (EMAC), with assistance from various stakeholders when needed. Amendments to the Municipal Emergency Management Plan will be presented to, and subsequently approved and adopted by, the Town of Port Hawkesbury Mayor and Council. The Emergency Plan will be reviewed and/or revised every two years.

REVIEW DATE	REVIEWED BY:	ACTION
October 2017	Emergency Management Advisory Committee	Review present Emergency Management Document - the EMAC determined a completely new document was required.
January-June 2018	Emergency Management Advisory Committee	Preparation of new Emergency Management document
September 2018-November 2018	Emergency Management Advisory Committee	Review 1st Draft to submit to Regional Emergency Management Rep George Muise
January-March 2019	Emergency Management Advisory Committee	Review 2nd Draft to review with Regional Emergency Management Rep George Muise
April-May 2019	Emergency Management Advisory Committee	Review 3rd Draft with feedback from George Muise
May 2019	Emergency Management Stakeholders	Garner Feedback (RCMP, EHS, Fire Dept, etc.)
June 2019	Port Hawkesbury Town Council	Present draft to Council for approval.
September 2019	Port Hawkesbury Town Council	Approves Emergency Management Plan

Copies of the Municipality Emergency Management Plan are available at:

•   Port Hawkesbury Town Offices
•   Port Hawkesbury Website (e-document)
•   Port Hawkesbury Fire Department

2.0 List of Acronyms

ACRONYM	FULL NAME
AHJ	Authority Having Jurisdiction
AAHJ	Agency Authority Having Jurisdiction
BIA	Business Impact Analysis
CAO	Chief Administrative Officer
CIFFC	Canadian Interagency Forest Fire Centre
DFAA	Disaster Financial Assistance Arrangement
ECC	Emergency Coordination Centre
EHS	Emergency Health Services
EMAC	Emergency Management Advisory Committee
EMC	Emergency Management Coordinator
EMCAC	Emergency Management Community Advisory Committee
EMONS	Emergency Management Office Nova Scotia
EMP	Emergency Management Plan
EMPC	Emergency Management Planning Committee
EOP	Emergency Operations Plan
HAZMAT	Hazardous Material
HRVA	Hazard Risk Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MEPC	Municipality Emergency Planning Committee
MOU	Memorandum of Understanding
REMO	Regional Emergency Management Organization
TMR	Trunked Mobile Radio
TTX	Tabletop Exercise

3.0 Definitions

Agency - A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, non-governmental organizations may be included to provide support.

Agency Dispatch - The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative - A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards - Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command - An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment - The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources - Resources checked in and assigned work tasks on an incident.

Assignments - Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant - Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency - An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Available Resources - Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base - The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. The Incident Command Post may be co-located with the Base.

Branch - The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Camp - A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command - A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In - Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief - The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command - The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff - Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications/Dispatch Centre - Agency or interagency dispatch centres, 911 call centres, emergency control or command dispatch centres, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Complex - Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Cooperating Agency - An agency supplying assistance (other than direct operational or support functions or resources) to incident management efforts.

Coordinate - To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Infrastructure - As one of the priorities for emergency management, critical infrastructure refers to organizations, persons, buildings and technology considered vital to the health, well-being, and economics of the population.

Delegation of Authority - A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization - The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy - A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director - The Incident Command System title for individuals responsible for supervision of a Branch.

Disaster - A real or anticipated occurrence such as disease, pestilence, fire, flood, tempest, explosion, enemy attack, sabotage, or release of any commodity which endangers health, safety; and the welfare of the population, property or the environment.

Dispatch - The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Emergency - A present or imminent event in respect of which the Town of Port Hawkesbury believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of the people of the Town of Port Hawkesbury.

Emergency Coordination Center (ECC) - The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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 (i.e., , fire, law enforcement, and medical services), by jurisdiction or some combination thereof. This is sometimes referred to as Emergency Operations Centres (EOC).

Emergency Management - The management of emergencies concerning all-hazards, including all activities and risk management related to: prevention and mitigation, preparedness, response and recovery.

Emergency Management Plan - Any plan, program of procedure prepared by the Town of Port Hawkesbury which aims (1) to mitigate the effects of an emergency or disaster, and (2) to safeguard the health or welfare of the population and to protect property and the environment, in the event of an emergency or disaster.

Emergency Management/Response Personnel - Includes Federal, Provincial, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role; also known as *emergency responders*.

Emergency Operations Plan - The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information - Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation - Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Finance/Administration Section - The Section responsible for all administrative and financial considerations surrounding an incident.

Function - Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (i.e., , the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff - A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group - Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are located between Branches (when activated) and Resources in the Operations Section.

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

Impact - The results or ultimate outcomes of an event or a series of events. When an event occurs, the impact can be measured by examining the event consequences. By continuously asking the questions "so what", event consequences can be determined.

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, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP) - An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command - Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC) - The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP) - The field location where primary functions are performed; the ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS) - A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management - The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT) - An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.

Incident Objectives - Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information - Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Information Management - The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer - A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident related information requirements.

Initial Actions - The actions taken by those responders who are first to arrive at an incident site.

Initial Response - Resources initially committed to an incident.

Intelligence/Investigations - *Different from operational and situational intelligence gathered and reported by the Planning Section.* Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability - The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for non-emergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Joint Information Centre (JIC) - A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction - A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (i.e., , law enforcement, public health).

Jurisdictional Agency - The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Liaison Officer - A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics - Providing resources and other services to support incident management.

Logistics Section - The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives - A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Mitigation - Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.

Mobilization - The process and procedures used by all organizations-Federal, Provincial/Territorial, regional, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination (MAC) Group - Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multi-agency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS) - Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information

coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centres (EOC) andMAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident - An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement - Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Non-Governmental Organization (NGO) - An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.

Objective - The overarching purposes or aims of an incident response is expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer - The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period - The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section - The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization - Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Overhead - Personnel assigned to supervisory positions, including incident commander, command staff, general staff, branch directors, supervisors, unit leaders, managers and staff.

Preparedness - Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention - Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Private Sector - Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Probability - The frequency or likelihood that an event will happen. This can be measured by historical data and predicted models.

Protocols - Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery - The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management - Efficient emergency management and incident response requires a system 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.

Resource Tracking - A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources - Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response - Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Risk - The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based - The concept that appropriate emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

Risk Management - The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Risk Tolerance - The degree to which the population or segments of the population are able to tolerate the chance of a hazard or threat occurring. It is a subjective measure of perception often influenced by past experience, media exposure and political agendas.

Safety Officer - A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section - The organizational level having responsibility for a major functional area of incident management (i.e., , Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Sector - On large incidents such as wildland fires, a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned. Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report - Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Standard Operating Guidelines - A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP) - Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner. Status Report: Relays information specifically related to the status of resources (i.e., , the availability or assignment of resources).

Strategy - The general overall plan or direction selected to accomplish specific incident objectives.

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.

System - An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics - The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force - Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist - Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Threat - The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.

Tracking and Reporting Resources - A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Unified Approach - A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.
Unified Area Command - Command system established when incidents under an Area Command are multijurisdictional.

Unified Command (UC) - An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit - The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader - The individual in charge of managing units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (i.e., Base or Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command - Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Vulnerability - A degree of susceptibility or increased likelihood of being adversely impacted due to the nature of the particular hazard, time of day of occurrence, or seasonal factors associated with the event.

4.0 Distribution List

Position	Copies
Mayor	1
Council	4
Chief Administrative Officer (CAO)	1
Town Clerk	1
Public Works Supervisor	1
Facilities Manager	1
Chief Financial Officer (CFO)	1
Planning Director (EDPC)	1
Emergency Management Coordinator (EMC)	1
Strait Area Mutual Aid Partners (Municipalities/Fire Departments)	
Auld's Cove Volunteer Fire Department	*1**
Louisdale Volunteer Fire Department	*1**
Mulgrave Volunteer Fire Department	*1**
Municipality of the County of Antigonish	*1**
Municipality of the County of Inverness	*1**
Municipality of the County of Richmond	*1**
Port Hastings Volunteer Fire Department	*1**
Town of Mulgrave	*1**
West Bay Road Volunteer Fire Department	*1**
Strait Area Industries	
Bear Head LNG	*1**
Cape Breton and Central Nova Scotia Railway (CBCNSR)	*1**
Celtic Air	*1**
Martin Marietta	*1**
Melford Atlantic Gateway	*1**
Mulgrave Machine Works	*1**
Nustar	*1**
Port Hawkesbury Paper	*1**
Strait Area Industry Committee (Chairperson)	*1**
Strait of Canso Superport Corporation Limited	*1**
Superport Marine Services	*1**
Svitzer	*1**
Emergency Management Planning Officer - George Muise	1*

Emergency Coordination Centre (ECC) - Town Offices   10
Town of Port Hawkesbury Website (for citizen access)   1*
Agency Partners
        Communications Mass-Media Partner - The Hawk   *1**
        Community Services   *1**
        Department of Transportation   *1**
        Emergency Health Services (EHS)   *1**
        Evans MacIsaac MacMillan (legal)   *1**
        Health Authority   *1**
        Nova Scotia Community College - Strait Area Campus   *1**
        Nova Scotia Power   *1**
        Port Hawkesbury Volunteer Fire Department   *1**
        RCMP   *1**
        Red Cross   *1**
Vulnerable Sectors
        Evergreen Seniors Club   *1**
        Leeside Transition House   *1**
        Port Hawkesbury Nursing Home   *1**
        ROC Society   *1**
        SAERC Daycare   *1**
        Shalom House   *1**
        Strait Area Education Recreation Centre   *1**
        Sunset Manor   *1**
        Tamarac Education Centre   *1**

Denotes electronic copies.

5.0 Emergency Management Contacts

*Assign a number for emergencies (after the ECC is established) through the information officer.

ORGANIZATION	TITLE	PHONE	EMAIL
Public Sector Contacts			
Town of Port Hawkesbury	Mayor, Brenda Chisholm-Beaton	902-302-9371 902-625-7893	bchisholmbeaton@townofph.ca
Town of Port Hawkesbury	CAO, Terry Doyle	902-227-5458 902-625-7890	tdoyle@townofph.ca
Emergency Management Coordinator EMC	Curtis Doucet	902-631-4059	phvfd@eastlink.ca
EMO Duty Officer	On Duty Officer	1-866 424 5620	*First call for any Emergency Incident if the PCC is activated
Town of Port Hawkesbury	Council, Hughie MacDougall	902-227-7834	hmacdougall@townofph.ca
Town of Port Hawkesbury	Council, Mark MacIver	902-227-7110	mmaciver@townofph.ca
Town of Port Hawkesbury	Council, Blaine MacQuarrie	902-631-4040	bmacquarrie@townofph.ca
Town of Port Hawkesbury	Dept. Public Works Jimmy Dorton	902-631-0120	jdorton@townofph.ca
Town of Port Hawkesbury	Fire Chief, Curtis Doucet	902-631-4059	phvfd@eastlink.ca
Town of Port Hawkesbury	Deputy Fire Chief, Ronnie Organ	902-631-5305	partsronnie71@icloud.com
Port Hawkesbury RCMP	Staff Sergeant: Greg Redl Sergeant: Dean Lerat	902-625-2220	greg.redl@rcmp-grc.gc.ca dean.lerat@rcmp-grc.gc.ca
Emergency Management Planning Officer	George Muise	902-563-6396	george.muise@novascotia.ca
Canso Dispatch	Billy Mac Donald	902-625-3090	highlandradio@aliantzinc.ca
Port Hastings Fire Dept.	Fire Chief, James Cavanagh	902-302-1751	jcavanagh@ns.sympatico.ca
Port Hastings Fire Dept.	Deputy Fire Chief, Kevin Rhynold	902-631-1996	colleenrhynold@hotmail.com
Department of Environment	Mark Farell - District Manager	1-902-625-0791 902-563-2100 (sydney) 1-800-565-2100	mark.farell@novascotia.ca
Department of Natural Re.	dispatch	902-756-2298	n/a
NS TIR	Darren Blundon	902-625-4052	darren.blundon@novascotia.ca
Port Hawkesbury RCMP	Staff Sergeant, Greg Redl	902-625-2220	gregory.k.redl@rcmp-grc.gc.ca
Ground Search and Rescue	SHUBIE - dispatch	877-293-6977	n/a
Strait Area Ground Search and Rescue	Cecil Cashin	902-358-2584 902-870-5412	ccashin.cashin372@gmail.com

Health Services			
Strait Richmond Hospital	Cathy Chisholm Facility Administrator	902-625-3100	n/a
St. Martha's Hospital	On Duty workers	902-567-4500	n/a
EHS	Supervisor Jason Helpard	Dispatch 902 564 5125 902 631 0347	jason.helpard@emci.ca
Red Cross Organization	Phillip Hayes	800-222-9597	n/a
Red Cross Local	Michael Hatt	902-631-2623	md-hatt@hotmail.com
Strait Area Transit	Manager: Jessie MacDonald	902-625-1475 902 951-1199	jessie@satbus.ca
NSCC Strait Campus	Principal, Vivek Saxena Facility Manager, Lorne MacDonald	902-227-5249 902-631-2779	tom.gunn@nscc.ca
Strait Regional Centre for Education	Paul Landry Transportation: Kevin Pierce Properties: Lou Bona	902 747 3674 902 863 9548 902 747 3630 902 227 8129 902 747 3635 902 227 8105	paul.landry@srce.ca kevin.pierce@srce.ca lou.bona@srce.ca
Industry			
Port Hawkesbury Paper	Paul Mattheson	902 625 6130 902 302-3285	paul.mattheson@porthawkesburypaper.com
Nova Scotia Power (plant)	Roy Dobson	902 625 2323 Ext 3633 902 631 5067	Roy.Dobson@nspower.ca
Nova Scotia Power	Annie Woodford	902-428-6311	Amie.Woodford@nspower.ca
Nustar	Bruce Woolridge	902 631 4035	
Superport Marine	24H Dispatch	902 625 3375 902-625-4527	info@superport.ns.ca
Municipal Partners			
Inverness County	Warden Betty Ann MacQuarrie	902-945-2399 902-258-5632	betty@mabou.net
Richmond County	Warden Jason MacLean	902-535-4082	jmaclean@richmondcounty.ca
Guysborough County	Warden Vernon Pitts	902-533-3597	vpitts@modg.ca
Antigonish County	Warden: Owen McCarron	902 863 1117	omccarron@antigonishcounty.ns.ca
Antigonish Town	Mayor Laurie Boucher	Phone: 902-863-2427 Fax: 902-863-0460	Mayor@townofantigonish.ca
Victoria County	Warden: Bruce J Morrison	902 295 3030 (home) 902 565 8229 (mobile)	bruce.morrison@countyvictoria.na.ca

CBRM	Cecil Clark	902 563 5000	mayor@cbrm.ns.ca
Businesses			
Norvon Enterprises	Derek Fox	902 625 2262, 902 631 2223	dfox@norvonenterprises.ns.ca
AW Leil Crane	Helen Comeau	902 625 1400 902 227 7590	hcomeau@awleil.com
Woody's Crane Rental	Woody Howl	902 227 7777	n/a
United Rental	Steve Mercer	902 625 2232	stmercer@ur.com
TRANSPORTATION			
Strait Area Transit	Manager:Jessie MacDonald	902 625 1475 902 951 1199	jessie@satbus.ca
Cape Breton & Central NS Railway Limited	Derek Whalen	902 759 4245 902 631 3837	derek.14@live.ca
Maritime Bus Service	Wenda Pitre	902 628 7544	wend@coachatlanticgroup.com
Business Retail			
Sobeys	Manager Ann Pitts	902 625 1242	n/a
AtlanticSuperstore	Manager: Robbie Bissonnette	902 625 5123 902 631 1214 (24 hrs)	mon00317@loblaw.ca
Wal-Mart	Manager Bill Wadden	902 625 0954 902 631 4614	wwadden.s03068.ca@walmart.com
Kent Supplies	ManagerAlexis Gallant	902 625 5555	gallant.alexis@kent.ca
Canadian Tire	Manager Fernando Araujo	902 625 1580	fernandoaraujo@hotmail.com
Giant Tiger	Manager: Chris MacLeod	902 625 1432	mgrstore212@gianttiger.com
Food Retail			
Tim Hortons	Owner Danielle MacDonald	902 625-1199 902 227 8507	danielle.mac.donald@hotmail.com
Subway	Denis Delerla	902 625- 1200 902 951 0548	Derla.dennis@yahoo.comdennisrla.
Fleur De-Lis	Danna Ferguson Cathy Belyea	902-625-2566 902-951-0090 (Danna)	fleurdelistearoom@hotmail.com
Kentucky Fried Chicken	management on duty	902 625-1714	n/a
McDonald's Restaurant	Rob Baird	902 625 1119 902 870 9684	jrobbbaird@hotmail.com
Lodging/Accommodations			
Maritime Inn	Sean Murphy	902 625 0320 Ext 0	n/a
Hearthstone Inn	Thierry surette	902 625 2480 902 631 1236	reservations@macpuffin,ca

Chisholms of Troy Cottages	James MacDonald	902 625 3285 (24 Hr)	chisholms_troy@yahoo.com
ANIMAL Care			
Disaster Animal Response Team of Nova Scotia DART	Catherine Stevens	902-233-4089	president@dartns.org
Strait Veterinary	under transition	902 625 5757 902 295 3440	straitvets@ns.aliantzinc.ca
Highland Veterinary	Tara Sellers	902 625 3315 902 227 7207	highland@bellaliant.com
That Dog Place	Michele Tabensky	902-625-9663	tabensky@hotmail.com
Vulnerable Sectors			
P H Nursing Home	Administrator on duty	902-625-1460	n/a
Leeside	Executive Director Marina Martens Liz Gillis Mac Donald- supervisor	902 625 1990 902-625-5152 (Marina) 902-787-3384 (Liz)	n/a
Shalom House & ROC	Director: Diana Poirier Supervisor: Karen MacLean Supervisor: Tiffany Coffin Board President: Tom Gunn	Shalom Office 625-2438 ROC Office: 625-0132 902-227-8502 (Diana) 902-295-0496 (Karen) 902-234-2186 (Tiffany) 902-625-4368 (Tom)	n/a
Sunset Manor	Manager: Norman Little	902 258 7005 902 625 5402 (office)	n/a
Support Facilities			
Evergreen Club	President Francis Lamey	902 625 3962	n/a
PH Fire Department	Fire Chief: Curtis Doucet	902-625-1313	phvfd@eastlink.ca
Legion	President Gary Burns	902 625 2732 902 631 2856	n/a
St. Mark's Church	Nan Corrigan	902 625 0407 902 631 5500	nancy.corrigan@gmail.com
St Joseph's Church	Rev . Conrad Edwards Deacon Berkley Guthro	902 625 1045 902 631 0041	st.joe.ph@ns.sympatico.ca
Anglican Church	Bob Burgess	902 625 1247	n/a
Curling Club	Blaise MacEachern	902 625 5478	n/a
Yacht Club	Commodore Sandy MacDonald	902 625 3179	n/a

6.0 Preface

This Municipal Emergency Management Plan was designed and developed for the Town of Port Hawkesbury to assign specific duties and responsibilities, and to direct the actions of key officials in the event of an emergency.

For this **Emergency Management Plan** to be effective, it is imperative that all municipal employees take the initiative and responsibility for familiarizing themselves with the plan, procedure and protocol and that every Town official be prepared to perform all assigned duties and responsibilities in the event of an emergency.

Also imperative, is that regular information and training sessions are held to ensure the roles and responsibilities developed in this **Emergency Management Plan** are kept current and familiar. Town of Port Hawkesbury department heads and supervisors should similarly review and keep up-to-date their own roles and responsibilities to ensure effective response in the case of an emergency.

It is the responsibility of the Town's assigned Emergency Management Coordinator (EMC) to make certain the **Emergency Management Plan** is reviewed and updated on an *annual* basis (or more often, if needed). Upon each review of the **Emergency Management Plan**, the EMC will bring the Plan (and any amendments) to Council for approval.

 September 10, 2019
Date of approval by Council

Mayor Brenda Chisholm-Beaton

7.0 Introduction

Municipalities are vulnerable to numerous hazards and emergencies. These can be human-caused emergencies such as transportation accidents, technological failures; infrastructure disruptions that could involve utility and power failures; as well, there can also be natural hazards such as severe weather or weather-related emergencies.

This Port Hawkesbury *Emergency Management Plan* establishes a framework that ensures our municipality is prepared to deal with numerous emergencies and hazards. It is a plan through which resources will be mobilized in the event of an emergency, thereby restoring the municipality to a state of normalcy. It is designed to ensure that all agencies are fully aware of their respective roles and responsibilities during that emergency.

This Port Hawkesbury *Emergency Management Plan* also makes the provisions for the earliest possible coordinated response to an emergency, an understanding of the personnel and resources available to the Municipality, and the recognition that additional expertise and resources can be called upon if required.

The **Emergency Coordination Centre (ECC) Commander** (oftentimes the Chief Administration Officer (CAO) of the Town) is responsible to ensure that all appropriate agencies and personnel are notified and engaged.

During normal operations, routine or minor emergencies are within the response capabilities of the municipality's first response agencies, within minimal need for EMO assistance. A major emergency is any emergency that will likely go beyond normal procedures and will require the EMO organization to activate at the appropriate level. Due to this, the ***Emergency Management Plan*** needs to be tested every year and a full debrief be held within 15 days of an EMO activation. There will be a tabletop exercise every year, and a functional exercise once every three years.

An emergency may result from an existing danger, or it may be a threat of an impending situation affecting property or the health, safety and welfare of the municipality. Its nature and magnitude requires a controlled and coordinated response by a number of agencies, including governmental, non-profit and private, under the direction of the **Municipal Emergency Management Organization** (MEMO).

The onsite response will be managed by the onsite **Incident Commander** (IC). When the **Emergency Coordination Centre** (ECC) is activated its primary function is to coordinate and support operations while at the same time providing essential services to the unaffected areas of the municipality.

8.0 Town of Port Hawkesbury: Local Context

The Town of Port Hawkesbury is located on the Eastern Shore of the Strait of Canso on Cape Breton Island, approximately seven (7) kilometres from the Canso Causeway along Highway 4. Port Hawkesbury is immediately adjacent to both Port Hastings and Port Tupper, and while the town is within the County of Inverness, its boundary forms part of the border between Inverness County and neighbouring Richmond County. The town has a total land area of 8.11 square kilometres, and a population of 3500 people and a density of 414.8 persons per square kilometre.

Port Hawkesbury was incorporated as a Town in 1889, which makes it one of the oldest incorporated municipalities in the province of Nova Scotia. Initial development in Port Hawkesbury centred on its port at the harbour, with Granville Street serving as the major transportation route supporting commercial development along the shore and residential development grid-patterned streets rising inland from the water.

With the completion of the Canso Causeway in 1955, access to Cape Breton Island became safer and more dependable. The Causeway also blocked the cold Gulf of St. Lawrence current, transforming the harbour into an ice free port. Thus, with the combination of its deep water and ice free status, the harbour became an excellent location for heavy industrial development at Point Tupper, which closely followed the completion of the Causeway. Pressures for residential and commercial development were created by the population growth resulting from the arrival of the Stora Forest Products pulp and paper mills, the Gulf Oil Refinery, the Nova Scotia Power generating station and the Atomic Energy of Canada Ltd. Heavy Water Plant.

The construction of Reeves Street has precipitated a new focal point of development around shopping centres, the Strait Area Education and Recreation Centre (SAERC), the Civic Centre, which was completed in 2004, the Port Hawkesbury Business Park and several other commercial, civic and residential uses. The Granville Street business district remains quiet today, although the new Justice Centre has opened at Granville and Kennedy Streets, and the Town plans to encourage residential development along Port Hawkesbury's oldest and most historic street.

Today Reeves Street is the Town's main street and throughway (connecting Inverness and Richmond Counties) for commerce and recreation, and with the establishment of NSCC and SAERC high school, for education as well. The Town has recently updated its Municipal Planning Strategy and Planning Bylaw (2018) to allow for mixed-use planning on Reeves Street for possible future combined commercial and residential developments.

Regionally, Port Hawkesbury serves as a major commercial, educational, recreation, and government services location for the south-western part of Cape Breton and the Strait Region. Major institutional uses in the community include: the Courthouse on Kennedy Street; provincial offices, a regional high school (SAERC), the Civic Centre housing municipal offices and recreation uses located at the intersection of Reeves Street and MacSween Street; and the Strait Area Campus of the Nova Scotia Community College (NSCC),

located on Reeves Street with secondary access from Hillcrest Drive.

Some notable features of the Town is that it is a major transportation hub in the Strait Region. Transportation by vehicle means that it is the first major commercial centre when entering the Island of Cape Breton. There are two main entrance/exits (via Reeves Street entering the Town from the Canso Causeway; and via Trunk 4 coming from Richmond County), with an entrance/exit to Point Tupper (Port Hawkesbury Paper, Nustar Energy, etc.).

The Town is a throughway for Rail transportation as well. Our rail system follows the shore to Point Tupper, which constitutes the only viable rail connection to the Island. The railway tracks flow through the lower section of Granville Street, crossing various sections of town-owned, private-owned, and commercially-owned properties.

The Town also boasts the 2nd deepest ice-free Port in North America and sees significant marine traffic in the Strait of Canso very near the Town. There is a wharf located on Port Hawkesbury's Lower Water Street that is owned and operated by the Strait of Canso Superport Corporation. It is a working waterfront, with some industry and business presence as well as a functioning Yacht Club and boardwalk.

Finally, the "Allan J MacEachen Regional Airport" (formerly known as the Port Hawkesbury Airport) has seen a significant increase in landings, attributed to golf and other Cape Breton tourist attractions.   Thus, Port Hawkesbury is a significant transportation hub by water, air, road and rail.

From an emergency measures perspective, Port Hawkesbury, like other municipalities on the Island of Cape Breton, shares only one exit/entrance via the Canso Causeway. This entrance is close enough that any short-term or prolonged Causeway closures has a significant impact on the municipalities on both sides of the Canso Causeway, the Town of Port Hawkesbury included. This unique feature will demand a regional plan in collaboration with the Province of Nova Scotia as well as some careful consideration on how the Town will mitigate the needs of the people who might find themselves stranded in the Town's parameter.

In closing, since Port Hawkesbury is strategically located in the Strait Area, and since it serves the surrounding municipalities as a service and shopping centre, as well as in many other capacities, the Town may oftentimes find itself in a position to handle in excess of its population of <3500 citizens, particularly when emergencies occur and this ***Emergency Management Plan*** will need to be utilized.

9.0 Relevant Legislation and Authorities

9.1 Federal

The federal government, through Public Safety Canada (PSC), is responsible for the national emergency response system. In the event of a nationally declared emergency event, the federal government can/will implement its Federal Emergency Response Plan (FERP) and will consult with provinces and territories through their regional offices.

9.2 Provincial

The Province of Nova Scotia assumes an emergency management leadership role, to ensure the safety and security of Nova Scotians, their property and the environment by providing a prompt and coordinated response to an emergency. The following section outlines the legislative and regulatory framework associated with this responsibility:

Emergency Management Act – Provincial
The Minister of Emergency Management has authority over all matters respecting emergency planning, preparedness, response, mitigation, recovery and emergencies in the Province.
The Emergency Management Office (EMO) has and shall exercise and perform such powers and duties as are vested in it by or under this Act and those assigned to it by the Minister.
The Emergency Management Office may, subject to the approval of the Minister:
(a) Review and approve, or require modification to Provincial and Municipal emergency management plans;
(b) Make surveys and studies to identify and record actual and potential hazards that may cause an emergency;
(c) Make surveys and studies of resources and facilities to provide information for the effective preparation of emergency management plans;
(d) Conduct public information programs related to the prevention and mitigation of damage during an emergency;
(e) Conduct training and training exercises for the effective implementation of emergency management plans;
(f) Procure food, clothing, medicines, equipment and goods of any nature or kind for the purposes of emergencies;
(g) Authorize or require the implementation of any emergency management plan; and
(h) Enter into agreements with any persons, organizations or associations in respect to emergency management plans.

Additionally, the Minister may
(a) Divide the Province into districts and sub-districts for the purpose of this Act;
(b) After consultation with the municipalities concerned, designate a combination of municipalities or parts thereof as a municipality for the purpose of this Act and determine the respective responsibilities of municipalities in the designated area;
(c) Require municipalities to prepare emergency management plans, including mutual aid programs, and to submit such plans to the Emergency Management Office for review for adequacy and integration with the Provincial emergency management plans;

(d) Establish procedures for the prompt and efficient implementation of emergency management plans; and

(e) Require any person to develop emergency management plans in conjunction with the Emergency Management Office or the municipalities to remedy or alleviate any hazard to persons or property.

The Minister may declare a state of emergency in respect to all or any district, sub-district or area of the province, if satisfied that an emergency exists or may exist, and after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council.

9.3 Municipal

The Minister of Justice has delegated legislative obligations and responsibilities to municipalities within the province.

Emergency Management Act – Provincial
Within one year of the coming into force of this Act, each municipality shall:
(a) Subject to the approval of the Minister, establish and maintain a municipal emergency by-law;
(b) Establish and maintain a municipal emergency management organization;
(c) Appoint a coordinator of the municipal emergency management organization and prescribe the duties of the coordinator, which shall include the preparation and coordination of emergency management plans for the municipality;
(d) Appoint a committee consisting of members of the municipal council to provide advice on the development of emergency management plans; and
(e) Prepare and approve emergency management plans

The municipality may:
(a) Pay the reasonable expenses of members of the organization or members of the committee appointed;
(b) Enter into agreements with and make payments to persons and organizations for the provision of services in the development and implementation of emergency management plans;
(c) Enter into an arrangement or agreement with any other municipality respecting a common organization, plan or program;
(d) Appropriate and expend sums approved by it for the purpose of this section; and
(e) Every municipality shall, immediately upon becoming aware of it, inform the Emergency Management Office of any real or anticipated event or emergency that could impact the health, safety or welfare of Nova Scotians, their property or the environment.

10.0 Objectives of Emergency Management

For purposes of this plan, municipal emergencies are defined as situations or the threat of impending situations abnormally affecting property, health and or safety of citizens, the natural environment, local economy, and the general welfare of the Town of Port Hawkesbury, which by their very nature or magnitude require a controlled and coordinated response by the public and/or private sectors, under the direction of the responsible elected and municipal officials.

These emergencies are distinct from routine operations carried out by municipal agencies (such as firefighting, public works services, policing, and medical emergencies). Emergency management consists of organized programs and activities to deal with actual or potential emergencies or disasters. It is based on a risk management approach and it includes the following <u>six</u> components.

10.1 Objective 1 – Assess Risks

The objective of assessing risks through the Hazard Identification and Risk Analysis (HIRA) process helps set priorities, suggests protective Management, and ensures the greatest effort is devoted to the greatest need. A central task is to carry-out a vulnerability analysis to identify the vulnerable population that may require priority actions.

In order to determine what Municipal resources are critical to the provision of essential Municipality services, it is necessary to conduct a basic Business Impact Analysis (BIA). In the event a piece of infrastructure required for delivery of critical Municipality services is lost due to an emergency the BIA will provide assistance in determining Municipality response.

10.2 Objective 2 - Mitigate Risks

Mitigation Management are designed to prevent or reduce the consequences of emergencies. Management include building codes, land use management, public education, and insurance incentives. These fall generally under responsibilities of various legislative bodies and public safety agencies. The Emergency Response Plan plays an important role in drawing attention to potential hazards and lobbying for needed change. Disastrous events like floods and weather extremes that cannot be prevented demand efforts at mitigation, response, and recovery.

10.3 Objective 3 - Plan for Response

In addition to developing the emergency plans there are several other planning tasks. These are: identification of vulnerable populations, identifying and designating emergency support facilities. Planning for response includes establishing emergency coordination centres, identifying resources, preparing to issue warnings, and planning for evacuation. Primary Management are the development of emergency plans and resource inventories. All responses shall be in accordance with all applicable laws, Acts,

Bylaws, codes and regulations.

10.4 Objective 4 - Plan for Recovery

Recovery includes the physical restoration and reconstruction following a disaster. Actions may include the re-introduction of displaced persons, economic impact estimates, counselling, financial assistance programs, environment, temporary housing, and health and safety information.

10.5 Objective 5 - Ensure Preparedness

Preparedness actions ensure that individuals and both public and private agencies will be ready to react effectively in an emergency. Primary Management include gathering equipment required to provide site support, individual and collective training, and exercising members of the Emergency Management Committee. Actions are wide-ranging with emphasis on coordination and training.

10.6 Objective 6 - Evaluate and Renew the Program

This calls for the Emergency Management Committee to periodically evaluate the entire Emergency Management Program, by measuring the performance of selected actions and the achievement of desired results.

11.0 Emergency Plan Framework

11.1 Scope

The aim of the Port Hawkesbury Emergency Management Plan is to provide the framework within which extraordinary management can be taken to protect the health, safety, and welfare of the Town of Port Hawkesbury citizens, other people present in the Town at the time of the emergency, to prevent or minimize property damage or loss, and to protect the environment and minimize economic disruption when faced with an emergency.

It has been prepared as a guide for all personnel responsible for directing and coordinating emergency services in the event of a local emergency, and is based on the following assumptions:
- A natural or man-made emergency can occur at any time;
- An emergency may involve any or all emergency services; and
- The time of year, time of day, or weather conditions may complicate the execution of relief services.

It may be necessary to coordinate the activities and requirements of town services to cope with emergencies resulting from natural causes, such as windstorm/tornado, fire, freezing ice storm, snow/blizzard, flooding or epidemic; or, other emergencies resulting from man-made causes, such as fires, toxic Spill (liquid or gas), transportation accident, pollution, structural collapse, explosion, or utility Failure (power, water, sewage).

11.2 Purpose

The plan unifies the efforts of resources for a comprehensive approach in responding to and reducing the impacts of an emergency. It is intended to increase the emergency response capacity of our municipality by establishing a plan of action to efficiently and effectively deploy all required resources to the best of our ability.

Thus, the Emergency Management Plan's purpose is to direct the employment of all required services to ensure:
(a) The earliest possible response to an emergency call by all required services;
(b) That an Emergency Coordination Centre (ECC) is established at a location remote from the disaster area, where adequate communications can be established and security can be maintained;
(c) That an on-site operations facility and base of operations are established to provide control of the disaster site;
(d) That crowd control is used as needed to ensure operations are not impeded and to avoid casualties;
(e) That endangered persons are rescued as quickly as possible and that first aid is provided at a nearby, secure site;
(f) That there is a controlled evacuation and a balanced distribution of casualties to hospitals;
(g) That immediate action (when possible) is taken to eliminate all sources of potential danger in the area of the incident;
(h) Buildings that are considered hazardous are evacuated;

(i) Social Service is provided as needed for displaced persons and emergency service personnel; and
(j) Factual official information is available at the earliest time to:
  i. The officials involved in the emergency operations;
  ii. The news media, to allay anxiety and to reduce the number of onlookers at the scene; and
  iii. Concerned individuals seeking personal information.

11.3 Authority

The Emergency Plan which contains the duties and responsibilities of the Municipality Emergency Management Organization (MEMO) is issued under the authority of the Town Council in accordance with the *Nova Scotia Emergency Management Act* as well as the *Town of Port Hawkesbury Emergency Management Bylaw*, dated April 3, 1991.

The purpose and objectives of the Port Hawkesbury *Emergency Management Organization*, in cooperation with the *Provincial Emergency Management Organization*, are as follows:
(a) To ensure the earliest possible response and overall control of the emergency operation;
(b) To undertake immediate actions to eliminate all sources of potential danger within the affected area;
(c) To establish an Emergency Coordination Centre (ECC) and any other necessary emergency operations control facilities, reception / evacuation centres etc.;
(d) To plan for the continuity of the physical operation of the town services and to establish plans for the cooperation and mutual assistance of municipal governments in the event of a civil disaster or war emergency;
(e) To execute emergency plans for departments and services that have immediate responsibilities in the event of a civil disaster or war emergency, and to prepare plans for public survival;
(f) To arrange immediate first aid treatment and transport of casualties to hospitals and/or designated sites;
(g) To work closely with other authorities of the town, schools, Nova Scotia Community College (Strait Area Campus), neighbouring municipal units, and Provincial authorities who have been assigned comparable duties;
(h) To provide timely, factual, and official information to the emergency operations officials, media, public, and individuals seeking personal information;
(i) To provide for a total or partial controlled evacuation of the Town of Port Hawkesbury, as required; and
(j) To conduct disaster drills so that the Emergency Plan can be evaluated and upgraded;

12.0 Assumptions

Incident Assumptions

- An incident that affects the Town of Port Hawkesbury is likely to also affect the surrounding communities in the Strait area and surrounding regions. Therefore, the Town of Port Hawkesbury should plan to manage all incidents with limited external resources for the first 24 to 72 hours;
- An emergency incident or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning;
- Some community members who are directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the Emergency Management Committee;
- The succession of events in an emergency incident or disaster is unpredictable; therefore, this plan should be utilized as a guidance document, and adapted accordingly for the specific needs of the emergency incident or event;
- The fundamental priorities for the Town of Port Hawkesbury during an emergency incident or disaster are the preservation of life and protection of people, the protection and restoration of property and infrastructure, the stabilization of the emergency incident or disaster, and recovery fulfilled to pre-incident conditions.
- During an emergency incident or disaster, all operations will be coordinated through the Emergency Coordination Centre;
- The greater the complexity, impact and geographic scope of an emergency, the more likely a multi-agency response will be required; and
- Extended incidents that require 24 hour operations will most likely be divided into two operational periods or shifts of 12 hours each. Staffing should be planned accordingly.

Plan Assumptions

- The Town of Port Hawkesbury Departments will be familiar with the Emergency Plan, and their specific responsibilities within the plan;
- The Town of Port Hawkesbury Emergency Plan will be reviewed and updated at least annually by the Emergency Management Coordinator (EMC) and the Emergency Management Advisory Committee. A record of changes/amendments and annual review will be maintained/documented; and
- The Plan will be exercised at least once annually via tabletop, with a practical exercise conducted once every three years.

13.0 Incident Command System and the ECC

ICS Organization of the Municipal ECC
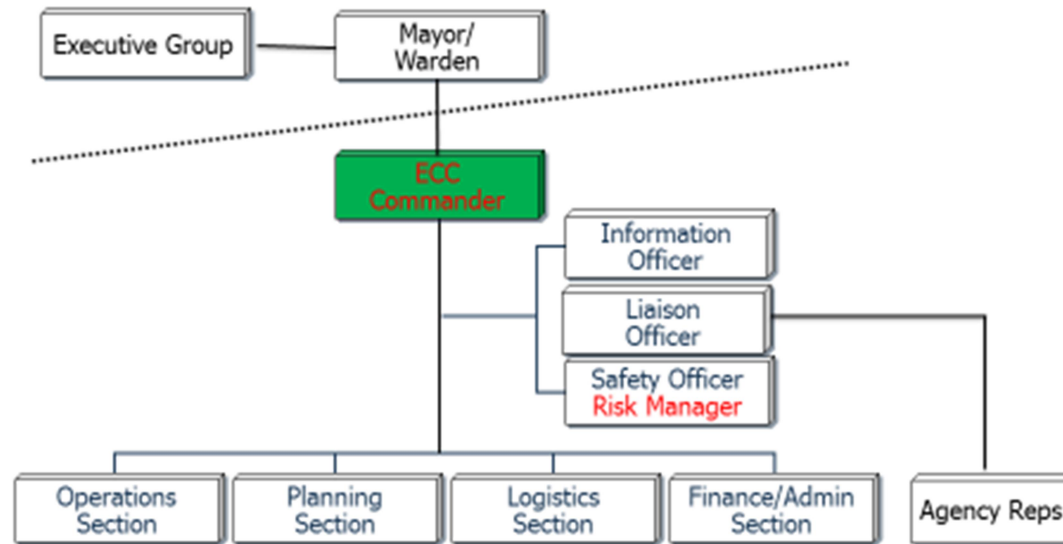
The **Incident Command System (ICS)** is a standardized on-site management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

The ICS is used to manage an incident or a non-emergency event, and can be used equally well for both small and large situations. ICS has three primary purposes:
 (1) To provide for the orderly and predictable division of labour
 (2) To provide for the overall safety at the incident or event
 (3) To ensure that the work at the incident or event is performed efficiently and effectively.

The system has considerable internal flexibility; it can grow or shrink to meet the changing needs of the incident or event.

13.1 Incident Command System Management

(Sources: http://www.icscanada.ca/images/upload/ICS%20OPS%20Description2012.pdf
https://novascotia.ca/dma/emo/emergency_management_community/courses/docs/EOC_Manual_150709.pdf)

Incidents typically begin and end locally, and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or first responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities.

The ICS framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well-integrated and effective incident response operations.

ICS is a fundamental form of management established in a standard format, with the purpose of enabling incident managers to identify the key concerns associated with the incident—often under urgent conditions—without sacrificing attention to any component of the command system. ICS is used to organize on-scene operations for a broad spectrum of emergencies from small to complex incidents, both natural and manmade. The field response level is where emergency management / first response personnel, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident. Resources from the Federal, Provincial, Municipal, First Nations, or other local levels, when appropriately deployed, become part of the field ICS as prescribed by the local authority.

As a system, ICS is extremely useful; not only does it provide an organizational structure for incident management, but it also guides the process for planning, building, and adapting that structure. Using ICS for every incident or planned event helps hone and maintain skills needed for the large-scale incidents.

Management by objectives is communicated throughout the entire ICS organization and includes:
1. Establishing incident objectives.
2. Developing strategies based on incident objectives.
3. Developing and issuing assignments, plans, procedures, and protocols.
4. Establishing specific, measurable tactics or tasks for various incident management functional activities, and directing efforts to accomplish them, in support of defined strategies.
5. Documenting results to measure performance and facilitate corrective actions.

Incident Action Planning - Centralized, coordinated incident action planning should guide all response activities.

An **Incident Action Plan (IAP)** provides a concise, coherent means of capturing and communicating the overall incident priorities,

objectives, strategies, and tactics in the context of both operational and support activities. Every incident must have an action plan. However, not all incidents require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the Incident Commander (IC) or Unified Command (UC). Most initial response operations are not captured with a formal **IAP**. However, if an incident is likely to extend beyond one operational period, become more complex, or involve multiple jurisdictions and/or agencies, preparing a *written* **IAP** will become increasingly important to maintain effective, efficient, and safe operations.

Manageable Span of Control - Span of control is key to effective and efficient incident management. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

Incident Facilities and Locations - Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes. The IC will direct the identification and location of facilities based on the requirements of the situation. Typically designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, mass casualty triage areas, point-of-distribution sites, and others as required.

Comprehensive Resource Management - Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management and emergency response. Resources to be identified in this way include personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation.

Integrated Communications - Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures. The *ICS 205 form* is available to assist in developing a common communications plan (see *Appendix P*). This integrated approach links the operational and support units of the various agencies involved, and is necessary to maintain communications connectivity and discipline and to enable common situational awareness and interaction. Preparedness planning should address the equipment, systems, and protocols necessary to achieve integrated voice and data communications.

Establishment and **Transfer of Command -** The command function must be clearly established from the beginning of incident operations. The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

Chain of Command and **Unity of Command -** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that all individuals have a designated supervisor to whom they report at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple,

conflicting directives. Incident managers at all levels must be able to direct the actions of all personnel under their supervision.

Unified Command - In incidents involving multiple jurisdictions, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Personnel Accountability - Effective accountability of resources at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, *Check-In/Check-Out, Incident Action Planning, Unity of Command, Personal Responsibility, Span of Control,* and *Resource Tracking* are the principles of personnel accountability, which must be adhered to.

Dispatch/Deployment - Resources should respond only when requested or when dispatched by an appropriate authority through established resource management systems. Resources not requested must refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

Information and **Intelligence Management -** The incident management organization must establish a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.

13.2 Incident Command System Structure

All incidents or events involve similar management tasks. The problem must be identified and assessed, a plan to deal with the problem developed and implemented, and the necessary resources acquired and paid for. ICS provides the structure for effectively managing the following common incident tasks:
- Providing leadership and developing an organizational structure
- Setting goals, objectives, strategies and tactics
- Developing plans and clearly communicating those plans to all involved
- Ensuring the proper equipment and tools are available
- Ensuring the work is done safely
- Tracking the status of the incident
- Evaluating the plan and making adjustments
- Maintaining effective span of control and ordering additional resources as needed
- Tracking costs and ensuring accountability for equipment and personnel
- Managing information and keeping agencies updated
- Authorizing payroll and contract payments
- Processing claims

- Documenting the incident or event

Most incidents or events require a division of labour to accomplish these tasks. The organization of the Incident Command system is built around five major management activities.

1. **Command** - Sets objectives and priorities, has overall responsibility at the incident or event
2. **Operations** - Conducts tactical operations to carry out the plan develops the tactical objectives, organization, and directs all resources
3. **Planning** - Develops the action plan to accomplish the objectives, collects and evaluates information. Maintains resource status
4. **Logistics** - Provides support to meet incident needs, provides resources and all other services needed to support the incident
5. **Finance / Administration** - Monitors cost related to incident, provides accounting, procurement, time recording, and cost analyses.

These five major management activities are the foundation upon which the ICS organization develops. They apply whether you are handling a routine emergency, organizing for a major event, or managing a major response to a disaster.

There is no correlation between the organization of ICS and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and management structures caused significant problems with incident management in the past.

In a single-site emergency, the governing agency with jurisdictional authority responds to the scene, and an Incident Commander (IC) is designated to manage all operations. As the incident grows, the IC begins delegating tasks and filling other command staff and general staff positions as needed.

13.3 Incident Command, Command and General Staff

Incident Command is responsible for overall management of the incident. Overall management includes Command Staff assignments required to support the command function. The Command and General Staffs are typically located and direct operations at the Incident Command Post (ICP), which is generally located at or in the immediate vicinity of the incident site. Normally, one ICP is established for each incident.

ICS Structure
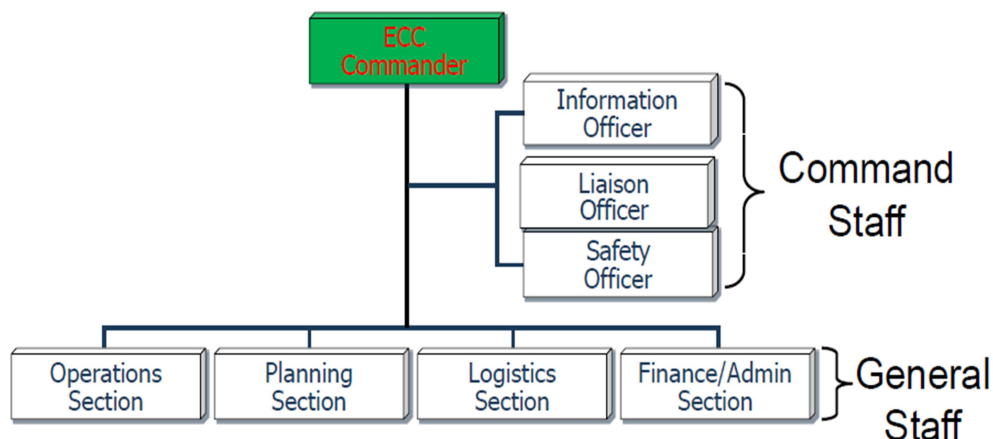
13.3.1 Incident Command

The command function may be conducted in one of two general ways:

1. **Single Incident Commander** When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases where incident management crosses jurisdictional and/or functional agency boundaries, a single IC may be designated if agreed upon.) Jurisdictions should consider designating ICs for established Incident Management Teams (IMTs). The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the IAP and all requests pertaining to ordering and releasing incident resources.

2. **Unified Command (UC)** is an important element in multi-jurisdictional or multi-agency incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction through a common set of incident objectives and strategies and a single IAP. Each participating agency maintains its authority, responsibility, and accountability.

Unified Command (UC)

Advantages of Using Unified Command:

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.

Incidents are managed under a *single collaborative approach* that includes:

- Common organizational structure.
- Single Incident Command Post.
- Unified planning process.
- Unified resource management.

13.3.2 Command Staff

In an incident command organization, the Command Staff typically includes an Information Officer, a Safety Officer, and a Liaison Officer, who report directly to the IC/UC and may have assistants as necessary (see Figure 3). Additional positions may be required, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the IC/UC.

13.3.3 General Staff

The General Staff is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs. The Section Chiefs may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents.

13.4 ICS Organization and Operations

ICS is used for a broad spectrum of incidents, from routine to complex, both naturally occurring and human caused, by all levels of government—federal, provincial, territorial, municipal, First Nations, and other local—as well as non-governmental organizations (NGOs) and the private sector. It is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in incident management activities.

Some of the more important "transitional steps" that are necessary to apply ICS in the incident scene environment include the following:

- Recognizing and anticipating the requirement that organizational elements be activated and taking the necessary steps to delegate authority, as appropriate.
- Establishing incident facilities as needed, located to support field operations. Establishing the use of common terminology for organizational elements, position titles, facilities, and resources.
- Rapidly evolving from oral direction to the development of a written Incident Action Plan (IAP).

The major elements of ICS are organized into the following 10 areas:
1. ICS Organization
2. The Operations Section
3. The Planning Section
4. The Logistics Section
5. The Finance/Administration Section
6. Establishing an Area Command
7. Facilities and Locations
8. The Planning Process and the IAP
9. ICS Forms
10. Summary of Major ICS Positions

The following subsection will talk about the use of ICS and Emergency Management from a *Town of Port Hawkesbury lens*.

13.5 Port Hawkesbury Emergency Management Organizational Structure

Three *Emergency Management Organizational Structures*:
1. Emergency Management Advisory Committee;
2. Emergency Management Planning Committee; and
3. Emergency Coordination Centre

In the event of an emergency, an **Emergency Management Advisory Committee** (EAC) can meet to determine the nature of the emergency. (Designated officials should identify alternate(s) in the event that they are unavailable during an emergency). Additionally, emergency responsiveness shall be in accordance with the *Nova Scotia Emergency Management Ac*t and the *Town of Port Hawkesbury Emergency Management Bylaw* dated April 3, 1991.   The authority for making policy decisions in an emergency situation rests with the Mayor/Council. Strategic and operational decisions are made by the CAO or designate.

If needed, an **Emergency Coordination Centre** (ECC) can be established with the noted diagram "chain of command" as needed to manage the emergency impacting the Town. An **Emergency Coordination Center (ECC)** is the physical location at which the coordination of information and resources to support incident management (on-scene operations) 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 (i.e., , fire, law enforcement, and medical services), by jurisdiction or some combination thereof.

13.5.1 Emergency Management ADVISORY COMMITTEE

The Advisory Committee may consist of:
- Emergency Management Coordinator (EMC);
- Mayor;
- Chief Administrative Officer (CAO);
- Councillor(s); and
- Deputy Emergency Management Coordinator (DEMC) (*optional*)

The Advisory Committee has the following duties, powers, and responsibilities:
- To establish a policy for the organization;
- To submit to the Council estimates of expenditures for the operation and maintenance of the organization for inclusion in its annual budget;
- To establish an Emergency Coordination Centre (ECC) location with the necessary communications equipment and physical facilities for the control and direction of emergency operations.
- The Advisory Committee will discuss "Emergency Management" quarterly as a Public Meeting Agenda item (i.e., discussing upcoming exercises, incremental weather education, budgetary items, etc.). These discussions will be included in the Town of Port Hawkesbury Minutes (either Public Meetings or Committee-of-the-Whole) available online.

13.5.2 Emergency Management PLANNING COMMITTEE

The Planning Committee may consist of:
- ECC Manager (CAO);
- Emergency Management Coordinator (EMC);
- Deputy Emergency Management Coordinator;
- Community Services;
- Health Services;
- Police Services;
- Fire Services;
- Communication Services;
- Transportation Services;
- Engineering Services;

- Information Services;
- University/College Liaison;
- Other (s)

The Planning Committee has the following duties, powers, and responsibilities:
- To assist in the preparation and maintenance of the Emergency Plan;
- To participate in the Hazard, Risk, Vulnerability Assessment;
- Bring forward concerns or issues of each member agency;
- To regularly attend all meetings and training sessions;

The Planning Committee Meetings will be chaired by the Emergency Management Coordinator. Depending on the nature of the risk, external agencies that are not normally a part of the Emergency Planning Committee may be asked to send a representative to join the committee to assist in development or revision of the Emergency Plan.

13.5.3 Emergency Coordination Center

The **Emergency Coordination Centre** (ECC) is activated as required to assist with coordination of emergency incidents or planned events within the Town of Port Hawkesbury or in support to other municipalities or the Provincial Coordination Center.

The CAO or alternate will act as the Emergency Coordination Centre Commander during all activation levels.

Another important role in the ECC is by the Emergency Management Coordinator (EMC) who is responsible to:
- advise the CAO or alternate when activation of the **ECC** is recommended;
- ensure the **ECC** is prepared for activation;
- act as **Liaison Officer**;
- Perform other duties as directed by the **ECC**.

Emergency Coordination Centre (ECC) positions:
1. **ECC Commander**
2. **Command Staff** -
   a. *Information Officer*,
   b. *Safety/Risk Officer*
   c. *Liaison Officer*
3. **General Staff**
   a. *Operations Chief,*
   b. *Planning Chief,*

c. Logistics Chief,
d. Finance/Admin Chief

Note: Where possible, municipal staff will be used to fill the above positions. When required, assistance to fill positions could be requested from other municipalities or through the **Provincial Coordination Centre.**

An ECC as part of the Incident Command Structure:

The ECC Commander is not the Incident Commander. The Incident Commander or Unified Command are on-scene command structures. The ECC Command function serves a similar role to the Policy Group and makes decisions that establish the overall strategy of the response.

ECC Activities

Some of the key ECC activities that must be considered and performed by the ECC are:
- Damage analysis
- Public safety (evacuation, sheltering, food distribution, etc.)
- Resource acquisition, assignment, and tracking
- Information coordination (including public information/media affairs)
- Contract management
- Cost accounting
- Support services (food, water, utilities, etc.)

ECC Operation/Responsibilities

The operation and responsibilities of the ECC will include, but are not limited to, the following:
- Mobilize
- Manage Information
- Verify / Designate an Incident Commander
- Provide support to the site
- Manage emergency response efforts in support of overall incident(s)
- Provide situation report to elected officials;
- Support onsite Incident Commander;
- Prioritise response and resources;
- Make resource requests to the **Provincial Coordination Centre (PCC)** if required;
- Maintain essential services in areas outside of onsite incident;
- Provide Public Information;
- Provide situational report to the **Provincial Coordination Centre (PCC)**;

- Make recommendation, as required, to elected officials on the declaration of a **Local State of Emergency**;

Technical Expertise

Depending on the nature of the Emergency Incident or Planned Event, technical expertise may be sought from various agencies. A representative of these agencies would be brought into the **ICS Organization** either to support the *Planning Function* or directly with *Operations*. For example if housing of evacuated persons is an identified need, representation from Red Cross or Community services could be brought in to the organization to assist with coordination of that aspect.

Also important to note about the ECC Commander and assignment of roles:
ECC Commander must ensure that all personnel have the authority to perform the tasks assigned is of paramount importance. For example, although many people may have the knowledge, skills, and ability to manage a contract, few have the authority to execute a contract. Also, while most staff have an opinion of what policy should be implemented, only a few have the authority to enact policy for the jurisdiction.

ECCs vs On-Scene Operations

ECCs never control "on-scene operations" - however, ECCs can help meet the Incident Command's critical needs in a coordination role by assisting with the following:

- Establishing policy or resolving conflicting policies.
- Providing communications/messaging support.
- Providing and prioritizing resources.
- Managing public information issues and media requests.
- Authorizing emergency expenditures, when appropriate.
- Providing the "big picture" view of the incident.

Command vs. Coordination

Definition of Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.
In most cases, the Incident Commander has the explicit authority to manage on-scene incident operations. A basic premise of the Incident Command System is that the Incident Commander is or has been delegated the authority to assume command.

Incident Commanders authority is granted in several ways but the most common method is that the authority has been delegated by the CAO of the Municipality. It is very difficult to "command" an incident from an ECC, therefore the authority to command an incident is delegated to the *Incident Commander*. Even Resource Management is allocated differently with Command vs ECC.

Resource Management: CP vs. ECC

ICS

- Command Post:
  - Identify needs
  - Order resources
  - Check in resources
  - Assign resources
  - Track resources
  - Demobilize resources

- ECC:
  - Receive requests
  - Prioritize requests
  - Locate/order resources
  - Assign according to priorities
  - Track resource use
  - Pay for resources

Delegation of Authority

The best way to ensure that ECC staff can be authorized to perform their essential functions is to pre-delegate authorities for enacting policy or making decisions. Most agencies use delegations of authority on a day-to-day basis to ensure that decisions can be made in the absence of key decision-makers.

The ECC Commander should identify and review existing delegations of authority to determine if they are inclusive enough to be effective in an emergency situation. If not, special delegations of authority should be developed to ensure that emergency operations can continue even when the day-to-day decision-maker is injured, absent, or otherwise unavailable.

Clearly established delegations of authority:
- Help to ensure a rapid response to any emergency situation.
- Are vital to ensuring that all personnel know who has the authority to make key decisions at the ECC.

Typically, delegations of authority are written to take effect when an emergency occurs that requires ECC activation or when normal channels of direction and control are disrupted and terminate when the emergency ends or when normal channels of direction and control are restored.

Alternate and Support Staff

Considerations for alternate staff and support staff are often overlooked in ECC staffing patterns:

- Alternate staff assignments are necessary when the primary staff member is not available or during extended operations. Planners should ensure that all positions will be staffed 24/7 and assign staff accordingly.
- Support staff is necessary to assist with critical tasks or to perform support tasks, such as trash collection, food preparation and cleanup, administrative tasks, maintenance, etc.

Training and Cross-Training

There are many reasons why training and cross-training are required, including:
- Some primary staff may be injured or may not be available.
- Transportation routes to the ECC may be disrupted, prohibiting primary staff from reaching the facility.

Essential functions are essential and must continue, even with reduced staffing. All personnel must be trained for their jobs in the ECC. As a contingency, specific staff should be cross-trained to ensure that ECC operations can continue with a smaller number of staff than originally planned.

Effective Organization

There are several characteristics that all effective organizations have in common:
- The ability to acquire, analyze, and act on information.
- Flexibility in the face of rapidly changing conditions.
- The ability to anticipate change.
- The ability to maintain public confidence.
- Sustainable over time.

Although there is no specified organization for an ECC, the ECC should be organized to maximize each of the characteristics of an effective organization. Agencies and organizations all across Canada are adopting ICS as its incident management system in the field. In Nova Scotia an ICS structure is recommended for ECC's as well.

14.0 Concept of Operations

- As the complexity of an emergency increases, so will the need for multi-agency support from within the Town of Port Hawkesbury.   If required, the municipal ECC may call upon the **Provincial Emergency Management Office (NS EMO)** to provide or acquire additional resources necessary. Each agency is responsible for the overall operation of their emergency response.

- Normal communications and reporting channels will be used to the fullest extent possible.

- Day-to-day functions that do not contribute directly to the operations may be suspended for the duration of the emergency. Efforts that would normally be required of those functions will be redirected to assist in accomplishing the objectives set in the **Incident Action Plan** (IAP) either at the site or the **Emergency Coordination Centre** (ECC).

- Onsite response will be managed by the onsite **Incident Commander** (IC).   The **IC** or designate must provide information to the **ECC**.

- The CAO or designate has the authority to activate the **ECC**; and when the **ECC** is activated, its primary function is to coordinate and support operations while continuing essential services to unaffected areas of the municipality.

- Once immediate response missions and lifesaving activities conclude, emergency response teams are demobilized and the emphasis shifts from response to recovery operations, which is an **ECC** responsibility.

15.0 Emergency Management Roles and Responsibilities

15.1 Municipal Town Council

In the event of no quorum, decision of Mayor and/or CAO will stand.

15.1.1. A Quorum of Council

The elected officials are responsible for the following during an emergency situation:
- Assist with approved messaging to their constituents;
- Declare/cancel declarations of *State(s) of Local Emergency*;
- Notify the Minister of NS EMO upon a declaration of a State of Local Emergency;
- Liaison with elected officials of other levels of governments; and
- Approve emergency policy changes.

15.1.2 Mayor

The responsibilities of the Mayor are to:
- Occupy the Mayor's Office located at the primary or alternate ECC;
- Declaration of a State of Local Emergency if Council is unable to convene;
- Notify the Minister of NS EMO upon declaration of a State of Local Emergency;
- Upon the recommendations of the ECC Management, make up and sign a declaration of a State of Local Emergency;
- Renew the declaration every seven days, if required;
- Exercise all powers as conferred by the *Provincial Emergency Measures Act* once a declaration has been made;
- Authorize the expenditure of municipal funds;
- Advise and continuously update Town Council of the current emergency situation;
- Visit the emergency site(s) when it is safe and appropriate;
- Brief the media at the Media Information Centre (MIC) as required;
- Inform the public of significant developments when necessary;
- Ensure appropriate information is forwarded to provincial authorities;
- Maintain a log of all actions taken.

15.2 Emergency Management Coordinator (EMC)

The responsibilities of the Emergency Management Coordinator are to:
- Implement the policy as formulated by the Advisory Committee;
- Fulfill the "purposes and objectives" as detailed in this document;

- Make recommendations to the ECC Manager regarding the activation and level of activation of the Emergency Plan;
- In the event of a declared Local State of Emergency, ensure that the Emergency Coordination Centre (ECC) is prepared for action. *The primary ECC is located at the Town Council Chambers (606 Reeves Street);
- Ensure that all necessary members of the ECC are informed;
- Support the ECC Manager and the ECRG in the operations of the ECC;
- Act as a liaison with participating organizations and provide support for the linkage between the ECC and the emergency site;
- Perform other duties as directed by the Advisory Committee;
- Maintain a log of all actions taken.

15.3 Deputy EMO Coordinator

The responsibilities of the Deputy EMO Coordinator are as follows:
- Assist the EMO Coordinator in the execution of his/her duties;
- Act as designate for the EMO Coordinator when necessary;
- Report to the ECC when notified of its activation;
- Fulfill their role in the alerting procedure upon activation of the Emergency Plan.
- Responsibilities and Functions of the ECC.
- Maintain a log of all actions taken.

15.4 ECC Manager/Commander (Chief Administrative Officer)

The responsibilities of the ECC Manager are as follows:
- Establish the appropriate staffing level for the Municipal ECC and continuously monitor organizational effectiveness ensuring that appropriate staff modifications occur as required.
- Exercise overall management responsibility for the coordination between Emergency Response Agencies within the Operational Area. In conjunction with the General Staff, set priorities for response efforts in contract and incorporated areas of the municipality.
- Ensure that all municipal agency actions are accomplished within the priorities established.
- Ensure that Inter-Agency Coordination is accomplished effectively within the Municipal ECC
- Always include a senior government official as part of the Command function.
- Receive recommendations regarding plan activation from EMC, and endorse or veto recommendation;
- Upon approval of the plan activation, notify Mayor and Council of Emergency Plan status;
- In coordination with the EMC and Deputy EMC, ensure that all necessary members of the ECC are informed;
- Manage the ECC facility and the activities of the ECRG;

- Make recommendations for approval to the Advisory Committee on the following: policy matters, declaration or renewal/termination of a state of local emergency, or execution of the state of local emergency powers;
- Take such actions as are necessary to minimize the effects of an emergency or disaster on the Town of Port Hawkesbury and its inhabitants;
- Advise the Mayor and Advisory Committee of any necessary actions that must be undertaken that are not encompassed in the Emergency Plan;
- Maintain a log of all actions taken.

15.5 Incident Commander and Command Staff

In an ICS organization, Incident Command consists of the Incident Commander and various *Command Staff positions*. The Command Staff are specifically designated, report directly to the Incident Commander, and are assigned responsibility for key activities that are not a part of the General Staff functional elements. Three staff positions are typically identified in ICS: <u>Information Officer</u>, <u>Safety Officer</u>, and <u>Liaison Officer</u>. Additional positions may be required, such as technical specialists, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the IC.

15.5.1 Incident Commander (IC)

The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
- Have clear authority and know agency policy.
- Ensure incident safety. Establish the ICP.
- Set priorities, and determine incident objectives and strategies to be followed.
- Establish ICS organization needed to manage the incident.
- Approve the IAP. Coordinate Command and General Staff activities.
- Approve resource requests and use of volunteers and auxiliary personnel.
- Order demobilization as needed.
- Ensure after-action reports are completed.
- Authorize information release to the media.
- Maintain a log of all actions taken.

Incident Command Critical Needs
- A common operating picture is particularly important during incidents that are geographically large, complex, or involve personnel from multiple response agencies.
- Policy direction is critical when agencies or jurisdictions with differing policies are involved in a response.

- Communication support is always critical in large, complex incidents or when multiple agencies and/or jurisdictions are involved in a response.
- Resources (people, equipment, and supplies) are required for any response. Acquiring needed resources and prioritizing the allocation of resources through a centralized location relieves the Incident Command of this burden.
- Strategic, longer-term planning allows the Incident Command to focus on the implementation of tactics to meet operational objectives.
- Legal and financial support from the ECC frees on-scene resources to focus on the response while providing the guidance necessary to protect the jurisdiction from unnecessary costs and the potential of litigation.

15.5.2 Information Officer

The Information Officer represents and advises the Incident Command. The Information Officer will use the Joint Information System to coordinate the media efforts of the various agencies responding in an emergency and the ECC to ensure that the media and, therefore, the public receive the same message in a timely manner.

The Information Officer assembles accurate, accessible, and complete information on the incident's cause, size, and current situation; the resources committed; and other matters of general interest for both internal and external audiences.

The Information Officer may also perform a key public information-monitoring role, such as implementing measures for rumour control. Whether the command structure is single or unified, only one Information Officer should be designated per incident.

Assistants may be assigned from other involved departments or agencies. The IC must approve the release of all incident-related information. In large-scale incidents or where multiple command posts are established, the Information Officer should participate in or lead the Joint Information Centre in order to ensure consistency in the provision of information to the public.
- Serve as the coordination point for all media releases for the Municipality.
- Represent the Municipal ECC as the lead Public Information Officer.
- Determine, according to direction from IC, any limits on information release.
- Develop accurate, accessible, and timely information for use in press/media briefings.
- Obtain the IC's approval of news releases.
- Maintaining a positive relationship with the media representatives.
- Develop the format for press conferences, in conjunction with the ECC Commander.
- Conduct periodic media briefings.
- Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the Operational Area as required.
- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.

- Maintain current information summaries and/or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in Planning Meetings.
- Implement methods to monitor rumour control.
- Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- Maintain a log of all actions taken.

15.5.3 Safety/Risk Officer

The Safety Officer monitors incident operations and advises Incident Command (IC) on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or Unified Command (UC) and supervisors at all levels of incident management. In turn, the Safety Officer is responsible for developing the Incident Safety Plan—the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multi-agency safety efforts, and implementation of measures to promote emergency management/incident personnel safety, as well as the general safety of incident operations.

The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations. In a UC structure, a single Safety Officer should be designated regardless of the involvement of multiple jurisdictions or functional agencies. The Safety Officer, Operations Section Chief, Planning Section Chief, and Logistics Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues. The Safety Officer must also ensure the coordination of safety management across jurisdictions, across functional agencies, and with NGOs and the private sector. It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each contributes to the overall effort to protect all responder personnel involved in incident operations.

Assistant Safety Officers may be assigned from departments or agencies constituting the UC. Some types of incidents, such as a hazardous materials incident, require *Assistant Safety Officers* to have special skill sets. The *Assistant Safety Officer* for hazardous materials would be assigned to ensure that legislation/guidelines for the disposal of hazardous materials is followed. This person should have the required knowledge, skills, and abilities to provide oversight for specific hazardous material operations at the field level. The *Assistant Safety Officer* for fire would be assigned to assist the Branch Director providing oversight for specific fire operations. The *Assistant Safety Officer* for food would be assigned to the Food Unit to provide oversight of food handling and distribution. These persons would have the required knowledge, skills, and abilities to provide these functions.
- Determine, according to direction from IC, any limits on information release.
- Develop accurate, accessible, and timely information for use in press/media briefings.
- Obtain the IC's approval of news releases. Conduct periodic media briefings.

- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in Planning Meetings.
- Implement methods to monitor rumour control.
- Maintain a log of all actions taken.

Figure 5. Example of the Role of Safety Officer and Assistant Safety Officers in ICS in a Multi-branch Incident
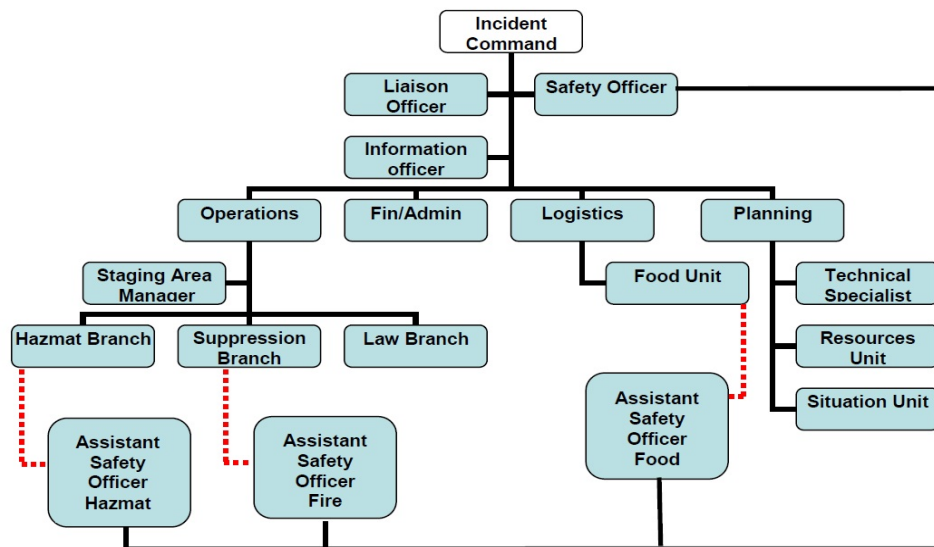
15.5.4 Liaison Officer (EMC)

The Liaison Officer is Incident Commander's point of contact for representatives of other governmental departments and agencies, NGOs, and/or the private sector (with no jurisdiction or legal authority) to provide input on their organization's policies, resource availability, and other incident-related matters. In either a single or unified command structure, representatives from assisting or cooperating organizations coordinate through the Liaison Officer. Organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from NGOs and the private sector involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

- Oversee all liaison activities, including coordinating outside agency representatives assigned to the Municipal ECC and handling requests from other ECCs for Municipal ECC agency representatives.
- Act as a point of contact for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and agency Representatives.
- Establish and maintain a central location for incoming agency representatives, providing work space and support as needed.
- Ensure that position specific guidelines, policy directives, situation reports, and a copy of the ECC Action Plan is provided to Agency Representatives upon check-in.
- In conjunction with the ECC Commander, provide orientations for VIPs and other visitors to the ECC.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in Planning Meetings, providing current resource status, including limitations and capabilities of agency resources.
- Provide agency-specific demobilization information and requirements.
- Maintain a log of all actions taken.

15.5.5 Other Command Staff

Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, or specific requirements established by Incident Command. For example, a legal counsel may be assigned to the Planning Section as a technical specialist or directly to the Command Staff to advise Incident Command on legal matters, such as emergency proclamations, legality of evacuation orders, isolation and quarantine, and legal rights and restrictions pertaining to media access. Similarly, a medical advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to Incident Command in the context of incidents involving medical and mental health services, mass casualty response, acute care, vector control, epidemiology, or mass prophylaxis considerations, particularly in the response to a bioterrorism incident.

15.6 ICS General Staff of the ECC

15.6.1 Operations Chief and the Operations Section

The responsibilities of the ECC Operations Officer are as follows:
- Responsible for providing overall supervision and leadership to the Operations Section
- Responsible for the implementation of the IAP, as well as the organization and assignment of all operations resources.
- Ensure safety of tactical operations.
- Manage tactical operations.
- Develop operations portions of the IAP.
- Ensure that the Operations Function is carried out including coordination of response for all operational functions assigned

to the Municipal ECC.
- Ensure that operational objectives and assignments identified in the ECC Action Plan are carried out effectively.
- Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
- Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
- Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports (utilizing the Response Information Management System formats if available).
- Conduct periodic Operations briefings for the ECC Commander as required or requested.
- Overall supervision of the Operations Section.
- Supervise execution of operations portions of the IAP.
- Request additional resources to support tactical operations.
- Approve release of resources from active operational assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with the IC, subordinate Operations personnel, and other agencies involved in the incident.
- Maintain a log of all actions taken.
- In the event that the ECC is not performing tactics Operations section may not be activated.

15.6.2 Logistics Chief and the Logistics Section

The responsibilities of the ECC Logistics Chief are as follows:
- Responsible for providing facilities, services and materials for the ECC and support the requests from the site.
- Participates in the development of logistics related section of the Incident Action Plan.
- Responsible for the organization and assignment of resources within the Logistics Section.
- Coordinates closely with logistics at the site.
- Ensure the Logistics function is carried out in support of the Municipal ECC. This function includes providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
- Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
- Ensure section objectives as stated in the ECC Action Plan are accomplished within the operational period or within the estimated time frame.
- Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the Municipal.
- Keep the ECC Commander informed of all significant issues relating to the Logistics Section.
- Supervise the Logistics Section.

- Ensure safety of tactical operations.
- Manage tactical operations.
- Develop operations portions of the Incident Action Plan (IAP).
- Supervise execution of operations portions of the IAP.
- Request additional resources to support tactical operations.
- Approve release of resources from active operational assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with the IC, subordinate Operations personnel, and other agencies involved in the incident.
- Maintain a log of all actions taken.

15.6.3 ECC Planning Chief and the Planning Section

The responsibilities of the ECC Planning Chief are as follows:
- Responsible for providing overall supervision and leadership to the Planning Section
- Responsible for coordinating the development of the Incident Action Plan for each operational period.
- Collection, collation, evaluation, analysis and dissemination of operational information.
- ***ECC activation would always necessitate a planning section to stand up. Planning function is the key role of the ECC.***
- Ensure that the following responsibilities of the *Planning/Intelligence Section* are addressed as required: Collecting, analyzing, and displaying situation information; Preparing periodic Situation Reports; Preparing and distributing the ECC Action Plan and facilitating the Action; Planning meeting; Conducting Advance Planning activities and report; Providing technical support services to the various ECC sections and branches; Documenting and maintaining files on all ECC activities.
- Collect and manage all incident-relevant operational data.
- Establish the appropriate level of organization for the Planning/Intelligence Section.
- Exercise overall responsibility for the coordination of branch/unit activities within the section.
- Keep the ECC Director informed of significant issues affecting the Planning/Intelligence Section.
- In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and utilized as a basis for Situation Status Reports, and the ECC Action Plan.
- Supervise the Planning/Intelligence Section.
- Supervise preparation of the IAP.
- Provide input to the IC and Operations in preparing the IAP.
- Incorporate Traffic, Medical, and Communications Plans and other supporting material into the IAP.
- Conduct/facilitate Planning Meetings.
- Reassign out-of-service personnel within the ICS organization already on scene, as appropriate.
- Compile and display incident status information.
- Establish information requirements and reporting schedules for Units (i.e., , Resources Unit, Situation Unit). Determine need

for specialized resources.
- Assemble and disassemble Task Forces and Strike Teams not assigned to Operations.
- Establish specialized data collection systems as necessary (i.e., , weather).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report significant changes in incident status.
- Oversee preparation of the Demobilization Plan.
- Maintain a log of all actions taken.

15.6.4 Financial/Administrative Chief and the Financial/Admin Sections

The responsibilities of the ECC Financial Chief are as follows:
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Ensure compensation and claims functions are being addressed relative to the incident.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operational plan for the Finance/Administration Section and fill Section supply and support needs.
- Determine the need to set up and operate an incident commissary.
- Meet with assisting and cooperating Agency Representatives as needed.
- Maintain daily contact with agency(s) headquarters on finance matters.
- Ensure that personnel time records are completed accurately and transmitted to home agencies.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or followup.
- Provide input to the IAP.
- Maintain a log of all actions taken.

15.7 Cooperating and Assisting Agencies

15.7.1 RCMP Service

The responsibilities of the RCMP Service are to:
- Control and/or disperse crowds within the emergency area;
- Control traffic to facilitate the movement of emergency vehicles in and out of the emergency area;
- Ensure free movement of ambulances travelling to hospitals;
- Assist in evacuating people and protecting life and property within and around the evacuation area;
- Advise the Medical Examiner of any fatalities;

- Secure any and all evidence and identify all witnesses in the area prior to and immediately following the incident;
- Maintain a log of all actions taken.

15.7.2 Fire Service

The responsibilities of the Fire Service are to:
- Conduct all fire fighting and emergency response operations;
- Activate the mutual aid fire system if it is deemed necessary;
- Provide rescue services and trained personnel for resuscitation as required;
- Provide pumping equipment if required;
- Provide equipment for cleaning up toxic spills;
- Act as a liaison with CANUTEC in an emergency involving dangerous goods;
- Provide assistance in the evacuation of people;
- Provide equipment, personnel, and ancillary services as required;
- Maintain a log of all actions taken.

15.7.3 Public Works

The responsibilities of the Public Works Assisting Agency are to:
- Maintain clear routes for transportation;
- Provide barricades and flashers at the site of the incident on receipt of the emergency alert;
- Provide town vehicles and equipment together with operators as required;
- Organize snow clearing and removal;
- Organize and procure equipment for pumping operations, and for ditching and dyking operations;
- Arrange for the evacuation and demolition of unsafe buildings where required;
- Provide potable water and sewer services in an emergency;
- Maintain a log of all actions taken.

15.7.4 Transportation

The Transportation Coordinator will arrange transportation service including normal vehicle
transport (and land, sea, and air). This Assisting Agency is responsible for:
- Providing each vehicle with a qualified driver or operator;
- Providing a fuel supply for all vehicles;
- Providing a list of vehicles and fuel resources;
- Maintaining a current transportation resource list including the names and telephone numbers of contact persons;
- Maintaining a log of all actions taken.

15.7.5 Medical Health

The responsibilities of the Medical Health Assisting Agency are to:
- Arrange for first aid at the incident site;
- Make arrangements for a balanced distribution of casualties to hospitals;
- Arrange for the dissemination of all special health instructions to the population and rescue workers;
- Arrange for mass immunization when required;
- Coordinate the activities of specific hospital disaster emergency plans;
- Establish a temporary morgue, if needed;
- Provide information on any health hazards for dissemination by the Public Information Officer;
- Oversee water quality checks and provide alternate supplies of water, when required;
- Maintain a log of all actions taken.

15.7.6 Public Information

The responsibilities of the Public Information Assisting Agency are to:
- Keep the news media advised of the emergency situation;
- Ensure that all alerted agencies are notified as soon as possible when the emergency is over;
- Establish an information centre to release accurate information to the news media and to issue authoritative instructions to the general public;
- Ensure that local radio stations and cable television will broadcast communications to the public;
- Schedule regular news conferences, arrange for technical spokespersons, and ensure that briefings are delivered to the media;
- Prepare self-help information for distribution;
- Arrange for media facilities at the pre-designated Media Centre;
- Brief ECC officials, the Mayor, and others prior to press conferences;
- Provide Public Information support at the emergency site(s) if required;
- Maintain a log of all actions taken.

15.7.7 Social Services

(Department of Community Services and the Red Cross) The Social Services Coordinator(s) will coordinate all social service groups involved in an emergency or disaster situation and will:
- Provide emergency lodging, food, clothing, registration/inquiries, and personal services;
- Maintain a current resource list of locations where evacuees may obtain food and lodging including names and telephone numbers of contact persons;
- Coordinate volunteer organizations directly involved with Community Services;

- Coordinate the response to critical incident stress debriefing teams;
- Maintain a log of all actions taken.
- It may be necessary to arrange for the assistance of volunteer agencies to provide these services.

15.8 Determining Information, System and Equipment Needs

15.8.1 Information Management

When managing information during an emergency, many issues arise that will need addressing:
- Identifying the information that is needed.
- Ensuring that the information is up to date and timely.
- Ensuring that those who need access to the information can access it.
- Protecting sensitive information.

But before you can manage the issues, managers need to determine:
- What information they need.
- What they will do with it.
- How they will protect it.
- How will they preserve it.

Meeting Information Needs will be important. How information is used, will determine how they manage it. For example:
- Information that many people need access to or information that is used at several different locations requires a management strategy that provides easy access, allows for ease of update and sharing, and facilitates its use.
- Version control is critical for these types of information. Secure or classified information requires a different management strategy than routine information. Access and secure storage become critical information management considerations.
- Information that will be transmitted to the public will be accessed and handled differently than information that is needed only for operational purposes.

15.8.1.a Types of Information

Some of the types of information you will need to deal with are factored into two categories:
1. **Emergency operating records** include records, regardless of media, that are essential to ECC operations and response support.
2. **Legal and financial records** include records, regardless of media, that are critical to carrying out the legal and financial responsibilities for the response.

Emergency Operating Records

These include:
- EOP
- SOPs
- Delegations of authority
- Maps
- Notification lists
- Resource assignments

Legal and Financial Records

These include:
- Contracts
- Accounting records
- Timesheets
- Maintenance records
- SOLE forms
- Evacuation orders

Because many of these records are maintained electronically, it is critical to ensure (i.e., , through training, testing, and exercising) that the personnel who need to access the records in an emergency can. The specific procedures necessary to achieve this capability depend on the nature of the information and the system used to store, retrieve, process, and report the information.

Develop a list of records that will be used during ECC operations and review and update the list:
- When changes in the jurisdiction affect specific records (i.e., , a new mayor or other personnel changes will necessitate changes to orders of succession, delegations of authority, call-down rosters, and other records).
- As part of after-action reporting following any ECC activation, including exercises.
- At least annually.

Types of Forms - Ensure ECC membership have access to the following forms:
- Incident Briefing – ICS 201
  - Provides record, Assists in reporting, Brief relief personnel, Use as evidence in litigation
- Incident Objectives – ICS 202
  - ECC objectives provides a common operating platform for all agencies at the ECC. Lays out the priorities for use during the next operational period. Need to be SMART, Provides direction, Used to stay focused.
- Message Form – ICS 213

- o Unit/Main Event Log – ICS 214
  - ▪ Constant visual, Chronological listing of main events and decisions, Update ECC members arriving/ returning to ECC between planning cycles An individual must be dedicated to maintain log
- o Telecommunications Log – ICS 209
  - ▪ Used to document incoming telephone calls. Used to document incoming radio traffic.
- o State of Local Emergency (SOLE) - NS Form 4
  - ▪ Required to inform the Minister responsible for EMO NS, Sent to Minister via EMPO or faxed to EMO NS, Notify the site(s), Notify the public, Termination of SOLE form is required and distributed as above, Does not need Ministerial approval but Minister can terminate it.
- o Termination of SOLE – NS Form 7

15.8.1.b Information and Key Personnel

Providing Information to *Key Personnel* is of the utmost importance in Emergency Management. If key personnel don't believe that they can get timely, accurate information at the ECC, they will go where they think they can, even if that means going to the incident scene—and even if that leaves a gap at the ECC.

The best way to keep key personnel at the ECC is to ensure that they can access all of the information they need to make good, timely decisions, including:
- Access to email.
- Connectivity by phone, radio, and/or other means to both the incident scene and department headquarters.
- Access to operational data from the departmental or other databases.
- Access to information needed from other key personnel
- Engaged in the decision process

Of Special Note: **Redundancy** in both electronic and paper files and documents is important. Managers should consider data recovery needs as part of the emergency planning process.

15.8.1.c   Meeting the Public's Information Needs
Meeting the public's information needs will require the development of a *Joint Information System* that includes:
- Protocols for coordinating information dissemination.
- Templates for warnings, public-service announcements, and other emergency information.

15.9 Other Roles and Responsibilities - Wider Community

The responsibility for emergency preparedness and response rests with individuals, businesses and industries, community organizations, and all levels of government. The above has outlined the roles and responsibilities of all levels of government, the ECC and ICS and supporting agencies;, below are the roles and responsibilities of the individual, businesses, industries, and community organizations.

15.9.1 Individuals

Responsibility for initial response to an emergency lies with the individuals most affected. As a minimum, all individuals should prepare and implement initial emergency measures to protect life, property, and the environment. For example, if a hurricane is imminent, heads of households and individual business operators are responsible to ensure adequate food and water supplies are available; take steps to mitigate the impact of loss of essential services such as telephone and power; and protect property from potential damage.

15.9.2 Businesses and Industries

Businesses and industries are responsible for contingency plans for any emergency which may result from their activities. They are also responsible for initial response to those emergencies. Businesses and industries will be used to augment the Town of Port Hawkesbury's resources according to arranged agreements and plans, or as required.

15.9.3 Community Organizations

Community groups and organizations, such as services clubs and volunteer organizations are a valuable resource for emergency response. They will be used to augment the Town of Port Hawkesbury's resources. This will be according to arranged agreements and plans, or as required.

15.9.4 EMO Volunteers

EMO volunteers will be activated or requested by Port Hawkesbury EMO Volunteer Coordinator. They do not self-deploy. EMO volunteers will be provided duties, tasks and responsibilities in keeping with their respective mandates and training.

16.0 Warning and Notification Procedures

Upon notification of an imminent or actual emergency, the EMC will initiate the notification of key personnel and agencies. Based on the type and complexity of the event, appropriate personnel are notified of the current or imminent situation. A discussion with the CAO will determine if the ECC will activate and to which level. If activation is required, the EMC will notify the personnel, advise them of the incident and their requirement to convene at the ECC.

16.1 Role of Council in Warning and Notification Procedures

- Report any information received from constituents to the ECC that Council deem important;
- Help spread the public safety information developed by the ECC to constituents, via the Communications Officer;
- Support the professionals trained in Emergency Management when performing their duties, and understand why it is important that any site visits to the impacted area are coordinated via the incident commander and Information Officer;
- All Media releases and Public messaging need to be coordinated through Communications Officer/Incident Commander;
- Understand Council's role as per the Municipal Government Act, and be available to convene when a state of local emergency is in discussion; and
- Support EMO during planning events and exercises.

16.2 The Public in the Municipality may be warned by:

- First responders advising those at risk in the immediate proximity of the emergency;
- Public Communications Officer and/or Information Officer;
- Local radio station, 101.5 The Hawk (FM), CJFX (FM) CBC Radio 106.7 (FM), etc.;
- Door to door alerting;
- Television, and/or radio media;
- Vehicle mounted PA systems of the Fire Department;
- Public Alerting system;
- Social Media platforms;
- Town of Port Hawkesbury Website and/or Town Social Media platforms;
- and others.

17.0 Activation Levels

There are three Activation levels to identify the level of Emergency Management functioning and activity:
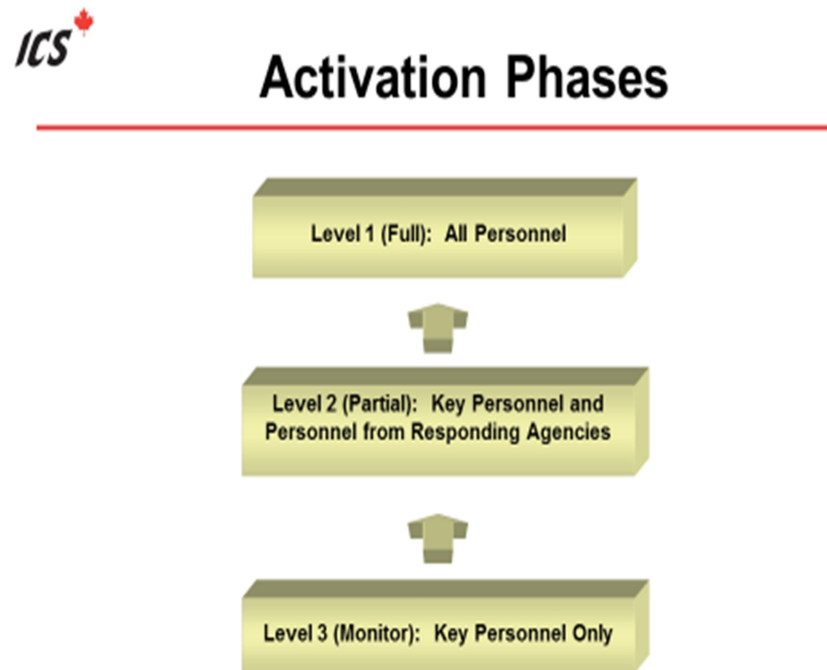
17.1 Event Management Continuum

(Source: https://novascotia.ca/dma/emo/emergency_management_community/courses/docs/EOC_Manual_150709.pdf)

The Event Management Continuum will assist in explaining the progression and activation levels as an incident escalates into an emergency or disaster. When an incident is reported, the 911 services dispatches the appropriate first responses service or services, and each of those agencies have a command structure and all work very efficiently together.

As the magnitude and number of agencies increase a process for decision making and management of the incident are required, we can use a Unified Command, this is an informal process allowing agency heads at the site to collectively make decisions (Note: "magnitude" refers to the impact on the community not necessarily the size of the incident (example: a hazardous goods spill, although the amount and area of the spill may be small a large area may have to be evacuated and essential services may be interrupted due to the potential explosion or dangerous plumes.

Should the magnitude and number of agencies continue to increase there will be a need for more structure at the site an Incident Command System will be utilized. There are various incident management systems in existence, ESM, ICS to name a couple. NS uses ICS as it can be expanded and contracted to meet the needs of any size incident. When the site requires support the municipal ECC will be activated to support the site and ensure services are provided to the unaffected areas.

When substantial provincial support and coordination are required by the municipality, the Province will open the PCC. Likewise if the Province requires assistance from the Federal Government the Federal Coordination Center will open.

The ECC plays a critical role in support of the on-scene response.

ECCs – The Critical Link
The purpose of the ECC is to provide a strategic location from which government at any level can provide interagency coordination and executive decision making in support of the incident response.
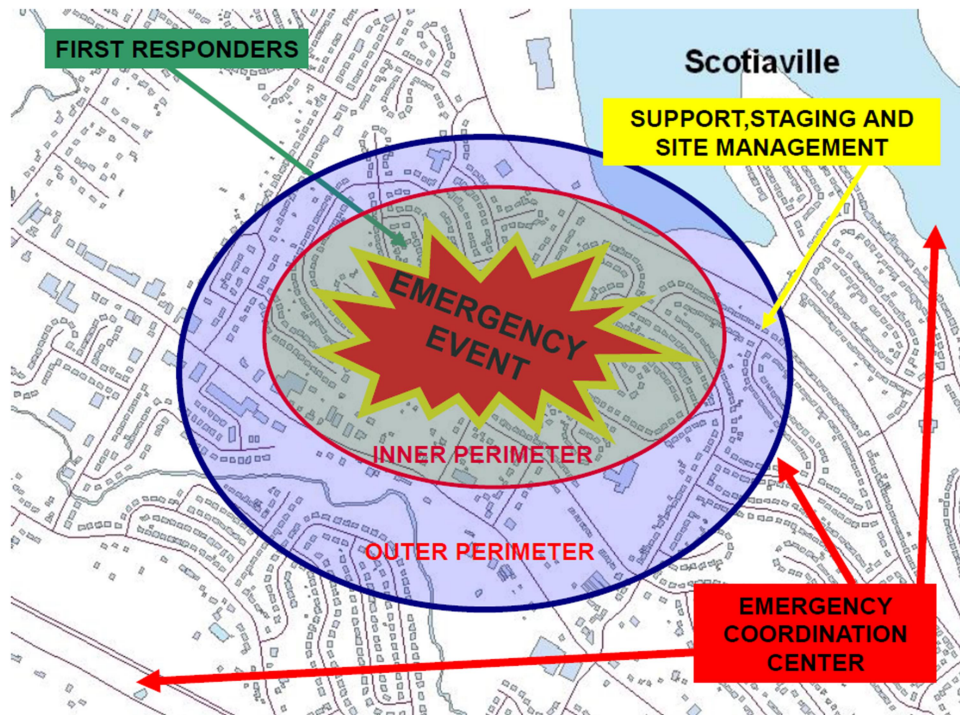
All incident management is local. Incidents are best managed at the lowest possible geographic, organization, and jurisdictional level. Local ECCs provide resource coordination and support to the on-scene Incident Command. If local resources are exceeded, the Provincial ECC may provide additional expertise, resources, and support. When Provincial resources are exceeded, the Provincial ECC may request additional resource support and coordination assistance from other Provinces, States or from the Federal Government.

Activation of ECC based on threats to the following:
- life
- property
- critical infrastructure
- the environment
- the economy
- the government

17.2 Activating and Deactivating the ECC

(Source: https://novascotia.ca/dma/EMO/emergency_management_community/courses/docs/EOC_Manual140929.pdf)

17.2.1 Activating the ECC

The Emergency Operations Plan (EOP) for any agency should contain criteria or trigger points that would "activate" or "stand up" an ECC in the event of an emergency.

Some circumstances that would require ECC activation include:
- Specified in the all Hazards Plan
- When a Unified Command or Area Command is established.
- When more than one jurisdiction becomes involved in the response.
- When the Incident Commander indicates that the incident could expand rapidly or involve cascading events.
- If similar incidents in the past required ECC activation.
- When the CAO directs that the ECC should be activated.
- When an emergency is imminent such as hurricane warnings, slow river flooding, predictions of hazardous weather, elevated threat levels.

The decision maker for ECC activation will vary depending on the jurisdiction. In some jurisdictions, the Emergency Management Coordinator (EMO) has the authority to activate the ECC. In others, the CAO for the Town of Port Hawkesbury must make the decision, or the decision will be specified in Standard Operating Procedures (SOPs) written and approved by the CAO.

The decision making process for ECC activation should be included in policy, and all personnel must be clear on:
- Who makes the decision.
- The circumstances for activation.
- The timeframes for activation.
- The level of activation.

17.2.2 Time Phased Activation

Not all emergencies require the ECC to activate immediately or all at once. Time-phased activation may be appropriate when:
- An incident occurs that is expected to build over time.
- There is a warning period before an emergency.
- In preparation for planned events.

Examples of incidents that could be expected to build over time include: coastal storms and wildfires; whereas examples of incidents for which there is a warning period include: hurricanes, coastal storms, and riverine flooding; extreme temperatures; and warnings of hazardous weather.

17.2.3 Activation Phases

There are many ways to complete a phased activation of the ECC. Typically, during the initial phases of an emergency and as the emergency ramps up, key personnel are usually activated. These positions usually include the Emergency Management Coordinator (EMC) and representatives from fire, police, and public works. Some jurisdictions may designate additional staff as key personnel.

In Phased Activation, various levels are used to determine the staffing requirement at the ECC.
- Levels of activation should be linked to the jurisdiction's hazard analysis. Linking activation to the hazard analysis will provide activation "triggers" based on actual or anticipated levels of damage.

- The decision about the level of ECC activation should be made based on established triggers and communication with the Incident Commander or Unified Command. ***Of Note:*** There must be good lines of communication between the Incident Commander or Unified Command and the ECC in any decision to activate or expand the ECC. On-scene Command has the most up-to-date information on the on-scene situation, knows whether the situation is under control, and is aware of incident needs.

The chart below is an example to illustrate ECC Activation Levels. It is based on an ECC that is organized according to the principles of the Incident Command System (ICS).   Minimum staffing levels may vary considerably based on the method of ECC organization,

ECC Activation Levels

Level	Description	Minimum Staffing Requirements
3 (Monitor)	- Small incident or event - One site - Two or more agencies involved - Potential threat of: - Flood - Severe storm - Interface fire - Escalating incident	- ECC Commander - Public Information Officer - Liaison Officer - Operations Section Chief
2 (Partial)	- Moderate event - Two or more sites - Several agencies involved - Major scheduled event (e.g., conference or sporting event) - Limited evacuations - Resource support required	- ECC Commander - Public Information Officer - Liaison Officer - Section Chiefs (as required) - Limited activation of other ECC staff (as required)
1 (Full)	- Major event - Multiple sites - Regional disaster - Multiple agencies involved - Extensive evacuations - Resource support required	- ECC Commander - Policy Group - All ECC functions and positions (as required)

the number and types of high-risk, high-impact hazards, and other factors. Various levels of Activation should be exercised by the ECC membership of the municipality of the Town of Port Hawkesbury.

17.2.4 Deactivation of the ECC

Communication with the Incident Commander or Unified Command is the best way to determine when to deactivate the ECC. The on-scene commander(s) are in the best position to know:
- The current incident status and what remains to be done.
- What resources are required to meet the incident objectives.
- How long it will take.

- When the demand for resources slows down.

It is Important to Note: before the ECC starts deactivating, you must consider recovery needs. Often, the ECC must remain activated to facilitate recovery needs long after the Incident Command completes its on-scene mission. Deactivating personnel as they are no longer needed is more efficient and cost-effective than holding the entire ECC staff until the incident wraps up. Here are some important questions/answers to consider in the deactivation of the ECC:

Q: *Who makes the decision to deactivate specific ECC functions.*
A: The decision maker for deactivating ECC functions will vary by jurisdiction. In most cases, the Emergency Management Coordinator (EMC) will make the decision jointly with agency key personnel and jurisdiction leaders.
Q: *At what point to begin deactivation.*
A: ECC decision makers should make the decision of when to begin releasing personnel and other resources only after discussion with on-scene commanders. ***It is better to err on the side of caution.***

IMPORTANT: The authority to begin full or partial deactivation should be clearly stated in the jurisdiction's EOP, and all personnel should know:
- Who has the authority.
- The process that will be followed for deactivation

Once the ECC has been completely deactivated, the Emergency Management Coordinator (EMC) should make sure that the ECC is restocked and most importantly, conduct and after action analysis or review of the emergency.

17.2.5 After Action Analysis and Reporting

The culture of today in emergency management is that everyone knows the importance of conducting ***After Action Reviews*** of the past events.

The size and the time dedicated to conducting and after action analysis will be relative to the scale of the operation. It is important to include the proper people in your meeting/reporting exercise. The key personnel that should be engaged are:
- All key ECC personnel, including the Emergency Management Coordinator, response-agency leadership (fire, police, public works, etc.), and Section Chiefs or Group Leaders.
- The Incident Commander(s).
- Jurisdiction leadership or their designees who were involved at the ECC.
- Others (for example, utility company representatives, members of the media, the Red Cross representative, and/or representatives from business and industry), as appropriate under the circumstances.

After-action analysis should be detailed and honest. It is all about the "what" and not the "who". Jurisdictions should adopt a "non-attribution rule" to encourage open and honest discussion of what worked well and what didn't. Urge the group to:

- Report ECC performance honestly and completely.
- Develop solutions, rather than merely listing problems.
- Develop a plan to train, test, and exercise the proposed solutions.

It is important that any changes adopted or discovered during the review process is also to be carried over to the Emergency Operations Procedures (EOP).

Best practices and lessons learned websites exist all throughout the internet. These websites and portals contain valuable information about what went well or not well during emergencies. These lessons are there so we can learn from them and hopefully, not repeat them in the future. Check out this website to learn more: www.LLIS.gov

17.3 Post Traumatic Stress - Psychosocial Response and Recovery

This function outlines the process specifically designed to prevent or mitigate the development of post-traumatic stress among emergency service professionals and volunteers. Most first response agencies will have a program in place for their responders. It is Important that the ECC recognize this reality and ensure staff and volunteers are able to take advantage of similar programs.

Psychosocial response and recovery represents and integrated "system" of interventions which is designed to prevent and/or mitigate the adverse psychological reactions that so often accompany emergency services, public safety, and disaster response functions. These interventions are especially directed towards the mitigation of post-traumatic stress reactions.

Available to the Town of Port Hawkesbury with regard to Employee Assistance Programs (EAPs) are:
- Critical Incident Stress Debrief - available via the Fire Marshal's Office (1-800-559-3473)
- Nova Scotia 211 - Provide information on local resources/advice/services, and redirect callers to said contacts.

17.3.1 Psychosocial Considerations for Recovery

Disaster recovery refers to actions taken to repair or restore conditions to an acceptable level through Management taken after a disaster impacts the Town of Port Hawkesbury. This includes short term and long term Management such as the return of evacuees, trauma counselling, clean-up, reconstruction, economic impact studies and emergency financial assistance. Recovery efforts should be conducted with a view towards disaster risk reduction and forward-looking recovery Management , allowing communities not only to recover from recent disaster events, but also to improve reconstruction to help overcome past vulnerabilities.

17.3.2 Demobilizing

When the emergency has ended the centralized coordination may no longer be required. At this time, responsibilities are transferred back to the individual agencies responsible for psychosocial responses to citizens more generally.

18.0 The Incident Action Plan (IAP)

Sound, timely planning provides the foundation for effective incident management. The planning process described below represents a template for strategic, operational, and tactical planning that includes all steps that an IC/UC and other members of the Command and General Staffs should take to develop and disseminate an IAP. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and the staffing required to develop a written IAP.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of IMTs. The planning process should provide the following:
- Current information that accurately describes the incident situation and resource status.
- Predictions of the probable course of events.
- Alternative strategies to attain critical incident objectives.
- An accurate, realistic IAP for the next operational period.

Five primary phases should be followed in sequence to ensure *a comprehensive IAP*. These phases are designed to enable the accomplishment of incident objectives within a specified time. The IAP must provide clear strategic direction and include a comprehensive listing of the tactics, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events for achieving multiple incident objectives in a coordinated way. However, the IAP is a living document that is based on the best available information at the time of the Planning Meeting. Planning Meetings should not be delayed in anticipation of future information.

The primary phases of the planning process are essentially the same for the IC who develops the initial plan, for the IC and Operations Section Chief revising the initial plan for extended operations, and for the IMT developing a formal IAP. During the initial stages of incident management, planners should develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloguing of events and lessons learned.

The five primary phases in the planning process are to understand the situation; establish incident objectives and strategy; develop the plan; prepare and disseminate the plan; and execute, evaluate, and revise the plan.

Phase One: Understand the Situation
The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident-potential information in a manner that will facilitate:
- Increased situational awareness of the magnitude, complexity, and potential impact of the incident.

- The ability to determine the resources required to develop and implement an effective IAP.

Phase Two: Establish Incident Objectives and Strategy

The second phase includes formulating and prioritizing measurable incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies, and may need to include specific issues relevant to critical infrastructure.

Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors, estimated costs, and various environmental, legal, and political considerations.

Phase Three: Develop the Plan

The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.

Before the formal Planning Meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

Phase Four: Prepare and Disseminate the Plan

The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

Phase Five: Execute, Evaluate, and Revise the Plan

The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, it should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

18.1 Considerations for the Operational Period

The *Operational Period* is the designated time period in which tactical assignments are to be accomplished and re-evaluated.
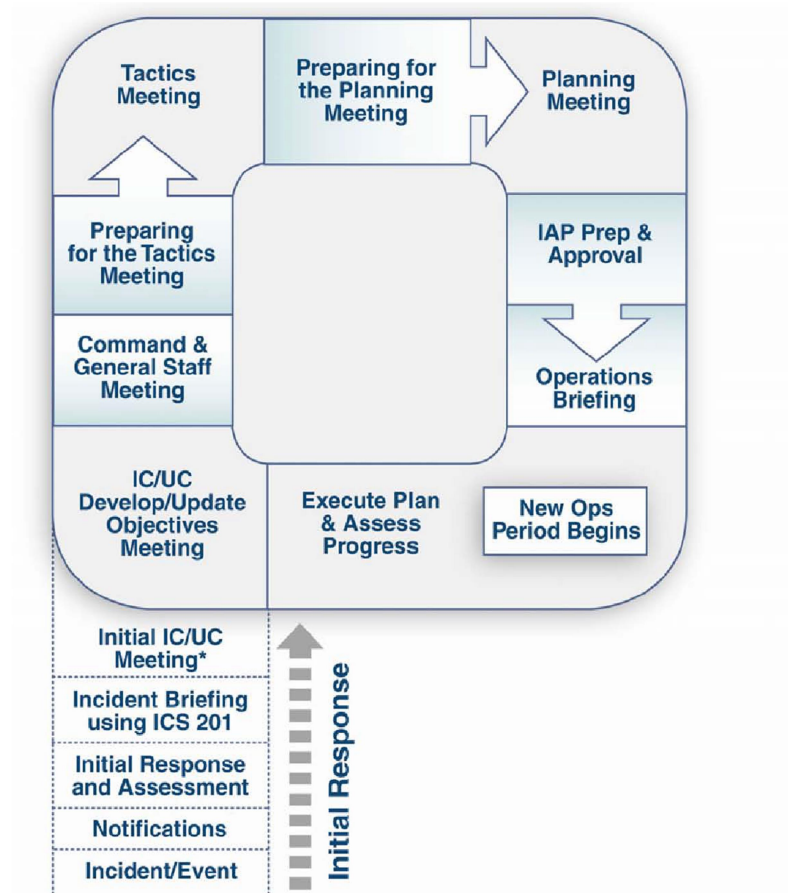
Varies based on:
- Safety
- Resources
- Environmental
- conditions
- Future involvement of
- other jurisdictions

Planning Steps: Understanding the Situation and Establishing Objectives and Strategy
The Planning Section Chief should take the following actions prior to the initial Planning Meeting (if possible, obtain a completed

Incident Briefing.
- Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until the next plan takes effect).
- Advise the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary.
- Establish a planning cycle for the incident.
- When requested, participate in the Objectives Meeting to contribute to the development/update of incident objectives and strategies. The task of developing incident objectives and strategies is often the sole responsibility of the IC/UC.
- Participate in the Tactics Meeting, if held, to review the tactics developed by the Operations Section Chief.
- Determine Planning Meeting attendees in consultation with the IC. For major incidents, attendees should include the following:
  - Incident Commander.
  - Command Staff members.
  - General Staff members.
  - Resources Unit Leader.
  - Situation Unit Leader.
  - Air Operations Branch Director (if established).
  - Communications Unit Leader.
  - Technical specialists (as required).
  - Agency Representatives (as required).
- Establish the location and time for the Planning Meeting.
- Ensure that planning boards and forms are available.
- Notify necessary support staff about the meeting and their assignments.
- Ensure that a current situation and resource briefing will be available for the meeting.
- Obtain an estimate of resource availability for use in planning for the next operational period.
- Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting.

18.1.1 Guiding Principles

Determine the threat to:
- life
- property
- critical infrastructure
- the environment
- the economy
- the government

- Determine response capability to each threat.
- Maintain Public Confidence.

18.1.2 Determining Objectives: SMART

Objectives must be SMART:
- **S**pecific
- **M**easurable
- **A**ction orientated
- **R**ealistic
- **T**ime sensitive

The objectives must be:
- Clearly stated and measurable. This will allow the Command Staff to determine how much was accomplished during the current operational period.
- The Objectives must be attainable given the resources available during the operational period.
- The objectives must be at a high level and flexible enough for the Operations Section Chief to achieve them in the best tactical way possible.
- In written form for the Action Plan and delivered to the Planning Section Chief for further dissemination and preparation for the planning Meeting. Prior to finalizing the objectives the ECC Commander should discuss them with the Operations Section Chief to ensure clarity and confirm that they are achievable and realistic.

S.M.A.R.T., which is

1. **Specific:** For example, it's difficult to know what someone should be doing if they are to "find out the extent of the disaster". It's easier to recognize "contact Health authorities, critical infrastructure suppliers and municipalities to find out extent of casualties and injuries, power and communications damage and how badly municipality buildings are damaged".
2. **Measurable:** It's difficult to know what the scope of "find out extent of" really is. It's easier to appreciate the effort that must be applied if the goal is "Document by municipality the numbers of casualties, injuries, critical infrastructure outages and any building damage estimated to be over $ 5,000".
3. **Action Orientated:** Response personnel are typically very motivated and will take responsibility for pursuit of a goal if the goal is acceptable to them. This is more likely if they are involved in setting or modifying the goal.
4. **Realistic:** Even if the goal or objective is specific and measurable, it won't be useful if it is impossible to do. For example, the goal of "Ensure that Nova Scotia Power has all power back on within the next 5 minutes" would in many circumstances be impossible.
5. **Time Sensitive:** The goal or objective must specify when it will be achieved. Everyone involved will prioritize the goal against other priorities and plot the reaching of the goal or objective into their own time management processes.

18.1.3 Incident Action Plan - Finalize, Approve, Implement

The Planning Section, in conjunction with the Operations Section, is responsible for seeing that the IAP is completed, reviewed, and distributed. The following is the sequence of steps for accomplishing this:

- Set the deadline for completing IAP attachments.
- Obtain plan attachments and review them for completeness and approvals.
- Before completing the plan, the Planning Section Chief should review the Division and Group tactical work assignments for any changes due to lack of resource availability. The Resources Unit may then transfer Division/Group assignment information, including alternatives from the Operational Planning Worksheet (ICS 215), onto the Division Assignment Lists (ICS 204).
- Determine the number of IAPs required.
- Arrange with the Documentation Unit to reproduce the IAP.
- Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.
- Provide the IAP briefing plan, as required, and distribute the plan prior to beginning of the new operational period.

18.1.4 ICS Forms

ICS Forms are individual forms tailored to meet an agency's needs. More importantly, even though the format is flexible, the form number and purpose of the specific type of form (i.e., , Assignment List (ICS 204) defines the assignments for a Division or Group) must remain intact in order to maintain consistency and facilitate immediate identification and interoperability, and for ease of use.

ICS Forms That Can Aid the Planning Process*

Number	Purpose
ICS 201 (p.1)**	Incident Briefing Map
ICS 201 (p.2)**	Summary of Current Actions
ICS 201 (p.3)**	Current Organization
ICS 201 (p.4)**	Resources Summary

ICS 202	Incident Objectives
ICS 203	Organization Assignment List
ICS 204	Assignment List
ICS 205	Incident Radio Communications Plan
ICS 206	Medical Plan
ICS 207	Incident Organization Chart (wall mounted)
ICS 209	Incident Status Summary
ICS 210	Status Change
ICS 211	Incident Check-In List
ICS 213	General Message
ICS 215	Operational Planning Worksheet
ICS 215A	Hazard Risk Analysis

18.1.4a ICS 201 – Incident Briefing

Most often used by the initial IC, this four-section document (often produced as four pages) allows for the capture of vital incident information prior to the implementation of the formal planning process. ICS 201 allows for a concise and complete transition of command briefing to an incoming new IC. In addition, this form may serve as the full extent of incident command and control documentation if the situation is resolved by the initial response resources and organization. This form is designed to be easily transferred to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of the formal written IAP.

18.1.4b ICS 202 – Incident Objectives

ICS 202 serves as the first page of a written IAP. It includes incident information, a listing of the IC's objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. Signature blocks are provided.

18.1.4c ICS 203 – Organization Assignment List

ICS 203 is typically the second page of the IAP. It provides a full accounting of incident management and supervisory staff for that

operational period.

18.1.4d ICS 204 – Assignment List

ICS 204 is included in multiples, based on the organizational structure of the Operations Section for the operational period. Each Division/Group will have its own page, listing the Supervisor for the Division/Group (including Branch Director if assigned) and the specific assigned resources with leader name and number of personnel assigned to each resource. This document then describes in detail the specific actions the Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the Incident Radio Communications Plan (ICS 205) that apply to that Division or Group.

18.1.4e ICS 205 – Incident Radio Communications Plan

ICS 205 is used to provide information on all radio frequency assignments down to the Division/Group level.

18.1.4f ICS 206 – Medical Plan

ICS 206 presents the incident's Medical Plan to care for responder medical emergencies.

18.1.4g ICS 209 –Incident Status Summary

ICS 209 collects basic incident decision support information and is the primary mechanism for reporting this situational information to incident coordination and support organizations and the Agency Administrators/Executives.

18.1.4h ICS 211 –Incident Check-In List

ICS 211 documents the check-in process. Check-in recorders report check-in information to the Resources Unit.

18.1.4i ICS 215 –Operational Planning Worksheet

ICS 215 is used in the incident Planning Meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

18.1.4j ICS 215a –Hazard Risk Analysis

ICS 215A communicates to the Operations and Planning Section Chiefs the safety and health issues identified by the Safety Officer. The ICS 215A form identifies mitigation measures to address the identified safety issues.

18.2 Resource Management

Triggers will vary by jurisdiction and incident type. Some may include:
- ECC activation.
- Dispatch workload increases beyond a specified threshold.
- The establishment of a Unified Command or Area Command.

- When normal mutual aid resources have been exhausted

18.3 Making the Switch to the ECC

Regardless of the triggers to switch resource management to the ECC, resource management system activation must be:
- Clearly stated.
- Easily implemented.
- Supported by dependable communications

18.4 Emergency Staffing

Staffing depends on the:
- Availability of resources.
- Size and/or complexity of the emergency.
- Level of ECC activation required.
- Ensuring Qualified

18.5 Ensuring Qualified Staff

ECC staff should be trained to the position they are assigned. ECC commander needs to:
- Ensure that Position Descriptions are developed for every ECC position.
- Work closely with other key personnel to ensure that external staff are fully qualified.
- Provide training opportunities for common tasks.
- Use information from exercises and operations to determine additional training needs.

18.6 How To Request Assistance

Requesting assistance would depend on, or Include:
- The type of incident.
- The time that the incident occurred or is expected to occur.
- Actions already taken.
- Areas and number of people involved.
- Estimates of loss of life, injuries, and extent of damage.
- The affect required.
- A contact for follow up questions.

18.7 When You Request Assistance

The general rule of thumb when requesting assistance is that you:
- Ask sooner, rather than later.
- Focus on mission, task, objectives, and priorities.
- Follow established procedures.
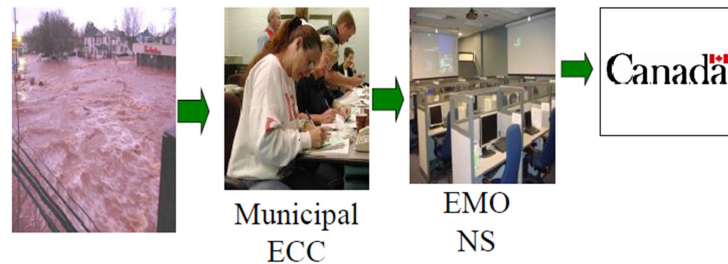
18.8 Decision Making and Stress in The ECC

18.8.1 Stress and Decision making

The ECC environment has a great effect on decision making. As a result of the stressors in the ECC, decision makers are likely to:
- Experience conflict with others.
- Perceive selectively because of sensory overload and thus, miss important information.
- Experience perception distortion and poor judgment.

When under stress—especially prolonged stress—decision makers tend to:
- Be less tolerant of ambiguity and, as a result, make premature decisions.
- Have more difficulty handling difficult tasks.
- Experience a greater tendency toward aggression.
- Get tunnel vision.
- Experience "group think."

The ECC can be a pressure cooker, especially during long-term operations. Tension is inherent in the environment. Also it may not be possible to prevent tension.   There are actions that Emergency Management Coordinators can take to mitigate it. Being able to recognize signs of stress is important for everyone working in the ECC. Some of the identifying signs are:

- Personality changes
- Restlessness
- Changes in diet or failure to eat
- Inability to make decisions
- Reluctance to take breaks

Over the short-term, moderate stress can be a motivator, but over an extended period, high levels of stress can be debilitating personally and dysfunctional organizationally.

18.8.2 Steps to manage stress

Managing stress is important and it will improve decision making, establish a routine in the ECC that ECC staff can follow as best as possible. Adopting a decision making model can reduce stress. There are many decision making models available, some simple, some complex. All generally follow the same course:

- Identify the problem or issue.
- Explore possible solutions.
- Narrow possible solutions.
- Select the solution that provides the best option, given the constraints of the situation (for example, time and cost).

Note: Additional information on stress management and the value of stress debriefings can be obtained from the International Critical Incident Stress Foundation (www.icisf.org), Mental Health Workers Without Borders (www.mhwwb.org), and other organizations.   It's important to recognize and manage stress before, during and after operations.

18.8.2a Before operations

- Look for opportunities to become a team. Team building can occur during training and exercises.
- Schedule briefings and/or seminars to talk about how experienced personnel have identified and dealt with stress.
- Helping staff identify signs of stress and providing useful techniques for reducing stress will help everyone during operations.

Please note the importance of exercising our Emergency Management Plan for the Town of Port Hawkesbury!
It is important to remember that all positions should be well documented and exercised before operations as a way of ensuring that all personnel feel comfortable with their ability to perform their job duties.

18.8.2b During operations

- Encourage personnel in the ECC to take breaks away from their desks and to get rest when the opportunity arises.
- Promote good eating habits and exercise.
- Be alert to behavior changes, such as irritability or the inability to make decisions.
- Act sooner, rather than later.
- Don't wait until an individual is unable to function.
- Mistakes made at the ECC can cause injury or death at the scene.

18.8.2c After Operations

Stress doesn't end when ECC operations end. To help minimize or manage the impact of stress the manager should:

- Conduct stress debriefings, both as personnel are demobilized and several days after returning to their day-to-day jobs.
- Follow up over time to ensure that personnel are coping effectively and returning to their "normal" state. Note that followup can be as simple as observing the individual as he or she completes daily job tasks or having a casual conversation around the coffee pot.
- Involve other people, especially managers and those who know and care about the person. The ability to talk through a troubling situation with a trusted friend is often helpful to resolving personal conflict and reducing stress.
- Provide professional help, if necessary. Professional help is often provided to responders at the scene but may be forgotten for those in the ECC. Professional counseling and other services should be made available to those ECC personnel who can benefit from it.

18.9 Summary of Major ICS Positions

Major ICS Position	Primary Functions	Information Officer	
Incident Commander or Unified Command	• Have clear authority and know agency policy. • Ensure incident safety. • Establish the ICP. • Set priorities, and determine incident objectives and strategies to be followed. • Establish ICS organization needed to manage the incident. • Approve the IAP. • Coordinate Command and General Staff activities. • Approve resource requests and use of volunteers and auxiliary personnel. • Order demobilization as needed. • Ensure after-action reports are completed. • Authorize information release to the media.		• Determine, according to direction from IC, any limits on information release. • Develop accurate, accessible, and timely information for use in press/media briefings. • Obtain the IC's approval of news releases. • Conduct periodic media briefings. • Arrange for tours and other interviews or briefings that may be required. • Monitor and forward media information that may be useful to incident planning. • Maintain current information summaries and/or displays on the incident. • Make information about the incident available to incident personnel. • Participate in Planning Meetings. • Implement methods to monitor rumour control.

Safety Officer	- Identify and mitigate hazardous situations. - Create a Safety Plan. - Ensure safety messages and briefings are made. - Exercise emergency authority to stop and prevent unsafe acts . - Review the IAP for safety implications. - Assign assistants qualified to evaluate special hazards. - Initiate preliminary investigation of accidents within the incident area. - Review and approve the Medical Plan. - Participate in Planning Meetings to address anticipated hazards associated with future operations.
Liaison Officer	- Act as a point of contact for Agency Representatives. - Maintain a list of assisting and cooperating agencies and agency Representatives. - Assist in setting up and coordinating interagency contacts. - Monitor incident operations to identify current or potential inter-organizational problems. - Participate in Planning Meetings, providing current resource status, including limitations and capabilities of agency resources. - Provide agency-specific demobilization information and requirements.

Operations Section Chief	- Ensure safety of tactical operations. - Manage tactical operations. - Develop operations portions of the IAP. - Supervise execution of operations portions of the IAP. - Request additional resources to support tactical operations. - Approve release of resources from active operational assignments. - Make or approve expedient changes to the IAP. - Maintain close contact with the IC, subordinate Operations personnel, and other agencies involved in the incident.
Logistics Section Chief	- Provide all facilities, transportation, communications, supplies, equipment maintenance and fuelling, food, and medical services for incident personnel, and all off-incident resources. - Manage all incident logistics. - Provide logistics input to the IAP. - Brief Logistics staff as needed. - Identify anticipated and known incident service and support requirements. - Request additional resources as needed. - Ensure and oversee development of Traffic, Medical, and Communications Plans as required. - Oversee demobilization of Logistics Section and associated resources.

| Planning Section Chief | Collect and manage all incident-relevant operational data. Supervise preparation of the IAP. Provide input to the IC and Operations in preparing the IAP. Incorporate Traffic, Medical, and Communications Plans and other supporting material into the IAP. Conduct/facilitate Planning Meetings. Reassign out-of-service personnel within the ICS organization already on scene, as appropriate. Compile and display incident status information. Establish information requirements and reporting schedules for Units (e.g., Resources Unit, Situation Unit). Determine need for specialized resources. Assemble and disassemble Task Forces and Strike Teams not assigned to Operations. Establish specialized data collection systems as necessary (e.g., weather). Assemble information on alternative strategies. Provide periodic predictions on incident potential. Report significant changes in incident status. Oversee preparation of the Demobilization Plan. | Finance/Administration Section Chief | Manage all financial aspects of an incident. Provide financial and cost analysis information as requested. Ensure compensation and claims functions are being addressed relative to the incident. Gather pertinent information from briefings with responsible agencies. Develop an operational plan for the Finance/Administration Section and fill Section supply and support needs. Determine the need to set up and operate an incident commissary. Meet with assisting and cooperating Agency Representatives as needed. Maintain daily contact with agency(s) headquarters on finance matters. Ensure that personnel time records are completed accurately and transmitted to home agencies. Ensure that all obligation documents initiated at the incident are properly prepared and completed. Brief agency administrative personnel on all incident-related financial issues needing attention or followup. Provide input to the IAP. |

19.0 Disaster Financial Assistance Arrangements - DFAA

Extraordinary costs incurred in responding to and recovering from a natural disaster of civil emergency may be reimbursed through the Disaster Financial Assistance Arrangement. Special tracking of activities, personnel and expenses, and their associated limits, must be done to ensure all eligible expenses are captured and documented to maximize the reimbursement of the Town's expenses.

It is essential that coordination with DFAA be initiated from the onset of the emergency. DFAA can provide the forms and procedures necessary to capture and report all required information and substantiating documentation.

Public Safety Canada (formerly Public Safety and Emergency Preparedness Canada) has developed the following revised guidelines for the administration of the federal Disaster financial assistance arrangements (DFAA). This program provides disaster relief through provincial and territorial governments. These Guidelines apply to events occurring after December 31, 2007 and replace the previous DFAA Manual (EPC 22/88). Events occurring prior to January 1, 2008 are subject to the guidelines outlined in EPC 22/88.
Supplementary revisions to these Guidelines may be issued as required.
Note the following references in the Guidelines:
- "province" always refers to provinces and territories;
- "eligibility of expenditures" means eligibility under the DFAA, rather than any provincial program, unless eligibility under such a program is explicitly stated;
- "orders of proper authorities" refers to orders of provincial, territorial or municipal authorities exercising existing powers;
- "eligible costs" means expenditures incurred by those governments that are eligible for cost sharing under the DFAA as defined in the DFAA Guidelines.

Provincial governments design, develop and deliver disaster response and assistance programs within their own jurisdictions. In doing so, they establish the financial assistance criteria they consider appropriate for response and recovery.

The DFAA are intended to support the provinces in:
- providing or reinstating the necessities of life to individuals, including help to repair and restore damaged homes;
- re-establishing or maintaining the viability of small businesses and working farms;
- repairing, rebuilding and restoring public works and the essential community services specified in these Guidelines to their pre-disaster capabilities; and
- funding limited mitigation Management to reduce the future vulnerability of repaired or replaced infrastructure.

The purpose of the DFAA is to assist provinces with the costs of dealing with a disaster where those costs would otherwise place a significant burden on the provincial economy and would exceed what they might reasonably be expected to fully bear on their own.

The DFAA are intended to address natural disasters resulting in extensive property damage or disruption of the delivery of essential goods and services. They *do not* apply to:

- disasters whose effects are limited to a single economic production sector;
- chronic or pandemic health emergencies, including recurring or new public health threats;
- public order, civil disorder, criminal and terrorist acts, or international armed conflict;
- the fighting of forest, prairie, grass or wildfires, except where they pose a threat to built-up areas, and then primarily for pre-emptive actions, evacuation and damaged infrastructure restoration.

19.1 Recipient class and cost-sharing procedure

Only provinces are eligible for disaster financial assistance under the DFAA. Assistance is available when a province's eligible expenses incurred in carrying out its own disaster response and recovery program exceed an established initial threshold.

Formula effective January 1, 2018 - Effective January 1, 2018, the initial threshold for all new events is defined as $3.12 per capita of the provincial population (as estimated by Statistics Canada to exist on July 1st in the calendar year of the disaster). Once the threshold is exceeded, the federal share of eligible expenses is determined by the formula in Table 5.

Eligible provincial expense thresholds (per capita of population)	Government of Canada share (percentage)
First $3.12	0
Next $6.25	50
Next $6.25	75
Remainder	90

The formulas will also be indexed to inflation annually based on the consumer price index published by Statistics Canada. For consistency purposes, national-level data will be used to calculate inflation.

The revised formula, adjusted for inflation, will take effect on January 1 of every subsequent year, starting in 2016. The DFAA Guidelines will be updated annually during the month of February to reflect the revised formula.

Formula effective up to January 31 2015 - For all events up to January 31, 2015, the initial threshold is defined as $1 per capita of the provincial population (as estimated by Statistics Canada to exist on July 1st in the calendar year of the disaster). Once the threshold is exceeded, the federal share of eligible expenses is determined by the formula in Table 1.

Pursuant to section 4(1)*j)* of the *Emergency Management Act* (S.C. 2007, c. 15), the Minister of Public Safety and Emergency Preparedness (the Minister) may provide financial assistance to a province if:
- a provincial emergency in the province has been declared to be of concern to the federal government by the Governor in Council under section 7(*c*);
- the Minister is authorized by the Governor in Council under section 7(*d*) to provide financial assistance;
- the province has requested assistance.

Authority to provide financial assistance rests with the Governor in Council who may, on the recommendation of the Minister, make an order as required under the *Emergency Management Act* declaring a provincial emergency to be of concern to the Government of Canada. The Governor in Council may authorize the provision of financial assistance to the affected province. The Minister is the final authority regarding eligibility of events and expenditures, and amounts of payments to be made through the DFAA. Payments are approved by the Minister following determination of the amount of eligible provincial expenditures and application of the cost-sharing formula.

The Government of Canada retains the right to determine whether the DFAA are a suitable vehicle to provide financial assistance or whether alternative assistance Management are more appropriate in cases of catastrophic losses. The provision of any federal financial assistance to provinces is at the discretion of the Government of Canada.

19.2 Requests for assistance
- Any request for financial assistance under the DFAA must be made by the province within six months of the end of the event. The request takes the form of a letter from the Premier of the province to the Prime Minister or from the provincial Minister Responsible for Emergency Preparedness to the federal Minister.
- The *Emergency Management Act* requires that a federal Order-in-Council be issued declaring an emergency that occurs in a province to be of concern to the Government of Canada and authorizing the provision of financial assistance. Provinces are encouraged to submit requests for assistance as soon as possible after the event. If the eligible provincial expenditure threshold is not exceeded, the file is simply closed. Early federal involvement facilitates timely consultations on the eligibility of provincial expenditures for financial assistance under the DFAA.
- The period of the disaster (including beginning and end dates) and the affected geographical area must be defined and accepted for the purposes of the DFAA by the province and the Government of Canada. Eligibility determinations will be based on the resulting dates and areas. Appropriate technical expertise will be consulted as needed for such determinations.

19.3 General eligibility criteria

In assessing eligibility of provincial expenditures for cost-sharing under the DFAA, the following considerations pertain to *all* claims:

1. Provinces are responsible for designing and delivering such financial assistance programs as they consider appropriate. To be eligible for cost-sharing through the DFAA, provincial expenditures must have been actually paid out.
2. Eligible costs to a province are net costs after any recoveries from insurance payouts, recoveries through legal actions and financial assistance received from other sources. Contributions from recognized non-governmental organizations or those resulting from a special disaster-related fund-raising drive can be used to support expenditures ineligible under DFAA. If such contributions are used to support DFAA-eligible expenditures, they will be subtracted from a province's total costs before eligible costs are determined.
3. Where a province has demonstrated that it has exhausted all reasonable legal and practical means to recover costs from individuals or organizations found by the courts to be liable, the unrecovered eligible losses will be considered for cost-sharing. As well, when a province can demonstrate that the duration of legal proceedings will preclude the recovery of such costs prior to the formal close-out of a claim, a continuing potential liability will be noted by Public Safety Canada at the time of close-out and additional payment will be made for any unrecovered expenses at the conclusion of the legal process.

The following categories are not eligible:

1. expenditures for which provision is made for full or partial reimbursement to the province under any other federal program existing at the time of the emergency, whether or not the province accessed the program. The DFAA cannot be applied to top up assistance available under other programs, or to bypass prescribed limits to the contributions and terms of other programs;
2. costs of restoring or replacing items that were insured or insurable. Under the DFAA, insurable means that insurance coverage for a specific hazard for the individual, family, small business owner or farmer was available in the area at reasonable cost. Reasonable cost and availability are determined jointly by the province and the Public Safety Canada RD, with professional advice as required (i.e., , Insurance Bureau of Canada, regional insurance broker);
3. loss of income, wages, profits and/or revenue, loss of production or productivity, loss of opportunity, inconvenience, loss of asset or market value or market share, loss of wages and reduction of yield (i.e., crops, fish, wood);
4. losses or damages that are an ordinary or normal risk of a trade, calling or enterprise (i.e., , fishing gear destroyed while in use at sea as a result of a storm that may have had other, more widespread effects elsewhere);
5. provincial sales taxes, including that portion of Harmonized Sales Tax (HST) revenues accruing to a province;
6. legal and other costs associated with the settlements of estates of people killed in the course of a disaster;
7. punitive damage awards by courts or out-of-court settlements;
8. assistance to businesses other than small businesses as defined in these Guidelines;
9. any financial assistance given to individuals, households, small businesses, farms and public infrastructure physically located outside of the affected area as defined; and
10. interest on loans obtained for bridge financing or on late payments made by provinces.

20.0 Declaration of State of Local Emergency

The Mayor and Council may declare a state of local emergency (effective for 7 days) in the Town of Port Hawkesbury or in any part thereof and may take such action and make such orders as he/she considers necessary. The Mayor and Council may terminate a declaration of a State of Local Emergency. The Mayor shall ensure that the Minister responsible for EMONS (Minister of Municipal Affairs) is notified of a declaration of a state of local emergency. In addition, the media and the public shall be notified of the declaration as soon as possible.

20.1 States of Local Emergencies

The Emergency Management Act allows for two separate types of states of emergencies. The first is known as a "local state of emergency" and is enacted by a municipal government either through a resolution of council, or by the direct request of the municipal mayor or warden.
The second type is a "state of emergency" which is declared by the Minister responsible for Emergency Management.

States of emergencies can be declared for a specific portion or for an entire jurisdiction (i.e. a specific geographical portion of the province or province-wide).

Why is a state of emergency called? A state of emergency provides the authority to do whatever is necessary to ensure the safety of people and the protection of property and the environment. More specifically, a state of emergency permits:
- •Control or prohibit of travel
- •Entry without warrant
- •Ordered evacuation
- •Confiscation of property
- •Order of assistance

How are citizens affected by a state of emergency? During states of emergencies the public is expected to listen to and follow the instruction given by authorities, and to comply with any orders given by the province or municipality. These may include such things as restricted travel and evacuations. Certain circumstances may require citizens to stay in their homes (shelter in place) or to evacuate to a reception centre/shelter.

How long does a state of emergency last? Local states of emergencies, those declared by a municipal council, mayor or warden, are valid for seven days after which time they can be renewed. A provincewide state of emergency is valid for 14 days and can also be renewed should the special powers still be required to manage the event.

Can individuals be charged more for essential items or services during an emergency? The Emergency Management Act makes it an offence to inflate (gouge) the price of essential items and services in times of emergencies. These can include such things as food, water, clothing, essential equipment, medical supplies or otherwise deemed essential goods and services. Citizens are encouraged to contact their local RCMP of jurisdiction to report any suspected cases of price inflation during times of emergencies. Anyone who suspects they have been the victim of price gouging should retain all relevant receipts.

A copy of the declaration must immediately be sent to the Minister via the Emergency Management Office Fax # (902) 424-5376 or scanned and sent to the pcc@novascotia.ca (only monitored during daytime hours, and when the PCC is activated), After hours - notify the Nova Scotia EMO Duty Officer. 1-866-424-5620

21.0 ECC, ICS, and Communications

Normal Communications and reporting channels will be used to the maximum practical extent possible.

21.1 Emergency Communication Systems

Emergency communications systems should be obtained and kept fully operational, and are to be used in the event that commercial communications systems are disrupted, saturated, or otherwise unavailable.

Depending on the circumstances, communications for an emergency may include one or a combination of the following:
- Telephone/Cell;
- TMR2 (Trunked Mobile Radio 2nd generation)
- UHF, VHF; (portable radios)
- Satellite Phones;
- Internet;
- Other.

21.2 Information Officer

The Information Officer is important communications personnel. He/she represents and advises the Incident Command. The Information Officer will use the Joint Information System to coordinate the media efforts of the various agencies responding in an emergency and the ECC to ensure that the media and, therefore, the public receive the same message in a timely manner.

Joint Information System (JIS): Provides the mechanism to organize, integrate, and coordinate **information** to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector.

The Information Officer assembles accurate, accessible, and complete information on the incident's cause, size, and current situation; the resources committed; and other matters of general interest for both internal and external audiences. The Information Officer may also perform a key public information-monitoring role, such as implementing measures for rumour control. Whether the command structure is single or unified, only one Information Officer should be designated per incident.

21.3 Communication Unit

When required, a Communication Unit can be employed. The Communications Unit develops the Communications Plan, to make the most effective use of the communications equipment and facilities assigned to the incident. Additionally, this Unit installs and tests

all communications equipment, supervises and operates the incident communications centre, distributes and recovers communications equipment assigned to incident personnel, and maintains and repairs communications equipment on site.

The Communications Unit is responsible for effective incident communications planning, especially in the context of a multi-agency incident. All communications between organizational elements during an incident should be in plain language (clear text) to ensure that information dissemination is clear and understood by all intended recipients. Planning is critical for determining required radio nets, establishing interagency frequency assignments, and ensuring the interoperability and the optimal use of all assigned communications capabilities.

The Communications Unit Leader should attend all incident *Planning Meetings* to ensure that the communication systems available for the incident can support tactical operations planned for the next operational period. Incident communications are managed through the use of an incident Communications Plan and a communications centre established solely for the use of tactical and support resources assigned to the incident.

Advance planning is required to ensure that an appropriate communications system is available to support incident operations requirements. This planning includes the development of frequency inventories, frequency-use agreements, and interagency radio caches.

Most complex incidents will require a Communications Plan. The Communications Unit is responsible for planning the use of radio frequencies; establishing networks for command, tactical, support, and air units; setting up on-scene telephone and public address equipment; and providing any required off-incident communication links. Codes should not be used for radio communication. A clear spoken message—based on common terminology that avoids misunderstanding in complex and noisy situations—reduces the chances for error. The use of common terminology allows emergency management/response personnel to communicate clearly with one another and effectively coordinate activities, no matter the size, scope, location, or complexity of the incident.

Radio networks for large incidents may be organized as follows:

21.4 Public Spokesperson(s)

The Mayor and/or CAO may also perform a key role in public information. In this case - it will be most important to have clear and concise information communicated via the Joint Information System to keep the key players who report to the public in the know. In some cases, the information officer, liaison officer, incident commander, or EMC may report publicly on an incident when approved to do so with accurate and appropriate information.

22.0 Emergency Coordination Centre (ECC) Sites

The Town of Port Hawkesbury ECC should be activated by the CAO to coordinate and support emergency command operations.

Our Town's Primary, Location #1 for our ECC is the **Port Hawkesbury Civic Center Boardroom** identified in red on the map below. This ECC site is located at 606 Reeves Street, on the 2nd Floor of the Port Hawkesbury Civic Centre, accessible by stairs and elevator.

Our Town's alternate ECC, Location #2, is the **Port Hawkesbury Volunteer Fire Department** identified in red on the map below. This secondary ECC site can be found at 309 Hiram Street, on the 2nd floor, accessible by both stairs and an elevator.
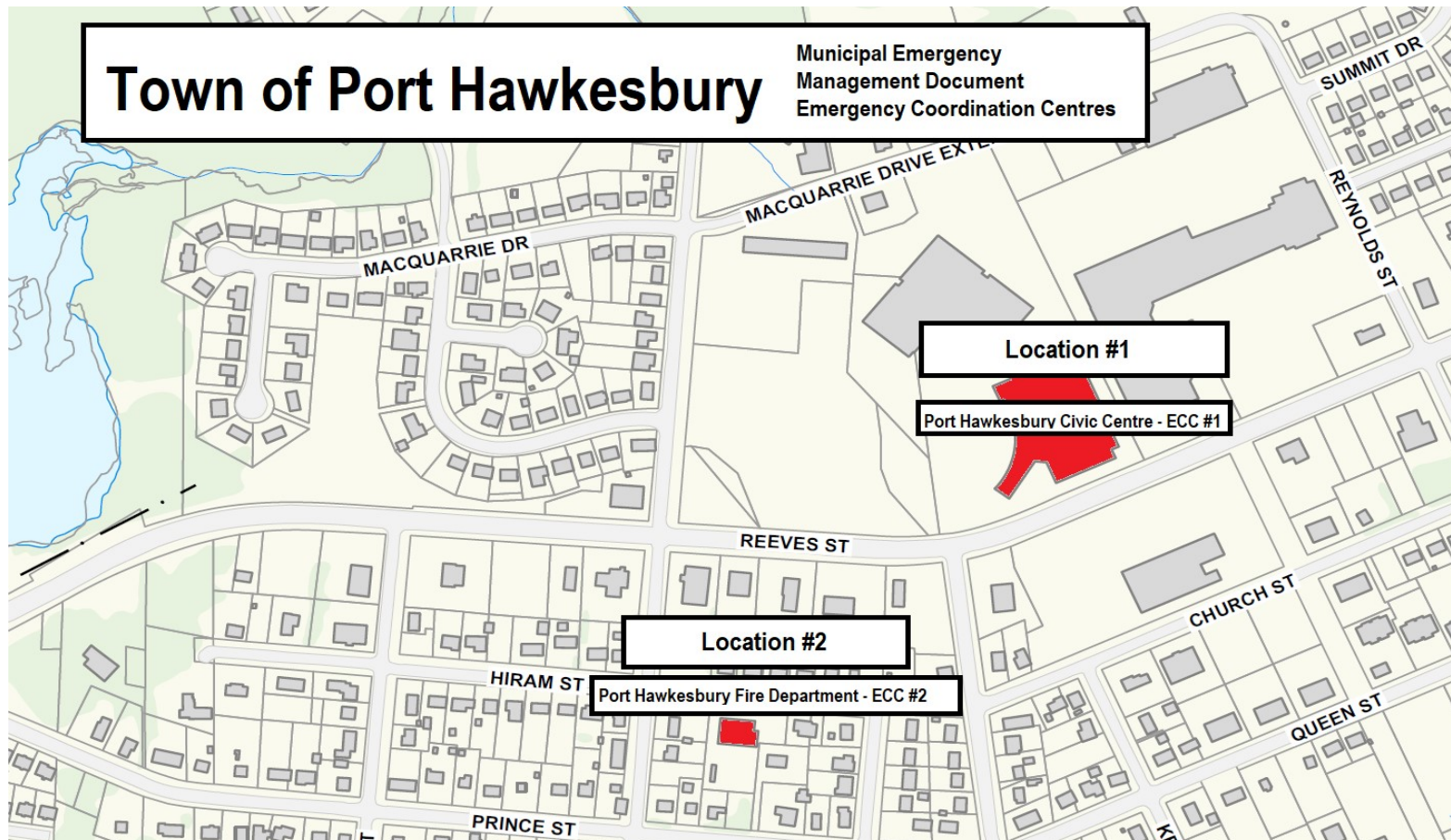
23.0 Incident Commander, Facilities, Locations, and Emergency Sites

In some circumstances, the CAO may appoint an Incident Commander (IC) if there is no legislation that designates this authority.
In many cases, the IC will come from the agency who has the authority for the incident site. For example, the IC may be from the first response agency having the predominant role or may be an individual particularly suited to coordinate the diverse activities being undertaken.

The Incident Commander (IC) is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. The individual responsible for the overall management of the response is called the Incident Commander.
The IC is responsible for all aspects of the response, including developing incident objectives and managing all incident operations. The IC sets priorities and defines the ICS organization for the particular response. Even if other positions are not assigned, the IC will always be designated. The Incident Commander, after doing an initial assessment will activate as much of the ICS framework as is felt needed that that time. The ICS structure will be monitored and adjusted as necessary, ensuring that changes in structure are reflected in the Incident Action Plan (IAP).

The role of the Incident Commander is to:
- Establish an Incident Command System (ICS)
- Establish a site command post;
- Establish overall priorities for the on-site response;
- Establish the site perimeter and arrange for security;
- Provide situational updates to the ECC;
- Set and approve the overall objectives at the emergency site;
- Provide media information; and
- Ensure responder safety.

Responding agencies on-site will:
- Cooperate with the IC;
- Provide information on response activities, damage and casualties, and resource needs to the IC;
- Continue to receive functional direction from their parent organization;
- Provide a tactical response in support of the operational objectives.

Incident Site
An incident site includes the hot and warm zones which contain the active part of the incident. Hot and warm zones may together also be referred to as the inner perimeter. The cold zone, or outer perimeter forms the outer boundary of the incident site that is under the control of the incident commander and include all of any exclusion zone or evacuation zone.

There may be more than one separate and distinct incident site with some or all of the areas mentioned above and each one will have its own incident commander and incident command team. If several incidents are grouped geographically close to each other an Area Command may be formed under ICS with an appropriately trained Area Commander in charge.

23.1 Facilities and Locations

Several kinds and types of facilities may be established in and around the incident area. The requirements of the incident and the desires of the IC/UC will determine the specific kinds and locations of facilities and may consist of the following designated facilities, among others.

23.1.1 Incident Command Posts

The ICP signifies the location of the tactical-level, on-scene incident command organization. It typically comprises the Incident Command and the Command and General Staffs, but may include other designated incident personnel from Federal, Provincial, Territorial, First Nations and local municipalities and agencies, as well as NGOs and the private sector.

Typically, the ICP is located at or in the immediate vicinity of the incident site and is the location for the conduct of direct, on-scene control of tactical operations. Incident planning is conducted at the ICP; an incident communications centre also would normally be established at this location. The ICP may be co-located with the Incident Base, if the communications requirements can be met.

23.1.2 Incident Base

An Incident Base is the location at which primary support activities are conducted. A single Incident Base is established to house equipment and personnel support operations. The Incident Base should be designed to be able to support operations at multiple incident sites.

23.1.3 Camps

Camps are separate from the Incident Base and are located as satellites to the Incident Base, where they can best support incident operations. Camps provide support, such as food, sleeping areas, and sanitation. Camps may also provide minor maintenance and servicing of equipment. Camps may be relocated to meet changing operational requirements.

23.1.4 Staging Areas

Staging Areas are established for the temporary location of available resources. Staging Areas will be established by the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fuelling, and sanitation services. The Operations Section Chief assigns a manager for each

Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief's request, and requests Logistics Section support, as necessary, for resources located in the Staging Area.

Incident Command Post	Staging Area	Base	Camp, Helibase, and Helispot
On a map, the ICP location appears as a blue and white square.	On a map, the Staging Area appears as a circle with an S in it.	On a map, the Base appears as a circle with an B in it.	
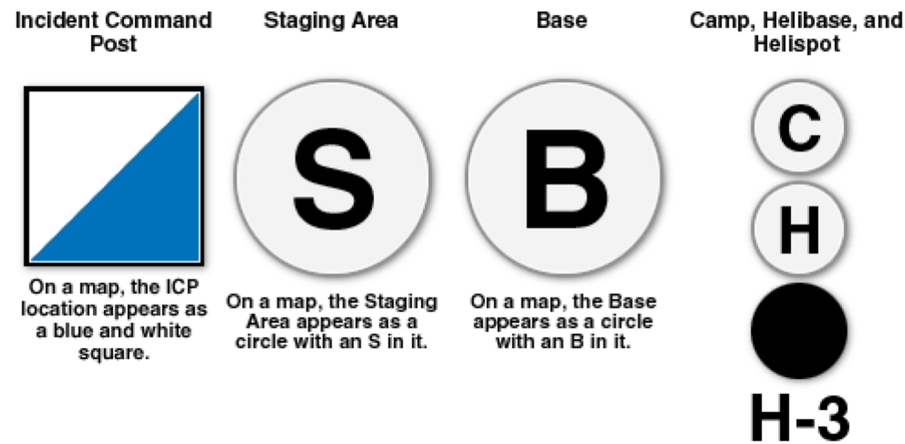
23.2 Establishing an Area Command

The purpose of an Area Command is either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams (IMTs) engaged.

The Area Command does not have operational responsibilities. For the incidents under its authority, the Area Command:
- Develops broad objectives for the impacted area(s).
- Coordinates the development of individual incident objectives and strategies.
- (Re)allocates resources as the established priorities change.
- Ensures that incidents are properly managed.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to the established EOCs.
- Ensures that short-term "emergency" recovery is coordinated to assist in the transition to full recovery operations.

24.0 Comfort Centres, Shelters, and Evacuation

24.1 Comfort Centres

Comfort Centre - Facility that is primarily used for residents who are remaining in their homes but do not have full services such as electricity, heat, water, etc. Comfort centres are normally run by the municipality. These sometimes are also referred to as "Warming Centres."

Comfort Centre Manager - The person, appointed by the municipality (when the Town of Port Hawkesbury has initiated the Comfort Centre) who coordinates all activities occurring inside the area of a facility that has been assigned to the municipality as a comfort centre.

When do we need them?

During disasters and emergencies the standard for residents to be prepared to provide for themselves is at least 72 Hours.

However, there may be times when a Shelter-In-Place isn't sufficient due to time and current circumstances before the 72 Hour period has passed; for example, a long power outage along with extreme winter temperatures. In these circumstances, the Town of Port Hawkesbury can open and manage a "Comfort Centre(s)".

What are Comfort Centres/Warming Centres?

A comfort centre is a community hall or fire hall that is opened up in a time of need to provide a location where community members can gather for a short period of time during the day.

In Nova Scotia neighbors help neighbors. When the need arises, these centres are opened up by the operators of the facility. Community members can sometimes take the lead on organizing and operating the Comfort Centre. These centres are operated by the community for the community. Each comfort centre may have varied times that they will be open and closed to the public.

In other cases, the comfort centre can be opened and managed by the Town of Port Hawkesbury.

What would a Comfort Centre provide to citizens?

Comfort Centres may provide different services depending on resources available. However, all comfort centres are intended to provide a place for citizens to:
- get warm
- re-charge devices
- use washroom

- get a warm drink
- check on each other, and share information
- get updates on weather and power resumption

Some warming centres may (but do not always) provide, light snacks and/or food prepared by volunteers, or a space for community members to prepare their own food

A comfort centre is *NOT* an overnight shelter.

What is required to make a good Comfort Centre?

- a good size pool of active volunteers
- active volunteers with the food handling safety course
- water supply shall be registered with the Dept. of Environment if on a non-municipal well system. It must be tested regularly (records kept)
- back-up power supply and tested regularly
- septic system serviced regularly
- some volunteers trained in first aid/cpr
- availability in shoulder seasons for hurricanes and winter storms by having supplies on hand (fuel for generator, important information, etc.)
- protocols for opening the comfort centre to ensure safety of volunteers and the public (i.e., road conditions are considered)
- Accessibility for all

Likely Locations for Comfort Centres in Port Hawkesbury

- Port Hawkesbury Civic Centre
- Port Hawkesbury Fire Hall
- Others (to be determined)

24.2 Emergency Shelters

The NS provincial government is responsible for the operation of Emergency Shelters when the criteria of 25 people or 15 units requiring emergency accommodations is met. The management of Emergency Shelters is the responsibility of the NS Department of Community Service via contract with the Canadian Red Cross.

When the need for an Emergency Shelter is identified the municipal ECC or EMC will notify the local contact for the Canadian Red Cross or the NS EMO Duty Officer. The municipality is responsible to identify facilities suitable for use an Emergency Shelter. In case where the above criteria have not been met the Canadian Red Cross may be able to assist with alternate accommodations for a lesser number of affected residents.

Likely Locations for Emergency Shelters in Port Hawkesbury are:
- The Port Hawkesbury Civic Centre
- The Port Hawkesbury Fire Hall
- Other(s) may need to be identified depending on need/requirements

Shelter-in-Place
Shelter-In-Place is a protective measure whereby a population (or citizens in general) are instructed to stay inside their homes or the building where they are, and to take various other precautions, while waiting for the end of a threat. If the present location affords adequate protection against the particular incident, emergency managers should consider having people *shelter-in-place* to reduce the number of persons who become part of an evacuation. While the primary goal of any response action is to save lives, the ability to evacuate people quickly and efficiently should be weighed against the risks of remaining in place.

There are certain instances when 'Shelter-in-place' is the most appropriate strategy; such as if:
- The risk to health is low.
- The situation is dissipating.
- The situation can be controlled before an evacuation would be completed.
- An evacuation would expose people to more risk.

Examples of situations wherein people may be more at risk should they evacuate include if:
- transportation infrastructure is compromised
- aftershocks are occurring
- toxic or radiological contaminants are present
- impending weather conditions may pose a risk (such as impassable roads)
- there are secondary fires and explosions

24.3 Evacuation

As a general definition, "evacuation" is defined as the process of removing people from an area where a present or imminent situation has or may result in a loss of life and/or a risk to the safety, health and welfare of people. Damage to property or the environment may also trigger an evacuation if it poses a risk to the safety, health, and welfare of people.

The Town of Port Hawkesbury Municipal Evacuation Plan will help to streamline the evacuation process by providing an organized framework for the activities involved in coordinating and conducting an evacuation. It will assign responsibilities to municipal employees, by position/function, for implementation of the municipal evacuation plan. The plan also sets out the procedures for notifying the members of the Municipal Management teams, municipal and other responders, the public, the province, neighbouring communities, and as required, other impacted and interested parties of the emergency. Our plan will identify lead departments and considerations for the development of incident-specific evacuations (Incident Action Plans).

24.3.1 Evacuation Terminology

Alert - Distributed information which requires action to be taken (note: notification is information with no action necessary).

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Evacuation Area: The area designated in an evacuation tactical plan as the area to be evacuated during an emergency situation.

Evacuation Centre: A location where evacuees are received, documented, personal needs are identified, and overnight shelter is provided. It is a type of emergency facility. In Port Hawkesbury, evacuation centres are operated by the Canadian Red Cross, under the direction of the provincial Department of Community Services.

Evacuation Order: Population at risk is ordered to evacuate the area specified in a formal written order. It is an order and as such does not allow for any discretionary action on the part of the population at risk – they must leave the area immediately. A statement must be included in all bulletins, pamphlets, warnings and orders that makes it very clear to all that, while the evacuation order is in effect, the area in question will have controlled access and a pass may be required to regain access to the area. An official communication authorized by the IC, or ECC if activated, instructing the public to evacuate their homes and businesses. Evacuation orders may be used, when necessary, as part of our Town's Emergency Evacuation Plan.

Evacuation Perimeter: The defined border of an evacuation area.

Evacuation Personnel – This describes all personnel acting on behalf of the municipality to effect evacuation or recovery operations, whether municipal employees, members of external organizations or volunteers.

Evacuation Plan: A supporting document for the Emergency Management Plan that is used to identify and organize the various responses aimed at evacuating persons exposed to a threat from an evacuation sector to a reception sector, while ensuring them a minimum of essential services on an emergency basis.

Evacuation Routes: The routes authorized in an *evacuation tactical plan* for use in evacuating the population from an evacuation area.

Muster Points - Locations designated for the gathering of evacuees for *processing* and *transport* out of an evacuation zone.

Post-Evacuation Reporting - The series of reports filed after each evacuation for the purpose of keeping accurate records of evacuation operations, and continually improving the evacuation procedures.

Public Alert - A time-sensitive public notification informing recipients that an event possibly causing significant harm or damage is imminent or likely to occur.

Public Inquiry Centre - A public call centre which provides information and advice to those affected in any way by the emergency event.

Re-Entry - The operations directed toward the return of evacuees to the evacuation zone. Re-entry begins with the re-entry decision, and ends when all evacuees have been returned to their homes and businesses, and all resources used during the evacuation have been returned to their pre-evacuation state.

Re-Entry Routes - The routes suggested in the sector profile binders accompanying this plan, and subsequently authorized in a re-entry Tactical Plan for use in returning the population to an evacuation zone. Re-entry routes may or may not be the same as the evacuation routes used to remove the population.

Reception Centre - A service facility where disaster or emergency evacuees are sent to receive basic health care, assistance for basic needs and information. *This is typically operated by Canadian Red Cross.* It is a place where evacuees or otherwise displaced persons can go to register and receive advice on the provision of the five emergency social services.

Re-Entry Order - An official communication authorized by the Incident Commander, or ECC if activated, instructing the public to return to their homes and businesses.

Warning Order - Preliminary notice of an order or action which is to follow. An official communication authorized by the Incident Commander, or ECC if activated, warning the public of the possibility of an impending evacuation.

24.3.2 Evacuation Considerations for Port Hawkesbury

Aim and Scope

The aim of a Port Hawkesbury Evacuation Plan is to allow for the safe, effective, and coordinated evacuation of citizens from an emergency area. The aim is to detail evacuation considerations, hosting arrangements, transportation management, and return planning.

The Town of Port Hawkesbury Municipal Evacuation Plan will consider:
- organizations involved and their respective roles and responsibilities;
- types of evacuations and the risks that might precipitate an evacuation;
- demographics, geography, and vulnerabilities of the municipality;
- accurate, current, and detailed mapping;
- communications protocols;
- resources and assets used to support evacuation operations;
- support for evacuation decision-making and how to incorporate *real-time information*.

As part of the scope of Port Hawkesbury's evacuation plan, various considerations are important to the planning process:
- Port Hawkesbury is a smaller municipality (8 square kilometers)
- The Town is able to coordinate with other jurisdictions (through mutual assistance)
- The Province of NS will be integral to most evacuations;
- The Town's plan will consider various types of evacuations the plans as well as shelter-in-place;
- The Plan will consider the role of non-governmental organizations, other municipalities and levels of government in an evacuation;
- The best ways to notify/alert the public of an evacuation, and
- How an evacuation would impact the Town, based on characteristics of the hazard (the triggering incident).

Authority and Maintenance

The Emergency Management and Civil Protection Act, RSO, 1990, provides as follows:
- Municipal Emergency Plan (1): Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan;
- 9. What Plan may provide: An emergency plan formulated under section 3, 6 or 8 shall, (b) specify procedures to be taken for the safety or evacuation of persons in an emergency oarea;
- A municipal evacuation plan may be a stand-alone plan or part of a larger, overarching municipal emergency response plan. The municipal authority under which the plan falls (i.e. by-law) should be reflected in the plan.

The Emergency Management and Civil Protection Act requires that a municipality "review and, if necessary, revise its emergency plan every year (RSO, 1990, 3 (6))." It is recommended that this approach to plan maintenance be also applied to the municipal evacuation plan. Maintenance could be pre-planned to occur annually, or be done after an evacuation. Decisions should be made on the review and revision cycle of the plan, and who is responsible for it.

Plan Development

The Port Hawkesbury Municipal Evacuation Plan will outline how needed functions will be performed and by what organization (i.e., emergency social services includes emergency shelter, which may be set up in a the Port Hawkesbury Civic Centre and managed by a non-governmental organization).

Evacuations are typically multi-jurisdictional activities, making extensive coordination amongst numerous departments and governments necessary. Our Emergency managers will include various representatives in evacuation planning, training, and exercises in order to build a more comprehensive plan and aid in the implementation of an evacuation should the need arise:

- RCMP
- municipal and Provincial transportation staff
- emergency management and emergency response departments (i.e., EHS and Fire)
- transportation and transit providers (like Strait Area Transit)
- Public Health
- local health care facilities (ie, Senior's home).
- emergency social services
- municipal planners (EDPC)
- neighbouring or partner municipalities (i.e., mutual aid)
- provincial government partners
- community service providers (i.e., Leeside)
- volunteer organizations and private-sector companies (i..e.,.Knights of Columbus) that may support an evacuation
- School board
- college (NSCC/Nautical Institute)

Incident Vulnerabilities/hazards for Port Hawkesbury

The Incidents/hazards identified that may lead to partial or full evacuations are:

- Severe Weather
- Power Outage (prolonged)
- Transportation Accidents (severe) (road/water/rail)
- Industrial Incidents (proximity to Point Tupper Industries)

- Dangerous Goods/Hazardous Spills (on truck and rail transport)
- Large-scale Gatherings (culminated with an emergency incident)
- Major Fires
- Explosion (due to rail/airport/etc)
- Flooding

Potential Evacuation Populations

A critical element of any evacuation is the population being moved. The Town Evacuation Plan will need to plan how to move people from the "at-risk area" to places of safety, in a timely manner.

Emergency managers must understand the makeup of the population being evacuated in order to plan transportation modes, route selections, hosting destinations, and other elements of an evacuation. Critical factors include:
- number of evacuees (Town Population 3500, as a service centre we can have up to 10-15K in our Town at once)
  - How many people are likely to be involved in the evacuation? (time of day/day of week/time of year variables)
  - Are there differences in the number of potential evacuees when time of day and seasonal populations are taken into account? (Yes, NSCC has 1500 registered students Sept-April, Tourism inflates numbers June-October, etc.)
- languages spoken (French, English, Mi'kmaw, etc.)
- location of evacuees (fairly modest geography with 4 exits)
  - How are people distributed within the at-risk area? (depends on the quadrant)
  - Are there concentrations of people (residents/employees) in particular locations (i.e., large centre of employment on Reeves Street, heavy residential areas on both sides of Reeves, dense student population on Reeves/Tamarac, etc.) that should be anticipated as part of the plan?
  - What are the likely areas of traffic congestion that correspond to the different types of high population densities? (Reeves Street/Tamarac Drive)
- modes of transportation available by evacuees
  - How are evacuees likely to travel during an evacuation? (personal vehicle)
  - What percentage of evacuees has personal vehicles available to them? (70-75%)
  - Are there significant numbers of people who commute by transit and therefore may rely on public transportation? (Less in Town, but many in Town would have arrived via Transit)
  - Are people able to or likely to use alternative modes such as bicycles and walking during an evacuation? If so, how many? (Yes, particularly for partial evacuations)
  - In what directions will evacuees want to travel during an evacuation? Evacuees are likely to travel towards certain destinations – their homes, work sites, and children's schools. (Schools to get kids, out of Town off the Island, to the nearest comfort centre, to friends/family outside of town, etc.)
  - Consider the total numbers of evacuees by travel direction. (Most would use the Trunk 4 or the Reeves Street exits)

- preferences of evacuees with respect to the location of hosts (Port Hastings, Louisdale, West Bay Road, Auld's Cove - location of nearest fire departments).
- potential limitations to modes of transportation (if exit is blocked due to an incident)
- persons who may require specialized or additional assistance (no access to personal transportation, limited financial resources, unfamiliar with the area "tourist")
    - What population groups will need special assistance during an evacuation? (Seniors, mobility challenged, persons without personal vehicles)
    - What types of assistance might be required? (buses, other passenger vehicles)
    - Is assistance only required for the actual evacuation or at shelters as well? (depends on the incident/time-frame)
- populations in known areas of high risk, such as close to hazardous materials storage sites or flood-prone areas (residents near the railroad tracks)
    - Are there populations that live/work in close relation to specific sites or facilities that pose a potential hazard that may be responsible for generating an evacuation? (Waterfront for flooding, railway tracks)

When estimating the number of evacuees we will need to account for *evacuation shadow* (these are the people who evacuate though they are not officially requested to do so.) This is a spontaneous evacuation, conducted when people feel they are in danger and begin to leave in advance of official instructions to do so or in spite of advice to shelter-in-place. It has been estimated that between 5 and 20 percent of people will anticipate an evacuation and self-evacuate. It is important to consider how these variables may impact the transportation system and/or sheltering.

Population Categories requiring extra care/consideration
- persons with disabilities:
    - sensory (i.e., hearing, vision, colour-blindness)
    - mobility (i.e., visible and non-visible)
    - mental health (i.e., Anxiety, Depression)
    - intellectual/developmental (i.e., Autism, Down Syndrome)
    - learning disabilities (i.e., Dyslexia, Dysgraphia)
- persons with medical conditions, including females with high-risk or at-term pregnancies
- persons requiring addiction services
- persons requiring translation services
- incarcerated persons – halfway houses
- temporary populations (i.e., tourists, seasonal workers)
    - Tourists could need detailed information about the area and evacuation procedures due to their unfamiliarity with the area.
    - non-residents working in Town

- students and children (i.e., NSCC, SAERC and TEC schools, and SAERC Daycare and other childcare locations)
- persons with animals/pets, including service animals
- elderly persons
- Long-term care residents may require vehicles equipped to serve riders in wheelchairs or medical transportation
- homeless persons

Animals/pets and Evacuation

Animal owners may be reluctant to evacuate without their animals or may request assistance to evacuate or shelter their animals. It is advisable for planners to consider the needs of this population and devise a plan/procedure for dealing with animal evacuations. This plan will need to consider collaboration with local animal service organization (i.e. Humane Society, Veterinarians, SPCA, etc.).

People Who Refuse

Some people will not evacuate when advised to do so. People may choose **not** to evacuate for one or more of the following reasons:
- a delay in the official warning
- no request for evacuation being made
- people downplaying the risk
- unclear warning messages
- a lack of economic resources
- evacuation fatigue
- fear of looting
- inability to evacuate
- inconvenience
- anticipation of re-entry delays
- job constraints
- pets

In addition to addressing the above reasons (if possible), people may be convinced to evacuate through the following actions:
- having persons of authority deliver the warning (i.e., police officers/firefighters going door to door etc.); and/or
- including the name and address of the person refusing to evacuate in a central registry to record the refusal.

Types of Evacuations

Evacuations may take place prior to (pre-emptive), during (no-notice), or after (post-incident) an incident has occurred. An evacuation may encompass the majority of the population (wide-spread) or part. A partial evacuation is most often internal – that is the evacuees are hosted elsewhere within the municipality, rather than being hosted in a separate municipality. It may be advisable to conduct evacuations (and returns) in phases to minimize congestion.

No Notice Evacuations - special considerations

It may be advisable to carry out an evacuation even while a threat is affecting a community. With an evacuation of this type, decisions by the Town may need to be made *with limited information*. Town decision-makers must be willing to make decisions with whatever information is available at the time. They may have little or no time to wait for additional information because any delay may have a significant impact on public safety. Pre-planning will be instrumental in supporting decision-making in no-notice situations.

Evacuations of this nature are done when life safety is at extreme risk. Such an evacuation poses increased risks to all involved. To acquire resources and expedite the evacuation normally requires extraordinary measures. Emergency responders may require personal protective equipment, as responder safety will be critical. In this case, federal assets will likely be required to facilitate an evacuation of this type.

Transportation

We recognize in this plan that different traffic management tactics (and different routes) may be more or less appropriate for certain types of situations and/or incidents. The plan will identify a number of options, according to 4 quadrants. It will require planners to select and implement only certain tactics based on the specific circumstances during the evacuation. If possible, transportation staff should employ traffic modeling to test the routes and tactics included in the evacuation plan. This will provide data to help quantify the benefits of different strategies and support an informed decision as to the best ones for the our Town and our region, and the corresponding transportation network.

For planning purposes, the following basic estimates may be used:
- 2.1 passengers/vehicle
- 1000 cars/hour/per lane on arterial roads (high capacity roads that link residential streets to highways)
- 1900 cars/hour/lane if the arterial road does not have control measures (i.e. traffic lights)

These figures are average and do not take into consideration an emergency situation or other factors that may be present during an evacuation. In addition, we also consider:
- if evacuees require transportation assistance
- road conditions such as snow, rain, fog, glare, and flooding

Transportation Management

The purpose of the traffic management portion of the plan is to ensure
- evacuation routes are kept clear and are used as intended
- emergency vehicles can access the emergency area
- unauthorized vehicles are kept out of the emergency area

Traffic management tactics may include:
- the assignment of RCMP resources to strategic locations to prevent congestions and unauthorized access to an emergency area
- the use of additional signage to provide direction to evacuees on routes, destinations, and to warn those approaching the Town, etc.
- converting two-way roads to one-way (to avoid congestion)
- modifying traffic light controls at appropriate intersections (with assistance from NS TIR)
- dispatching tow trucks and other equipment as appropriate to remove obstacles
- establishing temporary holding lots for disabled vehicles in order to keep routes clear for evacuating traffic
- closure of inbound lanes on selected roads and highways to prevent people from entering an area while evacuations are taking place
- establishing a high-occupancy vehicle lane

Evacuation Destinations

The Town of Port Hawkesbury has several short-term locations where people can assemble for registration, family reunification and/or transportation to another location. Mutual Aid, if triggered by participating neighbouring Municipalities might make available various Fire Department Halls in:
- Port Hastings
- Louisdale
- West Bay Road
- Auld's Cove
- Mulgrave
- Antigonish County

Due to the uncertain nature of incidents that trigger evacuations, the evacuees may be able to return directly to their residence or place of employment from the assembly point once it is safe to do so. Assembly points are typically well-known landmarks that have the capacity to handle large numbers of people, and an indoor sheltering area. Pre-identifying sufficient assembly points in relation to the transportation network and evacuation routes allows these locations to be incorporated into our evacuation plan.

Assembly points need to be properly controlled to ensure that
- people do not return to the emergency area
- transportation out of the area flows freely and effectively
- personnel can receive updates on the situation

For incidents of longer duration, these assembly points can serve as collection points for evacuees who have walked (in the case of partial evacuation to some other location in town) or ridden transit from the at-risk area (out of town), and who now must wait for transport (buses, etc.) to longer-term sheltering facilities.

24.3.3 Town of Port Hawkesbury Evacuation Plan

Ordering an Evacuation

An order to evacuate an area may be issued by RCMP or Fire service, including the Department natural resources, or by the Mayor of the Town of Port Hawkesbury (or designate/council during a local state of emergency). Evacuation will be under the direction of the Incident commander (IC), with the assistance of staff from the ECC, RCMP, Fire Services, NSTIR, and Town Public Works.

Once an Evacuation is determined to be necessary, the Incident Commander shall contact the Town of Port Hawkesbury's EMC to activate the ECC with the CAO. Once the ECC is activated, ECC managers and staff shall assist/support the Incident Commander. For example, some support/assistance may be needed with transportation for citizens if needed, and/or the establishment of comfort centres, or in some cases, making arrangements for shelters to receive and house the evacuees (depending on the timelines and extent/duration of the evacuation).

When an evacuation order is activated evacuees will be asked to leave their homes/businesses for a temporary amount of time. During this time they will be directed by emergency officials to the safest and direct route out of the affected area. The personnel overseeing the evacuation order, will plan and execute the most efficient, effective, and safest process to move citizens safely and quickly out of the evacuation zone.

Alert Process:

Alerting the Town of Port Hawkesbury's citizens of a partial or full evacuation is an important communication consideration that needs to be done strategically, efficiently, and effectively. The following are ways for which notification will be done.
- Public Alert will be done via mass public communication plan via emergency notices posted to Town website, Town Social Media sites, and other digital modes of communication to inform citizens quickly of a partial or full evacuation.
- Door-to-door alert by RCMP, Fire Services, and when necessary, Town staff.
- Alert by way of sirens, and/or emergency vehicle PA system.
- Public Alert shall be broadcasted via local radio stations like 101.5 The Hawk (FM) and 98.9 CJFX (FM).
- Public Alert, and implementation of, a Public Inquiry Centre that includes notification of an emergency "call-centre" with staff who can accept calls by Town citizens to report any concerns, or ask questions for clarity.

If evacuees have alternate places of refuge they can register with the one of the evacuation center officials so that they may have ways of contacting you in case of changes in the incident.

24.4   Evacuation Map of the Town of Port Hawkesbury
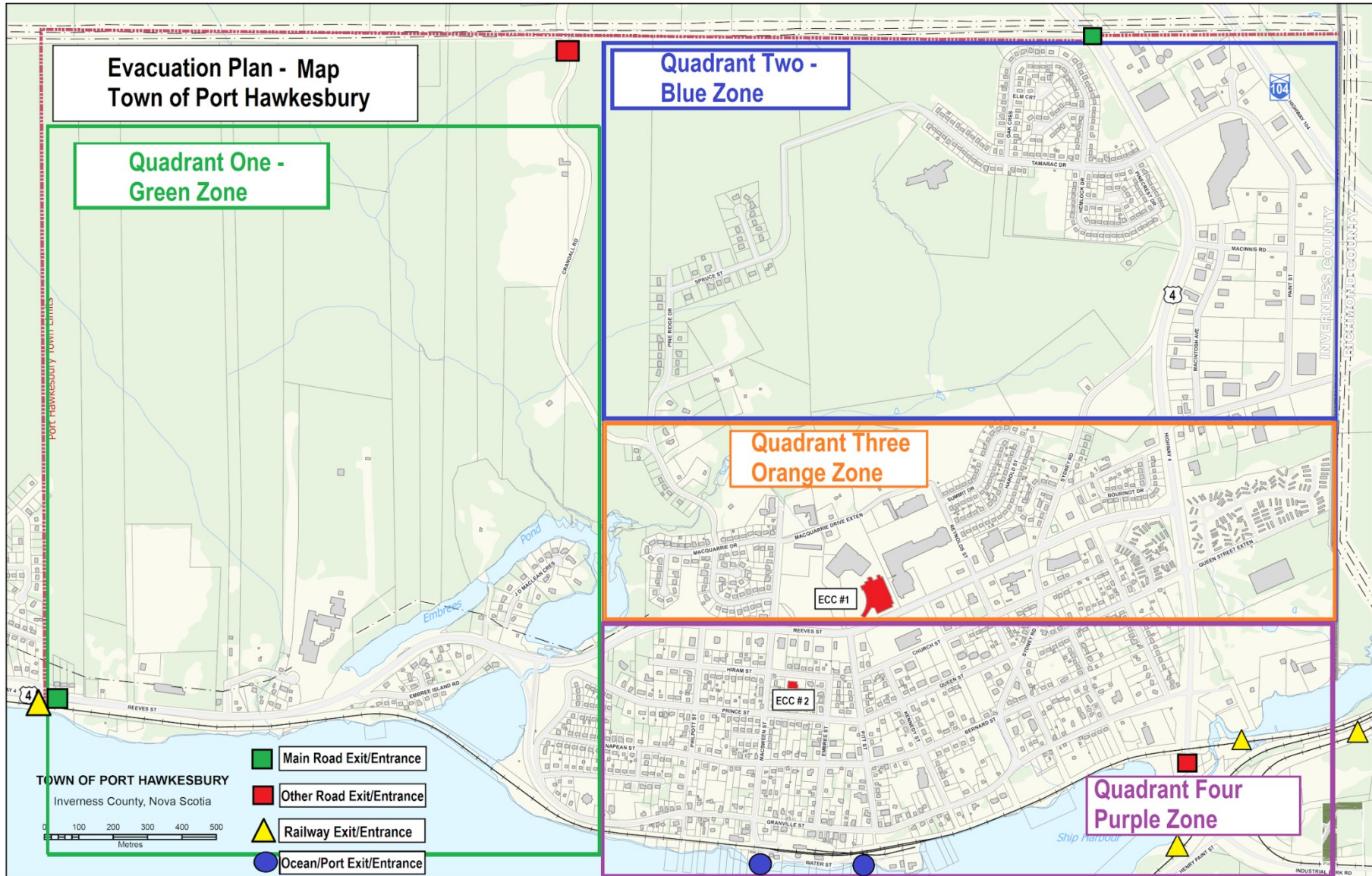
24.5 Evacuation of Port Hawkesbury

Evacuation is the process of removing persons from an area of imminent or actual threat to individual safety and life to an area of safety. Depending on the nature and scope of the event, evacuations may be limited to a single building or group of buildings, or affect a large area such as the whole Town of Port Hawkesbury.

The town Evacuation Plan consists of 4 Quadrants (numbered and color coded). Each zone has an exit and entry point to alleviate traffic congestion.

Evacuation of any zone is under the immediate direction of a town official (i.e., Police or Fire). If any zone within the town is to be evacuated, residents within that HOT ZONE (i.e., a zone immediately threatened) will not be required to put themselves in jeopardy. These HOT ZONES will be solely under the direction of emergency personnel.

Once the decision has been made to evacuate an area of the Town of Port Hawkesbury, the members in the Emergency Coordination Centre (ECC) will determine the following:
- The boundaries of the area to be evacuated;
- The main excavation route(s) to be used and the necessary traffic control points;
- The assembly are as to be used;
- The time evacuation will start and who will be evacuated first (staged evacuation (s));
- The medical caregiving facilities, schools, recreation facilities etc. within the evacuation area and ensure they are notified if necessary;
- That all services are alerted to the evacuation, including the provincial EMO;
- That affected quadrant residents are alerted to the evacuation using radio, social media, and when necessary, door-to-door by RCMP or Fire Department Volunteers;
- That a news release is prepared for immediate broadcast to the public; and
- Appoint a Police Site Manager to direct the evacuation and relocation.

Schools located within the area to be evacuated will not send students home. School population will be evacuated to relocation centers, and from there, reunited with their families. A parent(s) or guardian who wishes to remove their child or children from school during an evacuation crisis may do so by making the request in person to school officials and following school board policy.

The Incidents/hazards identified that may lead to partial or full evacuations are:
- Severe Weather
- Power Outage (prolonged)

- Transportation Accidents (severe) (road/water/rail)
- Industrial Incidents (proximity to Point Tupper Industries)
- Dangerous Goods/Hazardous Spills (on truck and rail transport)
- Large-scale Gatherings (culminated with an emergency incident)
- Major Fires
- Explosion (due to rail/airport/etc)
- Flooding

The following Sections will review evacuations of the individual quadrants in the Town of Port Hawkesbury.

24.5.1 Quadrant One - Green Zone

Fixed Risks (that may trigger an evacuation):
- One extra large Propane Tank (at the Fire School), and two large propane tanks (located next to the NSCC campus).
- Propane banks kept outside at the Welding Shop (NSCC)
- External oil tank (NSCC).
- Boilers (NSCC)
- Forrest Fire(s)
- Acts of Terrorism (NSCC) (i.e., active shooter, bomb threat, etc.).
- Entry to Rail-way into Port Hawkesbury (accident, spill, explosion, etc.)
- Major Structural Fire (in Quadrant One).
- Large Oil Tank at St. Joseph's Parish (located in the basement/rear entrance).
- Water access/vessels (explosions, spills, fire, etc.)

Special Considerations:
- NSCC Strait Area Campus is located here (clustering of students at one time, not including faculty for a total of 800-900 people; many have own vehicles - however there are some walkers/bikers/mobility challenged students)
- Embree's Island (residential areas) located on both sides of Reeves Street (no safe sidewalks for evacuation "on-foot") and in a 70km/hr speed zone.
- When NSCC is closed (time of day- after 5pm and/or summer break *situational*) it is not a quadrant that is densely populated (300-400 citizens).
- This zone is the entrance for Rail-lines into and out from the Town of Port Hawkesbury to/from Point Tupper.
- This zone includes two churches (depending on timing - might house cluster of people)
- One major trail heads located in this zone.

Exits:
- Reeves Street (Entering and exiting the Town of Port Hawkesbury)
- Granville Street (with access to Trunk 4 to exit Town)

If an evacuation occurs in the Green Zone?
- The ECC would be located at the Civic Centre,
- IC would be located in the hot zone - Quadrant ONE.
- If permissible, and Reeves Street is open/accessible to traffic, the closest Evacuation Centre would be the Port Hawkesbury Civic Centre (in Town). If necessary, buses could transport students/citizens who do not have access to personal vehicles. (MOU with bus providers will be pre-arranged with the Strait Regional Centre for Education and Strait Area Transit)
- If Reeves (towards Town) is not accessible, the next nearest Evacuation Centre could be established (via mutual aid) at the Port Hastings Fire Hall.
- Depending on the Incident, and if it isn't safe to drive to either Evacuation Centre, a plan could be made to Shelter-in-Place.

Evacuation Plan for Zone 1 - Green Zone
- IC deems an incident dangerous and unsafe for residents to remain in Zone 1
- IC contacts ECC, if established. If not established, the IC will call the EMC. The EMC will notify the CAO, and an ECC will then become activated.
- ECC will notify Nova Scotia EMO – through the emergency line 1-866-424-5620)
- ECC will assist in the Public Alert process - such as to:
  - Contact local radio stations to broadcast evacuation warning/alert/plan(s)
  - Contact NSCC to alert students/faculty over PA system
  - Alert evacuation of Green Zone on Town Website and social media
- RCMP will coordinate the transportation plan for the evacuation:
  - Controlling the entrance and exit of the hot zone of entrants
  - Door-to-door to alert citizens (if needed, they may use assisting agencies)
  - With assistance from ECC, arrange transportation to evacuate citizens if needed (buses, other passenger vehicles)
- Establish an Evacuation Centre (at an appropriate and safe location)
- If evacuation is short-term, establish a comfort centre. If the evacuation is long-term, contact the Province of NS (Red Cross) 1-800-222-9597 to set up a Shelter.
- Communicate with Evacuees when it is safe to return to Zone One/Green Zone.

Quadrant One -
Green Zone

TOWN OF PORT HAWKESBURY

Inverness County, Nova Scotia

100 200 300 400 500
Metres

	Main Road Exit/Entrance
	Other Road Exit/Entrance
	Railway Exit/Entrance

24.5.2 Quadrant Two - Blue Zone

Fixed Risks (that may trigger an evacuation):
- Oil Tank at the rear of Tamarac Education Centre (TEC)
- Highway incident (on Trunk 4)
- Forrest Fire(s)
- Acts of Terrorism (i.e., shootings, bomb threats, etc.)
- Water Tower Structural failure
- 104 Highway Incident (potential impact to sections in the light industrial park near the Hyundai
- Multiple fixed risks at the light industrial park including: Heating Oil tanks and Propane tanks at several businesses, the Irving Bulk Plant and the Esso Bulk Plant

Special Considerations:
- TEC Elementary School is located here (clustering of students -staff have own vehicles - some students are walkers/bikers, and many are bussed from their respective bus stops in Town and outside of Town)
- Heavily populated residential areas located in Tamarac.
- Commercial District (likely many non-residential workers/shoppers).
- 4 trail heads located in this zone.

Exits:
- Trunk 4 (Entering and exiting the Town of Port Hawkesbury via the 104 Highway and continuing toward Cleveland)
- Pine Ridge (Connecting Tamarac to Grants Pond/Reeves Street) (also ability to exit Town)
- Walking/hiking Trail System (connecting Tamarac to the Community Park/MacQuarrie Extension Drive
- Walking path (mostly paved) (connecting Tamarac to Old Sydney Road)

If an evacuation occurs in the Blue Zone?
- The ECC would be located at the Civic Centre,
- IC would be located in the hot zone - Quadrant Two.
- The closest Evacuation Centre would be the Port Hawkesbury Civic Centre (on Reeves). TEC students/staff will evacuate on foot (out of the hot zone, and adhering to their school's evacuation plan).
- If an "in-Town" Evacuation Centre is not accessible, the next nearest external Evacuation Centre could be established (via mutual aid) at the Louisdale Fire Hall.
- Depending on the Incident, and if it isn't safe to drive to either Evacuation Centre, a plan could be made to Shelter-in-Place if that is the safest option until the incident has been stabilized.

Evacuation Plan for Zone 2 - Blue Zone
- IC deems an incident dangerous and unsafe for residents to remain in Zone Two.
- IC contacts ECC, if established. If not established, the IC will call the EMC. The EMC will notify the CAO, and an ECC will then become activated.
- ECC will assist in the Public Alert process - such as to:
  - Contact local radio Station to broadcast evacuation warning/alert/plan
  - Contact TEC to alert students/faculty over PA system (Possibly assist in arranging for bus transport if needed)
  - Alert evacuation of Blue Zone on Town Website and social media
- RCMP will coordinate the transportation plan for the evacuation:
  - Controlling the entrance and exit of the hot zone of entrants
  - Door-to-door to alert citizens (if needed, they may use assisting agencies)
  - With assistance from ECC, arrange transportation to evacuate citizens if needed (buses, other passenger vehicles)
- Establish an Evacuation Centre (at an appropriate and safe location)
- If evacuation is short-term, establish a comfort centre. If the evacuation is long-term, contact the Province of NS (Red Cross) 1-800-222-9597 to set up a Shelter.
- Communicate with Evacuees when it is safe to return to Zone Two/Blue Zone.
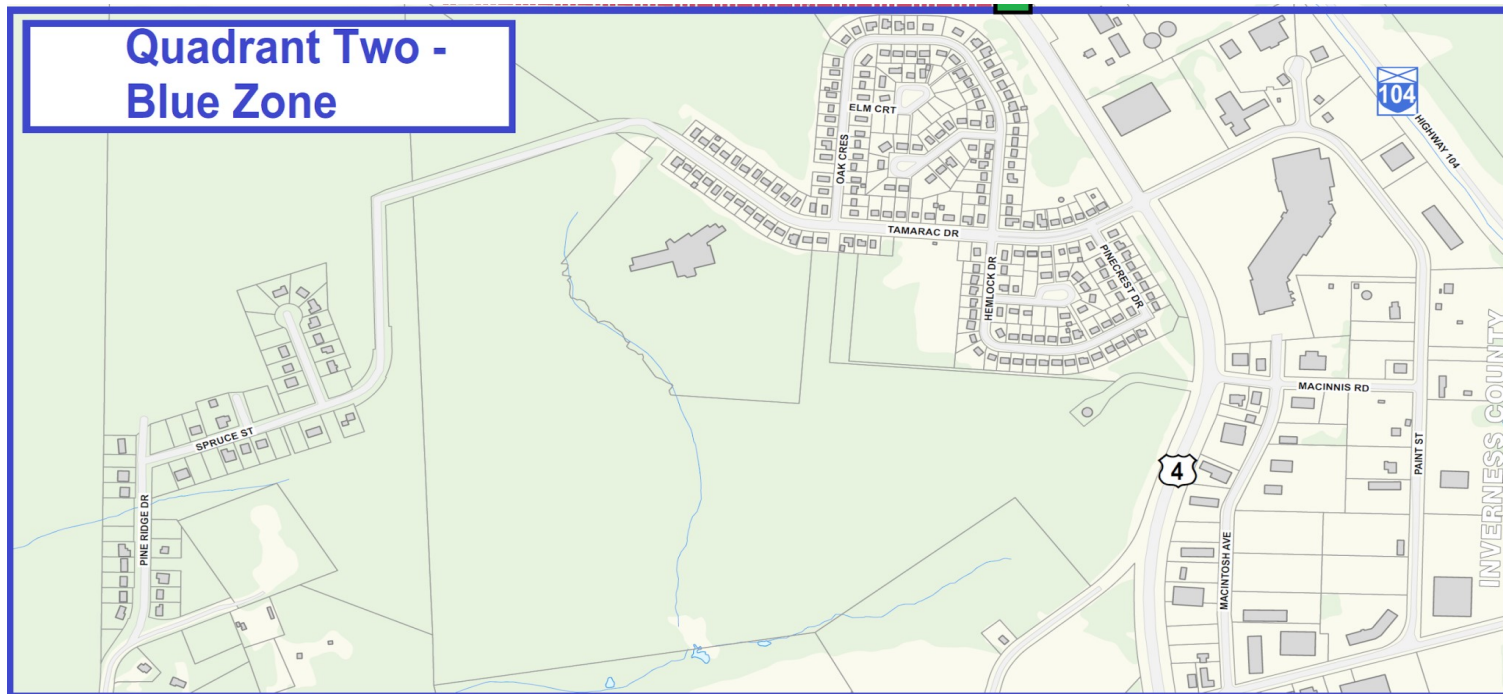
24.5.3 Quadrant Three - Orange Zone

Fixed Risks (that may trigger an evacuation):
- Multiple Propane/fuel Cylinders at:
    - Sunset Manor
    - SAERC
    - Civic Centre
    - Nursing Home
    - McDonalds
    - Port Hawkesbury Shopping Centre
    - Tim Hortons x2
    - KFC
    - China King
    - Sobey's Gas Bar
    - Call Centre Building
    - Ultramar
    - Maritime Inn
    - Town Centre
    - Papa's Pub
- Roadway Incident
- Major Structural Fire.

Special Considerations:
- SAERC High School is located here (clustering of students -staff have own vehicles - some students drive but most are walkers/bikers, and some are bussed from their respective bus stops out of Town)
- Main Commercial Corridor, Main Street of the Town with heavy through-way and local traffic (9-12K per day).
- Heavily populated residential areas located in Summit Park, Grants Pond, Ryan's Road, Killam Properties, etc.
- Zone that houses the Primary ECC in the Civic Centre
- Vulnerable Sectors located in this zone are: Nursing Home, Seniors Apartments, Roc Society, and SAERC Daycare, Community Park, most recreation spaces near the park.
- Busy Community Park located in this zone (busy June-October every year)
- Zone with heavy recreation use: rink, ball fields, soccer fields, etc.
- One major trail heads located in this zone.
- One exit/entrance to Cardell Trailer Court (Queen Street Extension) – may create a vulnerability

Exits:
- Trunk 4 (Entering and exiting the Town of Port Hawkesbury)
- Grant's Pond (Connecting Reeves to Pine Ridge and Tamarac - Zone 2 - and an alternate route to Trunk 4 and exit out of Town to Richmond/Cleveland)
- Crandall Road exit from Town to Kings Road/Pleasant Hill (Inverness County)
- Walking/hiking Trail System (connecting Community Park/MacQuarrie Extension Drive to Tamarac and Zone 2)
- Walking path (mostly paved) (connecting Old Sydney Road to Tamarac and Zone 2)
- Reeves Thruway (enter/exit Town) to Truck 4 (to Richmond) or to Inverness County (Causeway off of Cape Breton)
- Heart of Town will multiple exits and entrances - would be difficult to monitor/eliminate entry into Zone 3.

If an evacuation occurs in the Orange Zone?
- The ECC would be located at the Civic Centre (if incident is far enough away), and if incident does not allow for the Primary ECC location, the Secondary ECC location at the Port Hawkesbury Fire Hall will be used.
- IC would be located in the hot zone - Quadrant Three (Orange zone).
- The closest Evacuation Centre would be the Port Hawkesbury Civic Centre (on Reeves if the incident is far enough away). Alternate would be the Port Hawkesbury Fire Department. SAERC students/staff will evacuate on foot (out of the hot zone, and adhering to their school's evacuation plan).
- If an "in-Town" Evacuation Centre is not accessible, the next nearest external Evacuation Centre could be established (via mutual aid) at the Port Hastings, Louisdale or West Bay Road Fire Hall(s).
- Bussing or special transportation (EHS) would need to be made for vulnerable populations (aged seniors from nursing home, for example) (according to their own evacuation plans).
- Depending on the Incident, and if it isn't safe to walk/drive to either Evacuation Centre, a plan could be made to Shelter-in-Place if that is the safest option until the incident has been stabilized.

Evacuation Plan for Zone 3 - Orange Zone
- IC deems an incident dangerous and unsafe for residents to remain in Zone Three.
- IC contacts ECC, if established. If not established, the IC will call the EMC. The EMC will notify the CAO, and an ECC will then become activated.
- ECC will assist in the Public Alert process - such as to:
  - Contact local radio Station to broadcast evacuation warning/alert/plan
  - Contact SAERC to alert students/faculty over PA system
  - Alert evacuation of Orange Zone on Town Website and social media
- RCMP will coordinate the transportation plan for the evacuation:
  - Controlling the entrance(s) and exit(s) of the hot zone of entrants
  - Door-to-door to alert citizens (if needed, they may use assisting agencies)

- With assistance from ECC, arrange transportation to evacuate citizens if needed (buses, other passenger vehicles)
- Check public spaces to ensure citizens/vulnerable populations have left those spaces safely (i.e., Community Park) (if needed, they may use assisting agencies).
- Establish an Evacuation Centre (at an appropriate and safe location)
- If evacuation is short-term, establish a comfort centre. If the evacuation is long-term, contact the Province of NS (Red Cross) 1-800-222-9597 to set up a Shelter.
- Communicate with Evacuees when it is safe to return to Zone Three/Orange Zone.

24.5.4 Quadrant Four - Purple Zone

Fixed Risks (that may trigger an evacuation):
- Highway incident (on Trunk 4)
- Roadway incident (on Granville Street)
- Entry to Rail-way into Port Hawkesbury to Point Tupper, vice/versa (accident, spill, explosion, etc.)
- Major Structural Fire.
- Proximity to major industrial centre (Point Tupper)
- Water access/vessels (explosions, spills, fire, etc.)
- Marine Storage for gas/diesel at the SCYC
- Acts of Terrorism (Shootings, bomb threat) (Justice Centre) (Canada Post)
- Propane cylinders at:
  - Subway

- o Dairy Queen
- o Canadian Tire
- o A-1

Special Considerations:
- Justice Centre (might house at any given time, persons held for criminal prosecution)
- Light Commercial Corridor along Granville Street.
- Industrial presence at Waterfront (Superport Marine)
- Granville used as a thruway for traffic going to work in Point Tupper (accessing Trunk 4).
- Heavily populated residential areas located in the heart of the Town.
- Zone that houses the Secondary ECC in the Port Hawkesbury Fire Hall.
- Vulnerable Sectors are: Seniors Evergreen Club, Leeside Transition House, Shalom House, Waterfront Boat Park.
- Moderately used Community Park located in this zone (busy June-October every year) located at waterfront.
- Zone with some mild and heavy recreation use: soccer field (mild), Granville Green (heavy/seasonal), etc.
- This zone is the main corridor for Rail-lines into and out of the Town of Port Hawkesbury to/from Point Tupper.
- This zone is the main corridor for Ocean traffic of small, medium and large-sized vessels entering/exiting Strait of Canso.

Exits:
- Granville Street (Entering and exiting the Town of Port Hawkesbury from Reeves and Trunk 4)
- Multiple side streets with access to Reeves from Granville.
- Heart of Town will multiple exits and entrances - would be difficult to monitor/eliminate entry into Zone 4.
- Exit to Point Tupper from Granville/Trunk 4.

If an evacuation occurs in the Orange Zone?
- The ECC would be located at the Civic Centre (if incident is far enough away to allow), and if incident does not allow for the Primary ECC location, the Secondary ECC location at the Port Hawkesbury Fire Hall will be used.
- IC would be located in the hot zone - Quadrant Four (Purple zone).
- The closest Evacuation Centre would be the Port Hawkesbury Civic Centre (on Reeves if the incident is far enough away). Alternate would be the Port Hawkesbury Fire Department. If necessary, buses could transport vulnerable populations (like Leeside residents, or Shalom residents, according to their evacuation plans) who might not have access to personal vehicles (out of the hot zone, and adhering to those organizations' policies).
- If an "in-Town" Evacuation Centre is not accessible, the next nearest external Evacuation Centre could be established (via mutual aid) at the Port Hastings, Louisdale or West Bay Road Fire Hall(s).
- Bussing or special transportation (EHS) would need to be made for vulnerable populations (aged seniors from Evergreen Club, for example) according to their own evacuation plan(s).

- Depending on the Incident, and if it isn't safe to walk/drive to either Evacuation Centre, a plan could be made to Shelter-in-Place if that is the safest option until the incident has been stabilized.

Evacuation Plan for Zone 4 - Purple Zone
- IC deems an incident dangerous and unsafe for residents to remain in Zone Four.
- IC contacts ECC, if established. If not established, the IC will call the EMC. The EMC will notify the CAO, and an ECC will then become activated.
- ECC will assist in the Public Alert process - such as to:
    o Contact local radio Station to broadcast evacuation warning/alert/plan
    o Contact pertinent stakeholders (i.e., Justice Centre) to alert staff/personnel/guards over PA system
    o Alert evacuation of Purple Zone on Town Website and social media
- RCMP will coordinate the transportation plan for the evacuation:
    o Controlling the entrance(s) and exit(s) of the hot zone of entrants
    o Door-to-door to alert citizens (if needed, they may use assisting agencies)
    o With assistance from ECC, arrange transportation to evacuate citizens if needed (buses, other passenger vehicles)
    o Check public spaces to ensure citizens/vulnerable populations have left those spaces safely (i.e., Community Park) (if needed, they may use assisting agencies).
- Establish an Evacuation Centre (at an appropriate and safe location)
- If evacuation is short-term, establish a comfort centre. If the evacuation is long-term, contact the Province of NS (Red Cross) 1-800-222-9597 to set up a Shelter.
- Communicate with Evacuees when it is safe to return to Zone Four/Purple Zone.
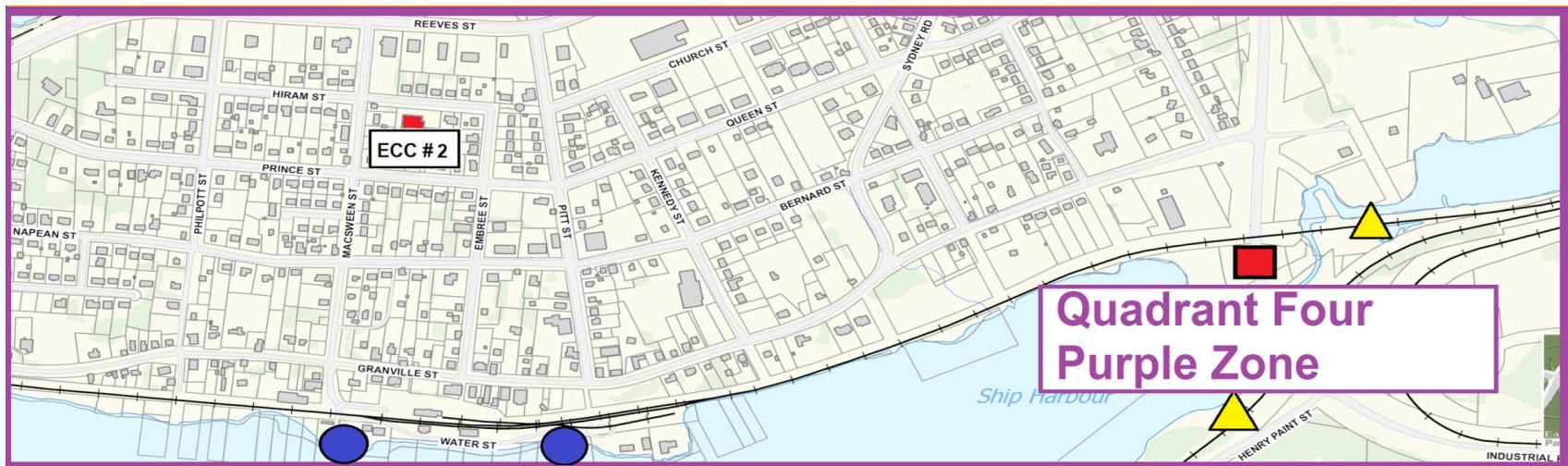
24.6 Mass Evacuation of the Town of Port Hawkesbury

Special Considerations:
- Granville and particularly Reeves used as main Thruway to access Trunk 4 and Richmond County from the Canso Causeway in Inverness County.
- Reeves Street alone sees 9K-12K vehicles/day of local and thruway traffic.
- Industrial presence at Point Tupper draws a lot of heavy truck, port and rail traffic.
- There are 3 schools with clustering of all-aged Children in Port Hawkesbury.
- There are 2 Kindergartens in Town.
- There is an NSCC Nautical Institute Campus in Town that registers 1500 adult students.
- There are many vulnerable sectors like Leeside, Shalom, Roc, Nursing Home, etc. to consider.
- Port Hawkesbury is a hub for the citizens of the Town and visitors from surrounding municipalities to engage in recreation, education, sport, shopping, employment, culture/heritage, etc. There are about 3500 residents but the town can service close to 30K or more at any given time.
- Port Hawkesbury has heavily used public spaces like the Civic Centre, Community Park, and the Granville Green, etc.
- Port Hawkesbury is the main (and last) corridor for Rail-lines into and out from the Town of Port Hawkesbury to/from Point Tupper.
- Port Hawkesbury is a busy zone and one of the main corridors for Ocean traffic of small, medium and large-sized vessels entering and exiting the Strait of Canso.

Exits:
- Granville Street (Entering and exiting the Town of Port Hawkesbury from Reeves and Trunk 4)
- Reeves Street enters Town and exits Town (via Trunk 4).
- Trunk 4 exits to Point Tupper and to Richmond County.
- Crandall Road exits Town (dirt road/unpaved).

If an evacuation occurs in the Town?
- The ECC would be located a safe location out of Town, outside of the affected zone (to be determined depending on the situation). (safe and secure with adequate telecommunications capacity)
- IC would be located in the hot zone - depending on the incident.
- The Evacuation Centre would be an external - and could possibly be established (via mutual aid) at the Port Hastings, Louisdale and/or West Bay Road Fire Hall(s).
- Bussing or special transportation (EHS) would need to be made for vulnerable populations (aged seniors from Evergreen Club, Shalom, and Nursing Home, for example) according to their evacuation plans.
- Depending on the Incident, and if it isn't safe to drive to the Evacuation Centre(s), a plan could be made to Shelter-in-Place if that is the safest option until the incident has been stabilized.

Evacuation Plan
- IC deems an incident dangerous and unsafe for people to remain in Town.
- IC contacts ECC, if established. If not established, the IC will call the EMC. The EMC will notify the CAO, and an ECC will then become activated.
- ECC will assist in the Public Alert process - such as to:
  - Contact local radio Station to broadcast evacuation warning/alert/plan
  - Contact pertinent stakeholders (i.e., Justice Centre, schools, etc) to alert staff/personnel/guards/students over PA systems
  - Alert people of the evacuation on Town Website and social media
- RCMP will coordinate the transportation plan for the evacuation:
  - Controlling the entrance(s) and exit(s) of the hot zone of entrants
  - Door-to-door to alert citizens (if needed, they may use assisting agencies)
  - With assistance from ECC, arrange transportation to evacuate citizens if needed (buses, other passenger vehicles)
  - Check public spaces to ensure citizens/vulnerable populations have left those spaces safely (i.e., Community Park) (if needed, they may use assisting agencies).
- Establish an Evacuation Centre (at an appropriate and safe location(s) outside of Town)
- If evacuation is short-term, establish a comfort centre(s). If the evacuation is long-term, contact the Province of NS (Red Cross) 1-800-222-9597 to set up a Shelter(s).
- Communicate with Evacuees when it is safe to return to the Town of Port Hawkesbury.

25.0 EMO Volunteers, Donations, Etc.

Volunteer: someone who willingly provides his/her services without receiving financial compensation.

EMO volunteer:
- A current member of an EMO affiliated volunteer organization, including but not limited to the Emergency Management Community Advisory Committee, and other pre-recruited and pre-trained EMO volunteers;
- A Town of Port Hawkesbury employee who assists EMO in times of an emergency outside of their routine or expected hours of work (i.e., during days off).

Affiliated volunteer: a volunteer affiliated with either a governmental agency or NGO and who has been trained for a specific role or function in disaster relief or response during the preparedness phase. Examples of affiliated volunteer may include but are not limited to GSAR teams, Red Cross, Amateur Radio clubs, St. John Ambulance, etc.

Spontaneous volunteer: a volunteer who may bring needed skills and resources, affiliated volunteers will most likely be used before a spontaneous volunteer.

Emergent Volunteer: anyone volunteering who does not fall within one of the above categories would be considered an emergent volunteer. An emergent volunteer is an individual who is not initially affiliated with a response or relief agency or pre-registered with any other organization. However, they may possess training, skills and experience that can be useful in the relief effort.

25.1 Town of Port Hawkesbury: Volunteers

Volunteers represent a potential resource to a community affected by a disaster, whether of natural or man-made origin. However, volunteers who respond spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. With a system in place for receiving and referring spontaneous volunteers, local government agencies and relief organizations can capture this valuable resource and thus provide more efficient and cost-effective service to the community.

25.2 Volunteer Management Plan

This plan establishes an organizational structure and process by which the municipality can access and manage emergent volunteers for disaster response, relief and recovery efforts. When managed appropriately, emergent volunteers provide valuable and cost-effective resources to the municipality. A staff person from the Town shall be appointed as a Volunteer Coordinator (under the command of the Liaison Officer) by the CAO of the Town of Port Hawkesbury to manage the building of an EMO volunteer list, as well as a plan to manage emergent volunteers during incidents that may occur.

A Template form for Volunteer registration can be found in Appendix G. It is important that this form is used whenever there are volunteers during emergency situations as it helps in keeping track of where volunteers are needed, and for liability purposes.

The Town of Port Hawkesbury will develop a EMO volunteer program that may be utilized before, during and after an emergency response. During response to an emergency, registered EMO volunteers are covered by insurance. EMO volunteers will also receive appropriate training for the area in which they are volunteering and will be included in EMO exercises as appropriate.

The goals of this volunteer management plan are:
- To augment, as a supporting appendix, the municipal emergency plan;
- To enhance resources available to the jurisdiction and the community-at-large for disaster response and recovery through the involvement of volunteers;
- To establish a means by which volunteers and service program members can contribute their time and talents following a disaster;
- To encourage partnerships among governmental agencies and non-governmental organizations for the most effective community-wide approach to disaster volunteer coordination; and
- To ensure that implementation of the emergent volunteer plan is in accordance with principles and practices as described in the municipal emergency plan.

Scope:
This emergent volunteer plan is designed for use by the municipality during the response and recovery phases of emergency management for all hazards. The jurisdiction may take complete responsibility for activating and implementing, or it can share responsibility with a volunteer centre or other non-governmental organization (NGO). The emergent volunteer plan focuses on the mobilization, coordination and referral of emergent volunteers. Additionally, it addresses other related issues, such as the recruitment and management of affiliated volunteers.

Planning Assumptions: during a disaster/emergency, that requires activation of this plan, the following considerations may affect the municipality's response:
- The municipality may delegate some of its volunteer coordination responsibilities to a volunteer centre or other organization through its MEP or through the action planning process during response and recovery operations;
- Service program members and affiliated volunteers that have pre-disaster training and are affiliated with a government agency or NGO such as the Red Cross will report to their respective agency or organization at the time of a disaster as previously arranged;
- The first priority in an emergency or disaster is to utilize volunteers that are affiliated with the municipality;
- All unaffiliated volunteers and unaffiliated service program members will be considered and processed as emergent volunteers;

- The municipality is responsible for interviewing, screening, registering, training and the safe supervision of any volunteers that it involves in its own disaster operations. This is for the protection of both the volunteer and the jurisdiction; and
- Likewise, NGOs and other local organizations that involve volunteers in their own operations are responsible for interviewing, screening, registering, training and the safe supervision of those volunteers.

25.3 Donation Management

Management of donations in support of disaster relief is not a normal supported Town of Port Hawkesbury service and will not assume lead for donations management. However, spontaneous donations, including the shipment of goods to an affected area are a distinct possibility. Port Hawkesbury should be prepared to assist the lead organization or support the management of this process until an organization assumes the lead.

26.0 Hazard Risk Vulnerability Assessment

Hazard analysis is used to identify situations that have potential for disrupting the Town, causing casualties or destroying public and private property. The Town of Port Hawkesbury will conduct a HRVA with the EMPC and EMCAC, and bring it to Council for approval every 5 years, or upon notification of a new hazard or risk to the area.

Hazard analysis determines:
- What might occur;
- How often it is likely to occur; and
- How vulnerable the Municipality is to the hazard.

Conducting the HRVA process will identify those hazards that are Municipality specific and require a specific action plan. Our Town has undergone a HRVA process (2017), but may review based on the following:
- New mitigation Management (eg., stronger building codes, addition of roof or foundation braces);
- The opening/closing of facilities or structures that pose potential hazards (ie, hazardous materials facilities and transport routes).
- Local development activities;
- Climatic changes;
- Mass Gatherings;
- Civil threats; and others.

There may be other long-term changes to investigate. These changes (i.e. climatic changes in average temperature or rainfall/snowfall amounts) are harder to track, but could be very important to the hazard analysis. The hazards identified in the HRVA in 2017 by the Emergency Measures Community Advisory Committee (EMCAC) as having the greatest potential for disrupting the Town are (in the order of probability) are outlined in the next section.

26.1 HRVA for Port Hawkesbury

The Town of Port Hawkesbury has conducted a Hazard Risk Vulnerability Assessment in 2017, and it was determined (in order of probability of occurrence) that the Town of Port Hawkesbury was most vulnerable in the following 11 areas:

1. Severe Weather
2. Power Outage (prolonged)
3. Transportation Accidents (Road/Water/Rail)
4. Industrial Incidents
5. Dangerous Goods/Hazardous Spills
6. Causeway Closures (Prolonged)

7. Large Scale Gatherings/Events (Mass Gathering Plan required)
8. Major Fire
9. Mass Evacuation
10. Explosion
11. Port Hawkesbury Airport

26.1.1 Severe Weather (HURRICANE/WINDSTORM/SNOWSTORM)

A. Possible Major Effects
1. Casualties
2. Deaths
3. Disruption of community
4. Disruption of utilities
5. Damage to property
6. Disruption of traffic
7. Disruption of communications
8. Evacuation

B. Potential Actions at the Scene with corresponding Agency Responsible
1. Warning of imminence Meteorological service (101.5 The Hawk, CBC Radio, Other news sources/media)
2. Establish an emergency headquarters - Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue (Fire/RCMP/Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Eliminate hazards from damaged utilities (Engineering/Utilities)
13. Protection of property (RCMP)
14. Provide auxiliary power (Engineering)
15. Clear debris (Engineering)

C. Equipment Sources
1. Rescue equipment (RCMP/EMO)

2. Fire equipment (Fire Department)
3. Ambulances (Medical/Transportation)
4. Road clearing equipment (Engineering)
5. Barricades (Engineering)
6. Auxiliary generators (Various sources)
7. Mobile public address equipment (RCMP/EMO/Radio stations/Fire Department)
8. Food and lodging (Welfare/Social Services)

26.1.2 Power Outage (prolonged)

A. Possible Major Effects
1. Casualties – indirectly caused by lack of power
2. Deaths – as above
3. Panic – real danger in crowded areas
4. Disruption of utilities
5. Trapped persons
6. Energized lines down

B. Potential Actions at the Scene and the Agency Responsible
1. Establish headquarters for restoration of power (Power authorities - NSP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Restore power (Power Authorities - NSP)
5. Establish a priority for essential requirements (Municipality/EMO)
6. Control the allocation of aux power (Municipality/EMO)
7. Rescue and release of trapped persons in electronically operated devices (Fire/RCMP/Rescue Services)
8. Assess danger to public health and provide emergency services (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Ascertain the status of water and food (Health/Welfare/Social Services/ EMO)
13. Organize an emergency transportation pool (Engineering/EMO)
14. Establish special assistance to aged, inform, and home patients (Health & Welfare/Social Services)
15. Establish traffic control (RCMP)
16. Protection of property (RCMP)
C. Equipment Sources
1. Auxiliary power Engineering/Any other source of supply

2. Auxiliary heaters Engineering/Any other source of supply
3. Mobile public address equipment RCMP/EMO/Radio Stations/Fire Department
4. Auxiliary lighting Engineering/RCMP/Fire Department/Stores, etc.
5. Food and lodging Welfare/Social Services

26.1.3 Transportation Accidents (Road, Water, Rail)

26.1.3.a Road Transportation Accident(s)

A. Possible Major Effects
1. Casualties
2. Deaths
3. Fires and explosions
4. Entrapment
5. Toxic spill – liquid or gas
6. Disruption of traffic
7. Contamination

B. Potential Actions at the Scene and the Agency Responsible
1. Request additional RCMP assistance (RCMP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Request doctors, ambulances, wreckers, fire trucks, and heavy equipment as required (RCMP/Fire Department)
11. Special precautions when radioactive container/dangerous gases, chemicals, etc. are involved (RCMP/Industry/Fire Service)

C. Equipment Sources
1. Fire fighting and rescue equipment RCMP/EMO/Fire Department
2. Wrecker/tower equipped with cutting torches RCMP/Garage
3. Ambulances Medical/Transportation
4. Road clearing equipment Engineering
5. Barricades to control traffic Engineering
6. Radioactive test equipment if accident involves radioactive material Industry/EMO
7. Test equipment for dangerous gases where applicable Industry/Fire/EMO

8. Hazardous materials equipment Fire Department/Industry

26.1.3.b Water Transportation Accident(s)

A. Possible Major Effects

1. Casualties
2. Deaths
3. Fires and explosions
4. Hazardous cargo
5. Pollution of environment

B. Potential Actions at the Scene and the Agency Responsible

1. Organize and direct search and rescue (Coast Guard/RCMP/EMO)
2. Establish emergency headquarters Town Council Boardroom (ECC – Coast Guard)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Determine cargo (Federal Port Authority designates/RCMP)
13. Determine responsibilities of National Harbours Board, DOT, Coast Guard, RCAF
Search & Rescue, Provinces, etc. (Agencies involved/EMO)
14. Establish traffic control (RCMP)

C. Equipment Sources

1. Fire fighting equipment Fire Department
2. Air/Sea rescue equipment provided by Coast Guard, DOT, RCMP, RCMP, RCAF - All agencies involved
3. Special Equipment may be required if radioactive material or other hazardous cargo is involved - Supplier/EMO
4. Limited medical supplies at reception centre - Medical Coordinator
5. Barricades - Engineering
6. Communication equipment - all Agency involved/EMO
7. Mobile public address system - RCMP/Fire/EMO
8. Boats - Transportation Officer/NSCC

26.1.3.c Rail Transportation Accident(s)

A. Possible Major Effects
1. Casualties
2. Deaths
3. Fires and explosions
4. Entrapment
5. Toxic spill – liquid or gas
6. Disruption of traffic
7. Contamination

B. Potential Actions at the Scene and the Agency Responsible
1. Request additional RCMP assistance (RCMP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Request doctors, ambulances, wreckers, fire trucks, and heavy equipment as required (RCMP/Fire Department)
11. Special precautions needed when radioactive container or dangerous gases, chemicals, etc. are involved (RCMP/Rail Industry/Fire Service)
12. Arrange for specialists to deal with hazardous substances (RCMP/EMO/Industry)
13. Estimate possible future hazards (Specialists/Industry)

C. Equipment Sources
1. Fire fighting and rescue equipment RCMP/EMO/Fire Department
2. Wrecker/tower equipped with cutting torches RCMP/Garage
3. Ambulances Medical/Transportation
4. Road clearing equipment Engineering
5. Barricades to control traffic Engineering
6. Radioactive test equipment if accident involves radioactive material Industry/EMO
7. Test equipment for dangerous gases where applicable Industry/Fire/EMO
8. Hazardous materials equipment Fire Department/Rail Industry

26.1.4 Industrial Incidents (Point Tupper, such as fire/explosion, etc.)

A. Possible Major Effects

1. Casualties
2. Deaths
3. Panic
4. Disruption of utilities
5. Damage to property
6. Disruption of traffic
7. Fires
8. Release of dangerous gases, chemicals, etc.

B. Potential Actions at the Scene with the Agency Responsible

1. Eliminate hazards from public utilities (Engineering/Utilities)
2. Establish an emergency HQ Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Establish traffic control (RCMP)
13. Establish crowd control (RCMP)
14. Protection of property (RCMP)
15. Arrange for specialists to deal with hazardous substances (RCMP/EMO/Industry)
16. Estimate possible future hazards (Specialists/Industry)

C. Equipment Sources

1. Fire fighting and rescue equipment - Fire Department/RCMP/EMO
2. Communication equipment - RCMP/Fire/EMO/Communication Coordinator
3. Ambulances - Medical/Transportation
4. Equipment to repair public utilities - Engineering/Utilities
5. Barricades - Engineering
6. Auxiliary lighting - RCMP/Fire/EMO
7. Special equipment associated with type of hazard - Supplier

8. Food and lodging - Welfare/Social Services

26.1.5 Dangerous Goods/Hazardous Spills

A. Possible Major Effects
1. Casualties
2. Deaths
3. Tendency of people to disperse
4. Explosions and fire
5. Health hazard to humans and livestock
6. Disruption of traffic
7. Disruption of business and industrial activities
8. Evacuation

B. Potential Actions at the Scene Agency Responsible
1. Determine nature and effects of the gas/spill (RCMP/Medical/Industry/Fire Service/Canutec)
2. Establish an emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Eliminate further escape of gases/spills (Engineering/Industry)
13. Warn adjacent areas and define area of risk (RCMP)
14. Evacuate area (RCMP/Fire Department/Zone Commanders)
15. Establish evacuation routes (RCMP/EMO)

C. Equipment Sources
1. Firefighting and rescue equipment including respirators and resuscitators - Fire Department/RCMP/Rescue Services
2. Communication equipment - RCMP/EMO/Communication Coordinator
3. Ambulances - Medical/Transportation Coordinator
4. Decontaminating equipment - Industry/Fire/EMO
5. Barricades - Engineering
6. Mobile public address equipment - Fire Department/RCMP/EMO

7. Anti-gas clothing if necessary - Rescue Services/RCMP/Fire

8. Emergency feeding facilities - Welfare/Social Services

9. Hazardous materials equipment - Fire Department/Industry

26.1.6 Causeway Closures (prolonged)

Note: This item is one that will require Regional Emergency Management Coordination (REMC).

A. Possible Major Effects

1. Casualties/accidents - causing the closure

2. Deaths – as above

3. Panic – real danger in crowded areas

4. Disruption of utilities (if closure is due to poor weather)

5. Trapped persons

6. Disruption of traffic

7. Disruption of business and industrial activities

8. Evacuation of traffic to alternate locations

9. Displacement of people for extended periods

B. Potential Actions at the Scene and the Agency Responsible

1. Establish headquarters for restoration of power in the case of incremental weather (Power authorities - NSP)

2. Establish emergency headquarters Town Council Boardroom (ECC,, possible REMC)

3. Establish adequate communications (Communication Coordinator)

4. Restore power (Power Authorities - NSP) (Weather related incident)

5. Establish a priority for essential requirements (Municipality/EMO)

6. Control the allocation of aux power (Municipality/EMO) (Weather related incident)

7. Rescue of trapped persons with medical issues (Fire/RCMP/Medical/Rescue Services)

8. Assess danger to public health and provide emergency services (Medical Coordinator)

9. Establish a news release system (Public Information Coordinator)

10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)

11. Establish an inquiry service (Welfare/Social Services)

12. Ascertain the status of water and food (Health/Welfare/Social Services/ EMO)

13. Organize an emergency transportation pool (Engineering/EMO)

14. Establish special assistance to aged, inform, and home patients (Health & Welfare/Social Services)

15. Establish traffic control (RCMP)

16. Protection of property (RCMP)

C. Equipment Sources

1. Auxiliary power Engineering/Any other source of supply

2. Auxiliary heaters Engineering/Any other source of supply
3. Mobile public address equipment RCMP/EMO/Radio Stations/Fire Department
4. Auxiliary lighting Engineering/RCMP/Fire Department/Stores, etc.
5. Food and lodging Welfare/Social Services
6. Transportation (medical/transportation)

26.1.7 Large Scale Gatherings/Events

A. Possible Major Effects
1. Panic
2. Damage to Property
3. Tendency of people to disperse
4. Disruption of traffic
5. Casualties
B. Potential Actions at the Scene and the Agency Responsible
1. Request additional RCMP assistance (RCMP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Request doctors, ambulances, wreckers, fire trucks, and heavy equipment as required (RCMP/Fire Department)
11. Establish crowd control (RCMP)
12. Establish traffic control (RCMP)
C. Equipment Sources
1. Fire fighting and rescue equipment - RCMP/EMO/Fire Department
2. Barricades to control traffic - Engineering
3. Ambulances - Medical/Transportation
4. Road clearing equipment - Engineering

26.1.8 Major Fire

A. Possible Major Effects
1. Casualties

2. Deaths
3. Release of toxic gases and other products of combustion
4. Sudden hospital requirements
5. Damage to property
6. Disruption of traffic
7. Disruption of communications
8. Evacuation
9. Collapse of buildings
10. Disruption of buildings
11. Disruption of utilities

B. Potential Actions at the Scene and the Agency Responsible
1. Secure disaster scene for subsequent investigation (RCMP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and firefighting (RCMP/Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Eliminate hazards from damaged utilities (Engineering/Utilities)
13. Establish crowd control (RCMP)
14. Establish traffic control (RCMP)
15. Warning of spread of fire (RCMP/News Media)

C. Equipment Sources
1. Fire fighting and rescue equipment - Fire Department
2. Ambulances - Medical/Transportation
3. Water Tankers, i.e. street cleaners - Engineering/Fire Department
4. Relay pumps - Engineering/Fire Department
5. Communication equipment - Fire Department/ RCMP/ EMO/ Communication Coordinator
6. Auxiliary lighting - Engineering/Utilities/Fire Department
7. Mobile public address equipment - RCMP/EMO/Ration stations/Fire Dept.
8. Food and lodging - Welfare/Social Services

26.1.9 Mass Evacuation

*Additional actions would be required depending on the incident that triggered the Mass Evacuation (Fire, Weather event, Flood, Explosion, etc.)

- Authority to issue a mass evacuation (Fire event - Fire Chief)
- Other Authority is greyer - you can request for a voluntary evacuation - but they don't have to leave.
- Legal authority will require: Local State of Emergency (mandatory evacuation) under the MGA and/or by Council; or if not by Municipality (Fire Chief can with fire related cause).
- Most of the time, evacuations will be voluntary.

A. Possible Major Effects
1. Panic
2. Damage to Property
3. Tendency of people to disperse
4. Disruption of traffic
5. Casualties

B. Potential Actions at the Scene and the Agency Responsible
1. Request additional RCMP assistance (RCMP)
2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Request doctors, ambulances, wreckers, fire trucks, and heavy equipment as required (RCMP/Fire Department)
11. Establish crowd control (RCMP)
12. Establish traffic control (RCMP)

C. Equipment Sources
1. Fire fighting and rescue equipment - RCMP/EMO/Fire Department
2. Barricades to control traffic - Engineering
3. Ambulances - Medical/Transportation
4. Road clearing equipment - Engineering

26.1.9a Mass Evacuation - Flood

A. Possible Major Effects

1. Casualties
2. Deaths
3. Disruption of community
4. Disruption of utilities
5. Damage to property
6. Disruption of traffic
7. Disruption of communications
8. Evacuation
9. Contamination of normal water supplies
10. Loss of economic activities

B. Potential Actions at the Scene and the Agency Responsible

1. Warning of imminence Provincial flood authority
   a. Long term (Meteorological services/Canadian Tide & Current Tables - Environment Canada)
   b. Short term (RCMP)
2. Establish an emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue (Fire/RCMP/Rescue services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer agencies)
11. Establish an inquiry services (Welfare/Social Services)
12. Eliminate hazards from damaged utilities (Engineering/Utilities)
13. Protection of property and relocate resources where necessary (RCMP)
14. Provide auxiliary power (Engineering)
15. Clear debris (Engineering)
16. Mobilize necessary manpower & equipment (EMO/Canada Manpower Centres)
17. Establish jurisdiction (Government)
18. Establish traffic control (RCMP)
19. Establish dyking as required (Engineering)
20. Check stocks of sand and sandbags (Engineering)

21. Evacuation of personnel, livestock, etc. (Welfare/Social Services/Volunteer agencies/Agriculture)
22. Storage of furnishings and equipment (EMO)
23. Establish emergency health facilities (Health service)
24. Evacuation Plan (if necessary) as above (ECC, RCMP, Fire Dept, other agencies)

C. Equipment Sources

1. Rescue equipment - RCMP/EMO
2. Pumps - Engineering/Fire Department
3. Medical and health supplies - Health Services
4. Transportation/Boats - EMO/Various sources/Transportation Coordinator
5. Communication equipment - Province/RCMP/EMO/Communication Coordinator
6. Auxiliary generators - Various sources
7. Mobile public address equipment - RCMP/EMO/Radio Stations/Fire Department
8. Food and lodging - Welfare/Social Services
9. Dyking equipment - Engineering/Industry
10. Heavy equipment (bulldozers, etc.) - Engineering/Industry
11. Auxiliary lighting equipment - Engineering/Utilities/Fire Department
12. Storage facilities for equipment, furnishings, livestock - Province

26.1.10 Explosion

A. Possible Major Effects

1. Casualties
2. Deaths
3. Panic
4. Disruption of utilities
5. Damage to property
6. Disruption of traffic
7. Fires
8. Release of dangerous gases, chemicals, etc.

B. Potential Actions at the Scene with the Agency Responsible

1. Eliminate hazards from public utilities (Engineering/Utilities)
2. Establish an emergency HQ Town Council Boardroom (ECC)
3. Establish adequate communications (Communication Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)

7. Rescue and Firefighting (Fire/RCMP/Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Establish traffic control (RCMP)
13. Establish crowd control (RCMP)
14. Protection of property (RCMP)
15. Arrange for specialists to deal with hazardous substances (RCMP/EMO/Industry)
16. Estimate possible future hazards (Specialists/Industry)

C. Equipment Sources
1. Fire fighting and rescue equipment - Fire Department/RCMP/EMO
2. Communication equipment - RCMP/Fire/EMO/Communication Coordinator
3. Ambulances - Medical/Transportation
4. Equipment to repair public utilities - Engineering/Utilities
5. Barricades - Engineering
6. Auxiliary lighting - RCMP/Fire/EMO
7. Special equipment associated with type of hazard - Supplier
8. Food and lodging - Welfare/Social Services

26.1.11 Port Hawkesbury Airport (Crash)

A. Possible Major Effects
1. Casualties
2. Deaths
3. Fire
4. Disruption of utilities
5. Damage to property
6. Disruption of traffic and communications
7. Nuclear or hazardous cargo problems
8. Explosion
9. Special cargo problems
10. Sudden hospital requirements
11. International implications

B. Potential Actions at the Scene for the Agency Responsible
1. Secure disaster scene for investigation (RCMP)

2. Establish emergency headquarters Town Council Boardroom (ECC)
3. Establish adequate communications (Communications Coordinator)
4. Establish a control perimeter (RCMP)
5. Establish routes for emergency vehicles (RCMP)
6. Notify hospitals of casualties including number and type (Medical/RCMP)
7. Rescue and Firefighting (Fire/RCMP/ Rescue Services)
8. Establish a temporary morgue (Medical Coordinator)
9. Establish a news release system (Public Information Coordinator)
10. Establish emergency welfare services (Welfare/Social Services/Volunteer Agencies)
11. Establish an inquiry service (Welfare/Social Services)
12. Disposition of nuclear or special cargos (RCMP/Industry)
13. Eliminate hazards from damaged utilities (Engineering/Utilities)
14. Establish traffic control (RCMP)
15. Establish crowd control (RCMP)
16. Protection of property and valuables (RCMP)

C. Equipment Sources
1. Firefighting and rescue equipment - RCMP/EMO/Fire Department
2. Ambulances - Medical/Transportation Coordinator
3. Communication equipment - RCMP/EMO/Communication Coordinator
4. Auxiliary lighting - Engineering/Utilities/Fire Department
5. Barricades - Engineering
6. Mobile public address equipment - RCMP/EMO/Radio Stations/Fire Department

27.0 Emergency Preparedness: Training, Testing and Exercising Requirements

Emergency Management Coordinator EMC

The **Emergency Management Coordinator** (EMC) is one of the key persons who will aid in the Emergency Preparedness of the Town of Port Hawkesbury.

The **Emergency Management Coordinator** (EMC) is responsible for identifying procedures to support the Municipal Emergency Management Plan for the Town of Port Hawkesbury and the municipality's emergency management program. The EMC is also responsible for oversight of the development and format of procedures as outlined in the Municipal Emergency Plan, and when possible, with assistance from the Emergency Management Community Advisory Committee. The EMC will review procedures periodically, arrange for deficiencies to be corrected expeditiously, and arrange for persons affected by corrections to be notified.

As a minimum, the EMC will prepare and maintain a MEP alert procedure. The procedure is to contain the names and contact information for persons to be alerted. At least one alternate is to be named for each person. The procedure will be updated periodically or whenever significant changes take place. Persons named in the procedure are responsible for notifying the EMC of any changes to information contained in the procedure.

The EMC is also responsible for periodically reviewing emergency plans of external organizations which involve or affect the Town of Port Hawkesbury municipality.

The EMC will appear annually before Town Council at a Public Meeting to review the MEP, namely Town of Port Hawkesbury Emergency Management Plan. Any required changes, updates, amendments, or additions to the MEP will be the responsibility of the EMC when needed/as needed.

Along with the EMC, municipal staff who fulfill the roles of the ECC, along with the Town of Port Hawkesbury elected officials (Mayor and Council members) will require training, and will need to participate in various testing and exercising requirements.

27.1 Emergency Management Training for Municipalities

All Town of Port Hawkesbury personnel with the potential for involvement in emergencies and major events will be trained to Incident Command System (ICS) level 100.   All personnel with the potential for employment in operations, coordination and support centres will be trained to (ICSI level 200. All personnel with the potential for employment in emergency leadership positions will be trained to at least (ICS) level 300. The EMC will arrange for "ICS for executives" for the Emergency Management Advisory Committee (Council) including new training for elected officials every election cycle and as needed.

Additionally, the EMC will develop and maintain a program of section specific training in order to generate trained staff to fill positions in the Emergency Operation Centre (EOC) under the guidance of the CAO.   The EMC will submit the program annually for review to the CAO, who will update Council as needed.

All personnel must be prepared to identify their current training qualifications and deficiencies when joining staff engaged in an emergency or event.

ICS Training
The following is a guide and short description of the various levels of training. Some present ICS topics and concepts at an introductory level, with written or computer-based examinations (multiple-choice). Advanced level training is oriented towards skills development and includes more practical exercises as well as a written multiple-choice examination. Courses at this level are geared towards operating within the ICS system in a supervisory function.

Levels:
- I-100 and I- 200 are awareness level training courses.
- I-300 and I-400 are advanced level training courses.

Position specific training has been developed to build further capacity and understanding of the
roles and responsibilities for positions. The following curriculum has been developed:
- Incident Commander
- Safety Officer
- Strike Team/Task Force Leader
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Information Officer
- Finance and Administration Section Chief
- Finance and Admin Units
- Situation Unit Leader
- Resource Unit Leader
- Facilities Unit Leader
- Supply Unit Leader

ICS and Functional Position Courses:
- Evaluate course participants' achievement of the intended learning outcomes through course "final" examinations and in the advanced level training courses by also assessing understanding of ICS management concepts in the practical exercises.
- Award a certificate only to those course participants who demonstrate that they have met the intended learning outcomes by passing the course assessment(s).
- Focus on the educational aspects of the course provided throughout the training.

Course participants will be issued assessment-based certificates by either the instructor or the A/AHJ for all courses. Certificates may be issued either electronically or in hard copy format. Instructors can issue certificates of attendance for the I-402 course; however, there is no standard template or an assessment. If an instructor does issue certificates it is required to follow the same template format used in other courses provided by ICS Canada.

27.1.1 ICS "I-series" courses

The standard core curriculum for ICS system training has been arranged in a series of courses labeled I-100 through I-400, known as the I-series. The courses provide a gradual approach to Incident Command System training. The I-100 and I-200 courses build the knowledge base for the I-300 and I-400 courses which require the course participants to develop and apply their skills in exercises. Not all course participants will need to complete all levels of ICS training. The target audience within each course is identified in the course descriptions.

I-100 Course

Introduction to Incident Command System, I-100 introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System.

Learning Outcomes: At the successful completion of this course participants will be able to demonstrate an introductory knowledge of the Incident Command System as described in the following topics and learning outcomes:
- Purpose of ICS: the requirements and purpose to use ICS and common incident tasks.
- Basic Principles and Features of ICS
- Incident Commander and Command Staff Functions: roles and functions of the Incident Commander and Command Staff.
- General Staff Functions: roles and functions of the Operations, Planning, Logistics and Finance/Administration sections.
- Facilities: basic ICS facilities, their use and location, and facility map symbols.
- Common Responsibilities: common mobilization responsibilities and common responsibilities at an incident, individual accountability responsibilities, and common demobilization responsibilities.

Who needs this Course? Typically, agencies and organizations adopting and implementing ICS should require all personnel at the following levels of responsibility in emergency management and incident response operations: first-line supervisor, mid-level management and command and general staff to complete I-100, such as the:

- EMC of the Town of Port Hawkesbury
- CAO of the Town of Port Hawkesbury
- All designates of the Town of Port Hawkesbury ECC

I-200 Course

Basic Incident Command System - ICS for Single Resources, and Initial Action Incidents. I-200 defines the unique qualities of ICS as an event or incident management system. This course focuses on the management of single resources. I-200 provides training for personnel who are likely to assume a supervisory position within the ICS.

Learning Outcomes: At the successful completion of this course participants will be able to demonstrate basic knowledge of ICS through:

- Leadership and Management: chain of command, formal communication relationships, common leadership responsibilities, span of control and modular development, and position titles.
- Delegation of Authority and Management by Objectives: scope of authority and the process by which authority is delegated.
- Management by objectives and Transfer of Command
- Functional Areas and Positions: introduction to the process used to manage an incident, the function of organizational positions, and demonstration of the use of an ICS 201 form.
- Briefings: operational briefings and field, staff and section briefings/meetings.
- Organizational Flexibility: modular organization expansion and contraction, complexity analysis, five types of incidents, and the importance of preparedness plans and agreements.
- **The prerequisite for I-200 is I-100.**

Who needs this Course? Typically the following would be included: responder level—emergency response providers and disaster workers who are entry level to supervisory level, including emergency medical service personnel, firefighters, medical personnel, police officers, public health personnel, public works/utilities personnel, and other emergency management response personnel, such as the:

- EMC of the Town of Port Hawkesbury
- CAO of the Town of Port Hawkesbury

I-300 Course

Intermediate Incident Command System. I-300 defines the unique qualities of ICS as an event or incident management system in an expanding/escalating situation. I-300 is designed to enable personnel to operate efficiently during an incident or event using ICS in supervisory roles on expanding or Type 3 Incidents.

Learning Outcomes: At the successful completion of this course participants will be able to demonstrate intermediate knowledge of ICS as described in the following topics and learning outcomes:
- ICS Fundamentals Review: ICS fundamentals and organization, reporting and working relationships, information flow, and transfer of command.
- Unified Command: features, organization and functions in a multi-jurisdictional or multi-agency incident. Roles and reporting relationships under a unified command in single and multi-jurisdictional incidents.
- Incident Management Operations: methods and tools used to assess incident/event complexity and transferring and assuming incident command. The key principles of incident management operations and additional training on developing incident objectives, strategies, and tactics.
- Resource Management: basic principles, steps of resource management and use of appropriate ICS forms.
- Planning Process: planning for incidents or events in reference to the major planning steps, such as logistical concerns, cost-benefit analysis, situational understanding, plan development, implementation, and evaluation.
- Demobilization, Transfer of Command: planning, impact of agency specific policies, procedures, and agreements, and terminating command.
- **The prerequisite for I-300 is I-200.**

Who needs this Course? Individuals recommended to take the I-300 course include mid-level management personnel, including persons serving as:
- command staff like the ECC and the CAO,
- section chiefs,
- strike team leaders,
- task force leaders,
- unit leaders,
- division/group supervisors,
- branch directors, and
- multi-agency emergency coordination centre/emergency operations centre staff.

I-400 Course

Advanced Incident Command System. I-400 is designed to enable personnel to operate efficiently in the advanced application of the Incident Command System (ICS). The course deals with the command and general staff functions during complex incidents, the

implementation of the incident management process on a complex incident and the management and coordination process during multiple incidents.

Learning Outcomes:
- Command and General Staff: unified command functions in a multi-jurisdictional or multi-agency, complex incident, major steps involved in the planning process, issues that influence incident complexity and available analysis tools, primary guidelines and
- responsibilities of the Command and General Staff positions.
- Major and/or Complex Incident/Event Management: Deputies and Assistants: primary factors affecting major and/or complex incidents and events, expansion options for incident/event organization.
- Area Command: principal advantages of area command, including how, where, and when area command would be established, area command organization and primary functions.
- Unified Command: unified command structure and operations.
- Organizational Relationships: organizational relationships among area command, unified command, multi-entity coordination systems, and emergency operation centres/emergency coordination centres.
- **The prerequisite for I-400 is I-300.**

Who needs this Course? Typically, personnel serving as Command and General Staff in an ICS organization, select department heads with multi-agency coordination responsibilities, area managers, emergency managers, and multi-agency coordination centre/emergency operations centre managers.

I-402 Course

ICS for executives. I-402 introduces the Incident Command System (ICS) and provides the foundation for executive understanding and participation in the ICS. This presentation provides a basic understanding of ICS, unified and area command, and multi-agency coordination to those persons responsible for establishing or implementing policy, but who normally are not a part of the on-scene ICS organization. The presentation also discusses responsibilities and information transfer between Executives and Incident Commanders. The target audience includes executives, administrators, and policy makers involved with emergency planning and response or recovery efforts.

Learning Outcomes: At the successful completion of this presentation participants will be able to demonstrate a basic knowledge of the Incident Command System to endorse and support site operations from an executive or administrative view.
- **There are no prerequisites for the I-402.**

Who needs this Course? Typically, required personnel include executives, administrators and policy makers, such as the CAO, Mayor, and Council Members and Directors of the Town of Port Hawkesbury.

27.1.2 Position Specific Training

All position specific training courses are designed to address the roles and responsibilities of the respective position on a Type 3 Incident Management Team.

Prerequisite for all position specific courses is **I-300** *except for the Task Force/Strike Team Unit Leader which is* **I-200 minimum** (*with I-300 being recommended).* Course participants may have their previous operational knowledge and experience assessed through a PLAR process on a case by case basis that may shorten the time period between courses.

27.1.3 Incident Commander Course

The course provides emergency responders with an overview of key duties and responsibilities of a Type III Incident Commander in a Type III All-Hazards Incident Management Team (AHIMT).

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge:
Duties, roles, responsibilities, and capabilities of an effective Incident Commander:
- How to manage an IMT through an understanding of the interactions between the Incident Commander and the individual members of the IMT.
- Incident Commander's responsibilities in IMT administration and readiness.
- The purpose and function of command, agency oversight, support, and coordination.
- The command structures and MACS from the Incident Commander's standpoint.
- The interaction and cooperation between the Agency Administrator and the IC.
- The procedures an IC should follow to ensure effective and safe transfer of command.
- Effective communication practices for addressing internal and external audiences.
- Incident objectives, strategies, and tactics as they are used by the IC.
- The plans and meetings for which the IC is responsible.
- The staffing responsibilities and considerations of the Incident Commander.
- How the IC can identify and manage a special situation that occurs within an incident.
- The financial management responsibilities of the IC and the role of the Finance Section.
- Effective and advantageous personal documentation practices for the IC.
- The process of demobilization and the evaluations of the Command and General Staff.

27.1.4 Safety Officer

This course provides emergency responders with an overview of key duties and responsibilities of a Safety Officer Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Safety Officer on an All-Hazards Incident Management Team
- The roles and responsibilities when assuming the position and creating an attitude of safety on an incident
- The information needed when beginning work on an incident and potential sources for obtaining that information
- The distinction between a hazard and a safety risk, and identify situations and actions that are of high importance to the Safety Officer
- The techniques that can be used to prioritize hazards for mitigation, the different types of mitigation and accident prevention
- The purpose, components, and use of ICS Form 215A and the ICS Form 208
- The various methods of communicating safety risks and mitigations through the Incident Safety Plan, Assistant Safety Officers, Safety Messages, and briefings
- The Safety Officer's interactions with the Logistics Section (and its various sub-units) to ensure that personnel needs are safely met
- The ability to identify unsafe actions and situations while working on the incident, how to prevent those safety risks, and how to stop unsafe operations
- Ensuring safety and demobilizing the Safety Unit during incident demobilization

27.1.5 Liaison Officer

This course provides emergency responders with an overview of key duties and responsibilities of a Liaison Officer Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Liaison Officer on an AHIMT.
- The role and importance of the Liaison Officer as a member of the command staff.
- The function of an Agency Representative (AREP).
- The roles and responsibilities of the Liaison Officer regarding stakeholders and evaluate Liaison Officer success.
- The types of communication and work location needs for a given incident.
- The process and relevant parties involved in incident information flow including the role of Assistant Liaison Officers.
- How the Liaison Officer fits into the planning process.
- How to determine the proper steps to follow in the event of a special situation.
- The demobilization process as it relates to the duties of the Liaison Officer.

27.1.6 Operations Section Chief

This course provides emergency responders with an overview of key duties and responsibilities of a Operations Section Chief Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Operations Section Chief on an AHIMT.
- The roles, responsibilities, and importance of the Operations Section Chief as a member of the general staff.
- How the Operations Section Chief fits into the planning process.
- The demobilization process as it relates to the duties of the Operations Section Chief.

27.1.7 Division Group Supervisor

This course provides emergency responders with an overview of key duties and responsibilities of a Division/Group Supervisor Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Division/Group Supervisor on an AHIMT.

27.1.8 Strike Team Task Force Leader

This course provides emergency responders with an overview of key duties and responsibilities of a Strike Team/Task Force Unit Leaders Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Strike Team/Task Force Leader on an AHIMT.

27.1.9 Planning Section Chief

This course provides emergency responders with an overview of key duties and responsibilities of a Planning Section Chief Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- Describe the function of the Planning Section and the roles and responsibilities of the Planning Section Chief.
- The information gathered from the initial meetings, briefings and documents.
- The function of the Resources Unit and the roles and responsibilities of the Resources Unit Leader.
- The function of the Situation Unit and the roles and responsibilities of the Situation Unit Leader.
- The purpose, timing and structure of each of the meetings, briefings and documents in the Planning Cycle.

- The key strategies for interacting with members of the Planning Section, members of the IMT, and personnel outside of the IMT.
- The responsibilities of the Documentation Unit and Demobilization Unit Leaders and the purpose of the Final Incident Package

27.1.10 Resources Unit Leader

The purpose of this professional development course, Resources Unit Leader, is to provide local and Provincial/Territorial (P/T) - level emergency responders with an overview of key duties and responsibilities of a Resources Unit Leader Type III in a Type III All Hazards Incident Management Team (AHIMT).

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- Identify course objectives and position-specific resource materials;
- Describe the organization and functions of the Planning Section;
- Establish and manage the Resources Unit;
- Complete the resources check-in process;
- Collect, process, and validate information used to track resources;
- Participate as a RESL in the planning process;
- Complete required documents to support the incident; and
- Manage and document the demobilization of incident resources.

27.1.11 Logistics Section Chief

This course provides emergency responders with an overview of key duties and responsibilities of a Logistics Section Chief Type III in a Type III AHIMT.

Learning Outcomes: At the end of the course participants will be able to demonstrate position specific knowledge with:
- The duties, responsibilities, and capabilities of an effective Logistics Section Chief.
- The responsibilities of the Logistics Section Chief in relationship to the responsibilities of Unit Leaders within the Section.
- The responsibilities of specific Units in the Logistics Section including: Facilities Unit Leader; Ground Support Unit Leader. Supply Unit Leader. Food Unit Leader. Medical Unit Leader and Communications Unit Leader
- The priorities of the Logistics Section Chief upon initial activation, describing how the Logistics Section Chief translates these priorities into action.
- Considerations in activating, briefing, and assessing the capabilities of each Unit
- Identify the Logistics Section Chief's coordination and communication responsibilities outside the Logistics Section.
- Identify techniques for successfully managing personnel and demobilizing.

27.2 Information Management:

Because much of the information required for Emergency Management is maintained electronically, it is critical to ensure (i.e., , through training, testing, and exercising) that the personnel who need to access the records in an emergency can. The specific procedures necessary to achieve this capability depend on the nature of the information and the system used to store, retrieve, process, and report the information.

Annually, the Emergency Management Community Advisory Committee (EMCAC) will review the information in this Emergency Management Municipal Document, including all Emergency Operating Records, and Legal/Financial Records to keep information as up-to-date as possible. It isn't practical to review the entire document, but the EMCAC can develop a list of records that will be used during ECC operations and update the list under the following triggers:
- When changes in the jurisdiction affect specific records (i.e., a new mayor or other personnel changes will necessitate changes to orders of succession, delegations of authority, call-down rosters, and other records).
- As part of after-action reporting following any ECC activation, including exercises.
- At least annually.

Other Information Management Considerations for Training, Testing and Exercising are:

27.2.1 ECC Action Plan (AP)

Document that details the actions that the personnel will do during an operational period. Would be helpful for all ECC membership (typically made up of Municipal staff) to review:
- Responsibility of the Planning Section.
- Prepared in advance of next operational period.
- Contains items such as:
- Scope
- Background
- Situational Awareness
- Objectives
- Strategies
- Resources, etc.

27.2.2 Types of Forms

It's important that ECC membership (typically made up of Municipal Staff), know and review all the forms and documents needed for any incident that will occur. These forms should be reviewed annually and replaced with updated ones when necessary.

Incident Briefing – ICS 201

Provides record, Assists in reporting, Brief relief personnel, Use as evidence in litigation

Incident Objectives – ICS 202

ECC objectives provides a common operating platform for all agencies at the ECC. Lays out the priorities for use during the next operational period. Need to be SMART, Provides direction, Used to stay focused.

Message Form – ICS 213

Unit/Main Event Log – ICS 214

Constant visual, Chronological listing of main events and decisions, Update ECC members arriving/ returning to ECC between planning cycles An individual must be dedicated to maintain log

Telecommunications Log – ICS 209

Used to document incoming telephone calls. Used to document incoming radio traffic.

State of Local Emergency (SOLE) - NS Form 4

Required to inform the Minister responsible for EMO NS, Sent to Minister via EMPO or faxed to EMO NS, Notify the site(s), Notify the public, Termination of SOLE form is required and distributed as above, Does not need Ministerial approval but Minister can terminate it.

Termination of SOLE – NS Form 7

27.3 Exercising Incidents

The EMC will manage a program of emergency exercises with a focus on inter-agency coordination. The program should include at least one exercise annually from September to June. Annual exercises are to focus on ECC, ICS, and EOC operations. Organizations with which the Town may expect to operate routinely can be invited to participate. Results of the program are to be reported annually by the EMC to the Emergency Management Community Advisory Committee (who may also participate), to the CAO, and when needed, to Council. in the Annual Report by the EMC in at least one Public Meeting per year.

Exercises may be discussion, tabletop, functional or full. Exercise planners are to consider the current Port Hawkesbury hazards, risk and vulnerability analysis when developing exercise objectives. Telecommunications activation is to be exercised as well, at least once every two years, a full telecommunications exercise will to be conducted. A full exercise including the mayor and Chief Administrative Officer will be conducted every three years, with an objective of validating our Town of Port Hawkesbury municipal Emergency Management Plan.

Tabletop, functional or full exercises should have a specific focus on incidents before, during, and after they occur.

27.3.1 Before

Some programs for exercises can be created with emergency preparedness in mind, and planning for the various incidents for which the municipality is vulnerable to.

27.3.2 During

Some programs for exercises can be created with emergency preparedness in mind when various incidents for which the municipality is vulnerable to is in full-swing.

27.3.3 After

Some programs for exercises can be created with emergency preparedness in mind when various incidents have concluded and the wind-down and "after-action analysis" takes place.

Since "After-action analysis" should be detailed and honest, and all about the "what" and not the "who" with regard to the study of how responses to incidents played out, can create a great opportunity for exercising the Town of Port Hawkesbury's Emergency Management Plan..

It is important that any changes adopted or discovered during the review process can be adopted/amended into the Emergency Operations Procedure (EOP).

If there are no "after-action analysis" scenarios to exercise, there are many *Best practices and lessons learned"* websites. These websites and portals contain valuable information about what went well or not well during emergencies.

These lessons are there so we can learn from them and hopefully, be careful as a municipal unit, not repeat them in responding to various future incidents. One great resource to use for reviewing "what worked" and "what didn't work" is located at: www.LLIS.gov

28.0 Community Education/Engagement and Preparedness

28.1 Community Education

Emergency Preparedness in our community is very important. Community education is essential to any emergency Management plan. The more knowledgeable and prepared the community, the better the outcome for everyone.

Some of the education required will be to teach citizens what to do "Before an Emergency", "During an Emergency" and "After an Emergency."

Our Town of Port Hawkesbury will benefit when the citizens:
1. Know the Risks
2. Make a Plan
3. Prepare for an Emergency

28.2 Community Preparedness

Action Plan Checklist

Are you ready? Take the time to ensure that all members of your family know the following emergency preparedness procedures:

YES NO

Know your family disaster plan.

Family evacuation plan.

Emergency numbers posted by phones.

Know how and when to call 911.

Know how to turn off electricity, gas, and water.

First aid kit.

Trained in CPR and first aid.

3 day evacuation kit.

Know where to go if city sirens go off.

Smoke detectors on each level of your home.

Have fire extinguishers and know how to use them.

Whistles in every bedroom.

Eliminate fire hazards.

Adequate insurance coverage (home life, fire, etc.).

Immunizations up to date.

STORM AHEAD

Be Ready to cope on your own for at least **72 hours** during an emergency!

Emergency Numbers

911 - For Emergencies

811- Health Information
511- Provincial Roads Information
211- Community & Social Services
1-877-428-6004 - NSP Power Outage
611 - Bell Aliant Outage
1-888-345-1111 - Eastlink Outage
1-877-936-8476 - Drinking Water
1-877-252-FOOD - Food Safety
1-800-565-2224 - Wildlife Emergency
1-800-565-1633 - Environmental

1-866-424-5620 - EMO office
(Emergency Management Office)

Port Hawkesbury
OPPORTUNITIES AWAIT

Port Hawkesbury
Emergency Measures Committee

101.5 The Hawk

72 HOURS
IS YOUR FAMILY PREPARED?

72hr Emergency Supply Kit
- Non-perishable Foods
- Water - 2Lts/day per person
- Battery-powered Radio
- First Aid Kit, etc.

Draft a Household Plan
- Meeting Places
- Emergency Contacts
- Record Medical Info
- Plan for Pets

STAY INFORMED.
Know the Risks!
- Heed weather warnings
- Listen to 101.5 Hawk for up-to-date Information
- Be prepared!

Learn More: **novascotia.ca/EMO**
- Charge Electronics & Conserve
- Fill Prescriptions & necessities
- Check Generator is working
- Check on Neighbors (Elderly)
- Take in Family Pets

Emergency Supply Kit

non-perishable food & can opener | bottled water | first aid kit | prescription medication | hygiene items

battery-operated radio | spare batteries | flashlights | extra clothing | extra cash

Town of Port Hawkesbury 902-625-2746

Be Prepared for 72 hrs.

The Town of Port Hawkesbury may open a **Comfort Centre** due to long power outages and extreme cold.

Opening a centre will depend on volunteer & citizen ability to get there safely. The Port Hawkesbury **Fire Hall** or **Civic Centre** are likely locations.

Follow **101.5 Hawk**, **Town Website**, **Face book**, or **Twitter** for up-to-date information.

Some of the ways that the Town of Port Hawkesbury will engage with the public with regard to Emergency Preparedness is to share documents like those above, as well as to post our Emergency Management Plan on our Town Website, and launch a campaign to teach our citizens about the importance of being prepared, staying safe, and cooperating with the Emergency Management leaders to work towards the best possible outcomes when incidents do occur in the Town of Port Hawkesbury.

29.0 APPENDICES

Appendix A: Legal Authority

Emergency Management Act

CHAPTER 8 OF THE ACTS OF 1990

as amended by

2005, c. 48, ss. 1-6; 2007, c. 10, s. 2; 2009, c. 12
2011, c. 9, ss. 4-15; 2014, c. 34, s. 6

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Published by Authority of the Speaker of the House of Assembly
Halifax

CHAPTER 8 OF THE ACTS OF 1990
amended 2005, c. 48, ss. 1-6; 2007, c. 10, s. 2; 2009, c. 12
2011, c. 9, ss. 4-15; 2014, c. 34, s. 6

**An Act to Provide for a Prompt
and Co-ordinated Response
to a State of Emergency**

Table of Contents

(The table of contents is not part of the statute)

Short title

1   This Act may be cited as the *Emergency Management Act*. 1990, c. 8, s. 1; 2005, c. 48, s. 1.

Interpretation

2   In this Act,

NOVEMBER 20, 2014

(a)   *repealed 2005, c. 48, s. 2.*

(aa)   "Department" means the Department of Municipal Affairs;

(b)   "emergency" means a present or imminent event in respect of which the Minister or a municipality, as the case may be, believes prompt co-ordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of people in the Province;

(c)   *repealed 2011, c. 9, s. 4.*

(d)   "emergency management plan" means any plan, program or procedure prepared by the Province or a municipality, as the case may be, that is intended to mitigate the effects of an emergency or disaster and to provide for the safety, health or welfare of the civil population and the protection of property in the event of such an occurrence;

(e)   "Fire Marshal" means the Fire Marshal appointed pursuant to the *Fire Prevention Act*;

(f)   "mayor or warden" includes an alderman or councillor acting in the stead of the mayor or warden, as the case may be;

(g)   "Minister" means the Minister of Municipal Affairs;

(h)   "municipality" means a city, an incorporated town or a municipality of a county or district;

(i)   "police officer" means a member of the Royal Canadian Mounted Police and a police officer of a municipality;

(j)   "state of emergency" means a state of emergency declared by the Minister or renewed by the Minister pursuant to this Act;

(k)   "state of local emergency" means a state of local emergency declared by a municipality or renewed by it pursuant to this Act. 1990, c. 8, s. 2; 2005, c. 48, ss. 2, 6; 2011, c. 9, s. 4; 2014, c. 34, s. 6.

Act prevails and Minister's authority
    3   (1)   Where there is a conflict or inconsistency between this Act or the regulations and any other enactment respecting emergencies, this Act and the regulations prevail.

    (2)   The Minister has authority over all matters respecting emergency planning, preparedness, response, mitigation, recovery and emergencies in the Province.

    (3)   The Minister's authority under subsection (2) includes

        (a)   the general supervision and management of this Act;

        (b)   the co-ordination of emergency management plans within the Province; and

        (c)   authority to delegate powers vested in the Minister by or pursuant to this Act. 2009, c. 12, s. 1.

Department of Justice
    4   The Department has and shall exercise and perform such powers and duties as are vested in it by or under this Act and those assigned to it by the Minister. 2005, c. 48, s. 3; 2011, c. 9, s. 5.

Advisory committee appointed by Governor in Council
    5   The Governor in Council may appoint, from among the members of the Executive Council, a committee to advise the Governor in Council on matters relating to emergencies. 1990, c. 8, s. 5.

Executive Emergency Management Committee
    5A   (1)   There shall be an Executive Emergency Management Committee consisting of

        (a)   the Minister, who is the Chair;

        (b)   the Deputy Minister of Finance and Treasury Board;

        (c)   the Deputy Minister of the Office of the Premier;

        (d)   the Deputy Minister of Justice;

        (e)   the Deputy Minister of Municipal Affairs;

        (f)   such experts as appointed by the Minister.

    (2)   The Executive Emergency Management Committee shall provide oversight and direction to the Minister regarding emergency preparedness, response, mitigation and recovery. 2009, c. 12, s. 2; 2011, c. 9, s. 6; 2014, c. 34, s. 6.

Advisory committees appointed by Department
    6   (1)   The Department may appoint such committees as it considers necessary or desirable to advise or assist the Department, the Minister or the Governor in Council.

    (2)   A member of a committee appointed pursuant to subsection (1) may, if the member is not an employee of Her Majesty or an agency thereof, be paid such remuneration and expenses as the Governor in Council determines. 1990, c. 8, s. 6; 2005, c. 48, s. 6; 2011, c. 9, s. 7.

Agreements and acquisition of property
    7   (1)   Subject to the approval of the Governor in Council, the Minister may, on behalf of the Province,

        (a)   enter into agreements with the Government of Canada, a province or a municipality, a state of the United States of America,

or an agent of any of them, in respect of emergency management plans or provision of emergency services;

(b)   enter into agreements with a board, commission, agency or Crown corporation of the Government of Canada, of a province or of a municipality, or an agent of any of them, in respect of emergency management plans;

(c)   enter into agreements with the Government of Canada and the Workers' Compensation Board for the administration and payment of compensation benefits to persons engaged in training or carrying out duties related to a state of emergency or a state of local emergency;

(d)   acquire, by purchase or lease, real and personal property for the purpose of emergency management.

(1A)   Subject to the regulations, a person sent to the Province under an agreement entered into under clause (a) of subsection (1), who holds a licence, certificate or permit respecting the person's profession, trade or other qualifications from a jurisdiction that is a party to the agreement is deemed to be similarly qualified in the Province when providing assistance during a state of emergency or a state of local emergency.

(2)   The Workers' Compensation Board may execute and administer an agreement referred to in this Section. 1990, c. 8, s. 7; 2005, c. 48, ss. 4, 6; 2011, c. 9, s. 8.

Powers of Department
8   The Department may, subject to the approval of the Minister,

(a)   review and approve, or require modification to Provincial and municipal emergency management plans;

(b)   make surveys and studies to identify and record actual and potential hazards that may cause an emergency;

(c)   make surveys and studies of resources and facilities to provide information for the effective preparation of emergency management plans;

(d)   conduct public information programs related to the prevention and mitigation of damage during an emergency;

(e)   conduct training and training exercises for the effective implementation of emergency management plans;

(f)   procure food, clothing, medicines, equipment and goods of any nature or kind for the purposes of emergencies;

(g)   authorize or require the implementation of any emergency management plan;

(h)   enter into agreements with any persons, organizations or associations in respect of emergency management plans. 1990, c. 8, s. 8; 2005, c. 48, s. 6; 2011, c. 9, s. 9.

Powers of Minister
9   The Minister may

(a)   divide the Province into districts and subdistricts for the purpose of this Act;

(b)   after consultation with the municipalities concerned, designate a combination of municipalities or parts thereof as a municipality for the purpose of this Act and determine the respective responsibilities of municipalities in the designated area;

(c)   require municipalities to prepare emergency management plans, including mutual aid programs, and to submit such plans to the Department for review for adequacy and integration with the Provincial emergency management plans;

(d)   establish procedures for the prompt and efficient implementation of emergency management plans;

(e)   require any person to develop emergency management plans in conjunction with the Department or the municipalities to remedy or alleviate any hazard to persons or property that is or may be created by

(i)   a condition that exists or may exist on that person's property,

(ii)   that person's use of property,

(iii)   an operation in which that person is or may be engaged, or

(iv)   a process that that person is or may be utilizing,

except where an enactment of the Province or a municipal by-law provides a procedure for dealing with the hazard. 1990, c. 8, s. 9; 2005, c. 48, s. 6; 2011, c. 9, s. 10.

Medal for long service
9A   (1)   In recognition of a significant contribution to the protection of persons and property by a member of a ground search and rescue crew or other person involved in the provision of emergency services, the Minister or a person designated by the Minister, on the recommendation of the Department, may issue a medal for long service.

(2)   Where the Minister or the Minister's designate has issued a medal for long service, the Minister or the designate, on the recommendation of the Department, may issue a bar for further service to accompany the medal. 2007, c. 10, s. 2; 2011, c. 9, s. 11.

Powers and duties of municipalities

10   (1)   Within one year after the coming into force of this Act, each municipality shall

(a)   subject to the approval of the Minister, establish and maintain a municipal emergency by-law;

(b)   establish and maintain a municipal emergency management organization;

(c)   appoint a co-ordinator of the municipal emergency management organization and prescribe the duties of the co-ordinator which shall include the preparation and co-ordination of emergency management plans for the municipality;

(d)   appoint a committee consisting of members of the municipal council to advise it on the development of emergency management plans; and

(e)   prepare and approve emergency management plans.

(2)   The municipality may

(a)   pay the reasonable expenses of members of the organization or members of the committee appointed pursuant to clause (b) or (d) of subsection (1);

(b)   enter into agreements with and make payments to persons and organizations for the provision of services in the development and implementation of emergency management plans;

(c)   enter into an arrangement or agreement with any other municipality respecting a common organization, plan or program;

(d)   appropriate and expend sums approved by it for the purpose of this Section. 1990, c. 8, s. 10; 2005, c. 48, s. 6.

Municipality to report emergency

10A   Every municipality shall, immediately upon becoming aware of it, inform the Department of any real or anticipated event or emergency that could impact the health, safety or welfare of Nova Scotians, their property or the environment. 2009, c. 12, s. 3; 2011, c. 9, s. 12.

Police

11   (1)   The Minister may appoint persons trained for police duties as auxiliary police officers for the purpose of this Act.

(2)   Police officers and auxiliary police officers have such powers, duties and responsibilities as the regulations prescribe and shall be organized and operate in accordance with the regulations.

(3)   A police officer or auxiliary police officer, in carrying out duties pursuant to this Act and the regulations, has and may exercise in any part of the Province all the powers, authorities and immunities of a peace officer as defined in the *Criminal Code* (Canada).

(4)   The protection afforded by this Act and any other enactment to a police officer or auxiliary police officer extends to any other person while and to the extent that that person is in the course of assisting a police officer or auxiliary police officer under the police officer's or auxiliary police officer's direction. 1990, c. 8, s. 11.

State of emergency or state of local emergency

12   (1)   The Minister, after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council and, if the Minister is satisfied that an emergency exists or may exist, may declare a state of emergency in respect of all or any district, subdistrict or area of the Province.

(2)   A municipal council may, when satisfied that an emergency exists or may exist in all or any area of that municipality, declare a state of local emergency in respect of that municipality or area thereof.

(3)   If a municipal council is unable to act promptly, the mayor or warden may exercise the authority of the municipal council contained in subsection (2) after consulting, if it is practical to do so, with a majority of the members of the council's committee to advise on the development of emergency management plans.

(4)   A declaration pursuant to this Section shall identify the nature of the emergency and the area in which it exists.

(5)   Nothing in this Section prevents the Minister from declaring a state of emergency whether a state of local emergency has been declared or not. 1990, c. 8, s. 12; 2005, c. 48, s. 6.

Publication of declaration or termination

13   When a state of emergency or a state of local emergency has been declared or terminated pursuant to this Act, the Minister or the municipality, as the case may be, shall immediately cause the details of the declaration or termination to be communicated or published by such means as the Minister or the municipality, respectively, considers the most likely to make the contents of the declaration or termination known to the people of the area affected. 1990, c. 8, s. 13.

Protection of property and health or safety

14   Upon a state of emergency being declared in respect to the Province or an area thereof, or upon a state of local emergency being declared in respect to a municipality or an area thereof, the Minister may, during the state of emergency, in respect of the Province or an area thereof, or the mayor or warden, as the case may be, may, during the state of local emergency, in respect of such municipality or an

area thereof, as the case may be, do everything necessary for the protection of property and the health or safety of persons therein and, without restricting the generality of the foregoing, may

    (a)   cause an emergency management plan or any part thereof to be implemented;

    (b)   acquire or utilize or cause the acquisition or utilization of personal property by confiscation or any means considered necessary;

    (c)   authorize or require a qualified person to render aid of such type as that person may be qualified to provide;

    (d)   control or prohibit travel to or from an area or on a road, street or highway;

    (e)   provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and co-ordination of emergency medical, social and other essential services;

    (f)   cause or order the evacuation of persons and the removal of livestock and personal property threatened by an emergency and make arrangements for the adequate care and protection thereof;

    (g)   authorize the entry by a person into any building or upon land without warrant;

    (h)   cause or order the demolition or removal of any thing where the demolition or removal is necessary or advisable for the purpose of reaching the scene of an emergency, of attempting to forestall its occurrence or of combating its progress;

    (i)   order the assistance of persons needed to carry out the provisions mentioned in this Section;

    (j)   regulate the distribution and availability of essential goods, services and resources;

    (k)   authorize and make emergency payments;

    (l)   assess damage to any works, property or undertaking and the costs to repair, replace or restore the same;

    (m)   assess damage to the environment and the costs and methods to eliminate or alleviate the damage. 1990, c. 8, s. 14; 2005, c. 48, s. 6.

Duty of mayor or warden and delegation of Section 14 powers
15   (1)   Upon declaring a state of local emergency, a mayor or warden, as the case may be,

    (a)   shall immediately forward a copy of the declaration to the Minister; and

    (b)   may authorize any person or committee to exercise any power vested in the mayor or warden, respectively, by Section 14.

    (2)   Upon declaring a state of emergency, the Minister may authorize any person or committee to exercise any power vested in the Minister by Section 14. 1990, c. 8, s. 15.

Prices
16   (1)   During a state of emergency or a state of local emergency, no person in the Province may charge higher prices for food, clothing, fuel, equipment, medical or other essential supplies or for the use of property, services, resources or equipment than the fair market value of the same thing immediately before the emergency.

    (2)   A contract that is contrary to subsection (1) is voidable at the option of the purchaser if the purchaser repudiates the contract within one month after the termination of the state of emergency or state of local emergency. 1990, c. 8, s. 16.

Fires and law enforcement
17   During a state of emergency,

    (a)   the Fire Marshal is the co-ordinator of all efforts in relation to the suppression and prevention of fires, and every fire brigade, fire department and firefighter in the area in which the state of emergency exists is subject to the direction and control of the Fire Marshal; and

    (b)   a peace officer designated for this purpose by the Solicitor General is the co-ordinator of all efforts in relation to law enforcement and every police officer and auxiliary police officer in the area in which the state of emergency exists is subject to the direction and control of that officer. 1990, c. 8, s. 17.

Termination of state of emergency or state of local emergency
18   (1)   The Minister may

    (a)   terminate a state of emergency with respect to an area identified by the Minister in a declaration of a state of emergency when, in the Minister's opinion, an emergency no longer exists in such area; and

    (b)   terminate a state of local emergency with respect to an area identified by a municipality in its declaration of a state of local emergency when, in the Minister's opinion, an emergency no longer exists in such area.

    (2)   A municipality may terminate a state of local emergency with respect to an area identified by it in its declaration of a state of local emergency when, in its opinion, an emergency no longer exists in such area. 1990, c. 8, s. 18.

Termination within fourteen days and renewal

19   (1)   A state of emergency terminates fourteen days after the day on which it was declared unless it is renewed or terminated by the Minister.

(2)   A state of emergency may be renewed by the Minister with the approval of the Governor in Council.

(3)   The provisions of this Act respecting a state of emergency and the declaration thereof apply, with the necessary changes, to a renewal of a state of emergency. 1990, c. 8, s. 19.

Termination of state of local emergency and renewal

20   (1)   A state of local emergency terminates

(a)   when the area identified by the municipality in its declaration of a state of local emergency is included in an area identified by the Minister in a declaration of a state of emergency;

(b)   when it is terminated by the Minister or by the municipality;

(c)   seven days after the day on which it was declared unless it is renewed in accordance with this Act.

(2)   A state of local emergency may be renewed by the municipality with the approval of the Minister.

(3)   The provisions of this Act respecting a state of local emergency or the declaration thereof apply, with the necessary changes, to a renewal of a state of local emergency. 1990, c. 8, s. 20.

No liability

21   The Minister, a mayor or warden, a municipality, the Department, a committee established pursuant to this Act or a member thereof, or any other person

(a)   is not liable for any damage arising out of any action taken pursuant to this Act or the regulations; and

(b)   is not subject to any proceedings by prohibition, *certiorari*, *mandamus* or injunction with respect to any action taken pursuant to this Act or the regulations.   1990, c. 8, s. 21; 2005, c. 48, s. 6; 2011, c. 9, s. 13.

Entry upon property

22   Any person in the course of implementing an emergency management plan pursuant to this Act or the regulations may, at any time, enter upon any property. 1990, c. 8, s. 22; 2005, c. 48, s. 6.

Offence of obstruction

23   Any person who obstructs the Minister, a municipality, the Department, a committee established pursuant to this Act or any person in the performance of any action, matter or thing authorized by this Act or who contravenes or fails to comply

(a)   with any provision of this Act or any regulation; or

(b)   with any direction, order or requirement made pursuant to this Act or the regulations,

is guilty of an offence and liable on summary conviction

(c)   in the case of an individual, to a fine not exceeding ten thousand dollars; or

(d)   in the case of a corporation, to a fine not exceeding one hundred thousand dollars,

or to imprisonment of not more than six months or both. 1990, c. 8, s. 23; 2005, c. 48, s. 6; 2009, c. 12, s. 4; 2011, c. 9, s. 14.

Additional penalty

23A   In addition to any penalty imposed under Section 23, a court may increase the fine imposed on a person by an amount equal to the financial benefit that was acquired by or that accrued to the person as a result of the commission of the offence. 2009, c. 12, s. 5.

Absence from employment

24   Every person who with proper authority is absent from that person's accustomed employment and is on duty authorized by the Minister or by the council of a municipality for the purpose of this Act shall, while so absent, for all purposes relative to retention of employment, of seniority rights and of superannuation benefits, be deemed to have been in that person's accustomed employment during the period of absence. 1990, c. 8, s. 24.

Regulations

25   (1)   The Governor in Council may make regulations

(a)   respecting emergency planning for the continuity of functions of departments, boards, commissions, corporations and other agencies of the Province;

(b)   respecting the vesting of special powers and duties in various departments and agencies of the Province for the purposes of emergency planning and the implementation of emergency management plans;

(ba)   respecting the recognition of the professional, trade or other qualifications of persons sent to the Province by another jurisdiction under an agreement entered into under clause (a) of subsec-

tion (1) of Section 7 during a state of emergency or state of local emergency;

(bb)   requiring municipalities to assess their level of preparedness and report their findings to the Department;

(bc)   respecting the emergency planning, evaluation, and level of preparedness required of municipalities;

(bd)   respecting emergency plans to be submitted by municipalities to the Emergency Management Office;

(c)   respecting the organization, responsibilities, powers, duties and operation of police officers and auxiliary police officers throughout the Province or any part thereof for the purpose of this Act;

(ca)   respecting emergency planning, evaluation and reporting for non-governmental entities;

(d)   respecting authority to be delegated pursuant to this Act;

(e)   prescribing the forms to be used for a declaration of a state of emergency and renewals and ~~temination~~ [termination] of the same;

(f)   respecting the establishment, operation, liability and responsibilities of ground search and rescue organizations;

(g)   prescribing renewal periods for states of emergency;

(h)   defining any word or expression used in this Act but not defined herein;

(i)   respecting any matter or thing that the Governor in Council deems necessary for the administration of this Act.

(2)   The exercise by the Governor in Council of the authority contained in subsection (1) shall be regulations within the meaning of the *Regulations Act.*

(3)   An order or regulation made under this Act may be made retroactive to the date in the order or regulation.

(4)   Notwithstanding the *Regulations Act*, an order or regulation made under this Act during a state of emergency or a state of local emergency comes into force immediately on the signing by the Governor in Council or by the person who makes it, unless some other time is stated as being the time when it comes into force. 1990, c. 8, s. 25; 2005, c. 48, ss. 5, 6; 2009, c. 12, s. 6; 2011, c. 9, s. 15.

Repeal
26   Chapter 145 of the Revised Statutes, 1989, the *Emergency Measures Act,* is repealed. 1990, c. 8, s. 26.

Proclamation
27   This Act comes into force on and not before such day as the Governor in Council orders and declares by proclamation. 1990, c. 8, s. 27.

Proclaimed -   July 31, 1990
In force   -   November 1, 1990

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Appendix B: Port Hawkesbury Emergency Management By-Law

EMERGENCY Management BY-LAW
A By-law to establish and maintain en Emergency Management Organization in and for the Town of Port Hawkesbury and to authorize the Town of Port Hawkesbury to participate, to the full extent of its capabilities, in the said Organization.

WHEREAS, the Government of Canada has deemed it necessary to create a branch of government in the form of Emergency Planning Canada, to coordinate the duties and functions of those government departments and agencies which would have
a responsibility in a civil disaster or war emergency;

AND WHEREAS the Government of Nova Scotia accordingly has deemed it desirable to cooperate with the Government of Canada in carrying out in respect of Nova Scotia its responsibility for the security, defence, peace, order and welfare of Canada in the event of real or apprehended war, invasion or insurrection. And as a consequence, has established a branch of government known as the Emergency
Management Organization, and is making provision for the continued functioning of civil government and government services in Nova Scotia in the event of any emergency caused by a real or apprehended war, invasion or insurrection, or by natural causes;

AND WHEREAS, Chapter 8 of the Statutes of Nova Scotia, 1990, provides that municipalities shall establish a municipal emergency Management organization, and indicated the actions which may be taken by one or more municipalities to further civil emergency planning;
AND WHEREAS it is deemed expedient to establish an Emergency Management Organization as a branch of municipal government to serve the Town of Port Hawkesbury;

THEREFORE the Council of the Town of Port Hawkesbury enacts as follows:

1. An Emergency Management Organization is hereby established to be known as Port Hawkesbury Emergency Management Organization hereinafter referred to as Port Hawkesbury Emergency Management Organization.
2. The Purpose and Objects of the Port Hawkesbury Emergency Management Organization with the cooperation of the provincial Emergency Management Organization, are as follows:
   a. To plan for the continuity of the physical operation of government of the municipal unit and to establish plans for the cooperation and mutual unit for departments and services having immediate responsibilities in the event of a civil disaster or war emergency, and to prepare plans for public survival;

b. To coordinate the emergency plans of the municipal unit for departments and services having immediate responsibilities in the event of a civil disaster or war emergency, and to prepare plans for public survival;

c. To work closely with other authorities of the municipal unit, neighbouring municipal units and provincial authorities who have been assigns to comparable duties;

d. To conduct emergency Management familiarization courses from the training of personnel who have an emergency role;

e. To conduct a public self-help education program related to nuclear and other types of warfare and natural emergencies;

f. To carry out other similar work within the geographical area encompassed by the municipality.

3. The Port Hawkesbury Emergency Management Organization shall consist of two branches to be known as:

a. The Executive Committee;
b. The Planning Committee;

4. The Executive Committee shall consist of the Mayor and two members of the Council appointed by the Council by Resolution annually. The Council may fill any vacancies of the Executive Committee at its next meeting.

5. The Executive Committee shall have the following duties, powers and responsibilities:

a. To establish policy for the Port Hawkesbury Emergency Management
Organization;

b. To recommend to Council, from time to time, by resolution of the committee, the appointment of an Emergency Management Coordinator for the Port Hawkesbury Emergency Management Organization and such other employees as may be required to assist the Emergency Management Organization Coordinator from, wherever possible, within the municipal administration;

c. Subject to the approval of the Council to name or assign such persons as it may deem advisable to provide key personnel to perform duties related to continuity of municipal government and public survival in the case of an emergency or disaster;

d. To submit to Council for inclusion in its annual estimates, estimates of expenditures for the operation and maintenance of the Port Hawkesbury Emergency Management Organization.

6. The Emergency Management Coordinator shall be Chairman of the Planning Committee and be responsible for:
a. The implementation of the policy as formulated by the Executive Committee;
b. The fulfilment of the "Purposes and Objects" as more particularly set out in Section 2 of this By-law;
c. The performance of other related duties as directed by the Executive Committee.

7.   1. The Planning Committee shall consist of the following officers of the Municipal unit:
a. Chairman - The Emergency Management Coordinator
b. Fire Chief

c. Representative of Royal Canadian Mounted RCMP
(Town Detachment)
d. Medical Health Officer
e. Director of Social Services
f. Engineer (Transportation, Communications)
g. Chief Administrative Officer (Public Information)

2. The Planning Committee may appoint one of its member or an employee of the Organization to act as secretary.
3. When a member of the Planning Committee is the employee of a Statutory Board or Commission or the Province, the consent of such Board or Commission or the Province shall be requested to make the appointment effective.

8. a. The Planning Committee shall be responsible for co-ordinating or integrating plans for the continued functioning of municipal services which would be required in the event of emergency;

b. The Planning Committee shall, when policy decisions are required, submit the matter to the Executive Committee in the form of recommendations. *repealed April 3rd, 1991.

Appendix C: Hazard Risk Vulnerability Assessment

Information sourced from the following website:
https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/hrva_toolkit.pdf

Definitions

Critical Infrastructure - as one of the priorities for emergency management, critical infrastructure refers to organizations, persons, buildings and technology considered vital to the health, well-being, and economics of the population.

Hazard - a source of potential harm, or a situation with a potential for causing harm, in terms of human injury; damage to health; property, the environment, and other things or value or a combination of these.

Impact - the results or ultimate outcomes of an event or a series of events. When an event occurs, the impact can be measured by examining the event consequences. By continuously asking the questions "so what", event consequences can be determined.

Probability - the frequency or likelihood that an event will happen. This can be measured by historical data and predicted models.

Risk Analysis - the process of identifying the known and potential impacts a hazard may create. As a result of risk analysis, decisions are made as to whether or not a response or further analysis is required.

Risk Tolerance - the degree to which the population or segments of the population are able to tolerate the chance of a hazard or threat occurring. It is a subjective measure of perception often influenced by past experience, media exposure and political agendas.

Susceptible Populations/Persons - groups of individuals that because of the nature of the particular hazard, time of day of occurrence, or seasonal factors, may be more adversely affected than the rest of the general population.

Vulnerability - a degree of susceptibility or increased likelihood of being adversely impacted due to the nature of the particular hazard, time of day of occurrence, or seasonal factors association with the event.

Principles of Hazard Analysis

In emergency planning, hazard analysis is the first step in identifying the known and potential impacts a hazard may create. Once the impacts have been assessed, priorities for planning are identified. Effective emergency plans offer mitigation and response solutions to the impacts identified during hazard assessment.

The hazard analysis process examines events by considering these factors:

1. *Probability*- the frequency or likelihood of occurrence, and
2. *Impact*- the consequences likely to be experiences should such an event occur The NS-EMO HRVA Model considers a third factor in the assessment:
3. *Risk Tolerance*

This parameter is included because of the reality of the importance of public perception. The general public, particularly when influenced by a variety of media sources, may not assess hazards according to the same models of probability and impact that emergency planners do. In some cases, a low tolerance to the impacts of a hazard may increase the priority for planning even when probability and impact are low.

Both quantitative and qualitative measures are used in assessing risk. Quantitative measures are objective data, such as number of occurrences in the past or insurance costs tabulated as a result of an event. Quantitative measures can be applied to events that have occurred either to the community being assessed or in similar areas.

Qualitative measures are more subjective in nature. Because no two events or communities are ever exactly the same, much of hazard analysis becomes based on broad categories, judgement, and assumptions. Because of the qualitative nature of risk assessment, it is important to be consistent in analysis in order to set priorities for planning that have reviewed all hazards using the same tool and judgement parameters.

Effective Hazard Analysis can be used in emergency response mode as well as in planning sessions. During the early warning or immediate impact of an event, a review of the hazard assessment can clearly identify the response objectives, including special considerations for vulnerable populations and allocation of resources.

Best Practices Review

A review of Hazard Analysis practices reveals that most agencies, provinces and countries measure risks according to probability, likelihood, or frequency that an event will occur and the severity of impact such an event might have. There appears to be no consistent model or method among the assessments reviewed to determine the probability or impact levels. Most methods combine quantitative measures such as property loss values and historical information and very qualitative information based on broad

subjective measure and judgement dependent on the person or organization performing the analysis. None of the documents reviewed consider the element of Risk Tolerance although many documents talked about the important of this component. Most documentation provided the end results of a hazard review but did not define how the conclusions were made.

Provincial bodies in both Manitoba and British Columbia have published Hazard Analysis and Risk Assessment documentation for their areas. The Manitoba assessment, "Hazard Analysis and Risk Assessment" is published by the Office of the Fire Commissioner and can be found on-line at www.firecomm.gov.mb.ca The British Columbia document, "British Columbia Hazard Risk and Vulnerability Tool Kit, 2004. Can be found on-line at www.pep.bc.ca/hrva/tookit.html Concepts from both these documents were modified for use in the Nova Scotia EMO HRVA model.

Components of the NS-EMO HRVA Model

Risk Tolerance- Once an Overall Impact Score has been assigned to the hazard, the group should consider the Risk Tolerance of the community. Consider how the general public and media are likely to react to such an event. Identify other groups such as political groups, activists or agencies that may react. If groups are likely to accept the impacts of the hazard, work towards restoring the community, and are generally prepared for the event, the risk tolerance is considered high. If groups are likely to become disorderly, raise concerns, be demanding of officials, and unable to accept the impacts, risk tolerance is considered low. As a general rule, natural hazards are tolerated better by the public than technological or human-induced events but local factors and past experience will drive the tolerance rating. Risk tolerance will change over time and according to situational influences.

Hazard Risk Vulnerability Rating- this rating is achieved by multiplying the Probability Score by the Overall Impact Score. This rating does not consider the Risk Tolerance assessment. A final score from 1-25 is assigned to the hazard. Considering Risk Tolerance is a very dynamic factor, the overall Hazard Risk Vulnerability Rating is assigned without the Risk Tolerance factor.

Probability (Historical and Predicted)- This section examines historical frequency of the hazard occurring as well as predictions of occurrence. Historical data can be collected from municipal records, first responders, and insurance data. The Canadian Disaster Database, http://www.publicsafety.gc.ca/prg/em/cdd/srch-eng.aspx maintained by Public Safety Canada is another source for historical data. Predicted data should be collected from reputable sources only such as Environment Canada, Nova Scotia EMO, or local agency sources. For each hazard, a final number (1-5 scale) is assigned to the probability rating.

Impacts (Susceptibilities both Human and Infrastructure)- This section examines the consequences of the event regardless of the probability rating. The most likely impact area is identified. In some cases this might be the entire municipality. For some hazards a more localized area may be more likely to be affected. Once the area is identified, susceptible populations within the area are identified. Appendix A is a supporting document to help define such populations according to the hazard impacts. Critical Infrastructure in the impact area is also listed. Once the area, populations and infrastructure within have been identified, the potential impacts are assessed. Typical impacts for each hazard are identified in Table 1. From this list of typical impacts, the chart can then be filled out identifying potential death or injury, displaced or isolated persons, environment and property damage and

resources required for each potential impact. This assessment is largely qualitative in nature and should be completed in the group format with qualified individuals. Once the chart has been completed, an overall impact score is assigned based on the raking levels. The group must consider all the parameters identified in the chart prior to assigning an impact score. Groups may vary on the level they assign; hence the same group should assess all hazards in order to maintain consist

Final Hazard Assignment- The final hazard assignment is used to identify priorities for planning and considers the risk tolerance level. Generally, a final Hazard Risk Vulnerability Rating of 11-25 would identify a need to set the hazard as a high priority for planning. A rating of 6-10 indicates moderate priority for planning and 1-5 indicates a low priority for planning. However, if risk tolerance is low to medium, this hazard may require further analysis and earlier attention to planning than it might normally rank. This Final Hazard Assignment can be presented to groups instrumental in supporting the planning process.

Types of Hazards:

Accidents

Air crash is an accident involving one or more aircraft that results in damage to aircraft, property or human injury or death. Most crashes occur near airports, however, they occur anywhere in the rugged terrain of British Columbia.

Marine accidents include collisions, groundings, strikings, explosions and fires, structural failures as well as accidental spills of petroleum products or chemicals, loss of cargo and human death or injury. Marine accidents can have local or widespread environmental and economic impact.

Motor vehicle crashes that involve a large number of passengers, or carry hazardous or explosive products that have the potential for a severe human or environmental impact are of concern.

Rail accidents occur when a train derails or collides with another train, motor vehicle, or obstruction on the rail tracks. Rail accidents have potential for a severe human or environmental impact.

Atmospheric Hazards

- *Snowstorms* vary from light sprinkles of snow to accumulations of several metres. Similar to the effects of blizzards, snowstorms are, however, not often associated with high winds. Snowstorms impact upon transportation, power lines and communications infrastructure, and agriculture.
- *Blizzards* combined high winds (typically in the 90 to 130 kilometres per hour range), blowing snow, and low temperatures. The effects of the storm are always intensified by the wind chill factor associated with the high winds. Blizzard conditions occur most often in unforested areas where there are no trees present to break the effects of the wind. Blizzards impact upon transportation, buildings, power lines and communications infrastructure, and agriculture. Blizzard conditions are often accompanied by freezing rain.

- *Ice storms* and ice fogs cause accumulation of ice on structures. An ice storm combines high wind, freezing temperatures, and freezing rain or drizzle. An ice fog combines very cold temperatures, and a source of warm moisture. Ice accretion impacts upon transportation, buildings, power lines and communications infrastructure.
- *Hailstorms* are precipitation in the form of ice balls of five millimetres or more in size. Hailstorms impact on agriculture and property.
- *Lightning* can occur where there is moisture-laden unstable air, ascending air and thunderclouds. Lightning impacts air transportation, power lines and communications infrastructure and causes forest fires.
- *Hurricanes*, or tropical cyclones are defined as storms with wind speeds in excess of 110 kilometres per hour. Hurricanes cause injury as well as property and infrastructure damage because of high winds, flooding from heavy and rapid rainfall and storm surges from wind and low pressure.
- *Tornadoes* are funnel clouds of very rapidly rotating air. At the centre is an intense low pressure of rapidly rising air. The tornado is a secondary formation of vortex activity in a higher cloud layer. The extreme wind velocities severely impact upon people, property and infrastructure.
- *Heat waves* can be characterized by temperatures significantly above the mean for an extended period, or by a combination of high temperatures with high humidity and a lack of air motion. Heat waves impact upon the very young, the elderly and those with cardiovascular conditions. Heat waves also impact upon agriculture.

Dam Failure

Dam failure is a breach in the dam itself, its foundations, abutments, or spillway, which results in large or rapidly increasing, uncontrolled releases of water from the reservoir.

Disease and Epidemics

- *Human diseases* are diseases and epidemics that affect people, cause death, have serious economic implications and form the basis for a mass casualty emergency response. These include epidemics such as meningitis, pandemic flu, hepatitis, E. coli, and other communicable diseases.
- *Animal diseases* can be spread between animals and sometimes to humans. The threat of foreign animal disease, such as foot and mouth disease, is catastrophic impact on the economy.
- *Plant diseases* caused by pathogens such as viruses, bacteria, fungi and algae impact upon crops, residential trees, and forests. A widespread outbreak could have severe economic consequences.
- *Pest infestations* are classified as foliage feeding or root feeding. A widespread outbreak could have severe economic consequences.

Explosions and Emissions

- *Pipeline and gas well leaks and explosions* occur when natural gas or gasoline pipelines, valves or components rupture, by accident, by mechanical failure or corrosion. Gas leaks can also be caused by natural hazards such as earthquakes or landslides.
- *Mine explosions* are usually caused by a buildup of explosive gases underground in the mine. These gases can be set off by a spark or by miners entering, working or leaving the area. Errors with the handling of explosives underground can also cause life-threatening explosions.

Fire—Urban and Rural

Urban fires are fires that occur in a residential, commercial or industrial community. Rural and urban fires occur on a frequent basis in many parts of the province, and of provincial concern are the fires that cause a large number of deaths or injuries, those that are beyond the ability of the local resources to respond or those that cause severe economic losses. For interface fires, see wildfires.

Geological

- *Avalanche* is a movement of snow and ice in response to the force of gravity down an incline. Factors such as the type or nature of snow, ambient temperature and wind conditions are critical in avalanche potential. Conditions such dense, wet snow falling on dry, loosely packed snow may give risk to an avalanche. Avalanches impact upon people engaged in recreation as well as transportation and communications infrastructure.
- *Debris avalanches and debris flows.* Debris flows are a form of rapid mass down-slope movement of a slurry of loose soils, rocks and organic matter. Debris avalanches are extremely rapid debris flows of mud, rock, brush, trees and other debris propelled by torrential rains. About one half of damaging landslides in British Columbia are debris flows which impact life and/or property.
- *Landslide* is a general term used to describe the down-slope movement of soil, rock and organic materials under the influence of gravity. It also describes the landform that results. Landslides cause property damage, injury and death and adversely affect a variety of resources. For example, water supplies, fisheries, sewage disposal systems, forests, dams and roadways can be affected for years after a slide event. The negative economic effects of landslides include the cost to repair structures, loss of property value, disruption of transportation routes, medical costs in the event of injury, and indirect costs such as lost timber and lost fish stocks. Water availability, quantity and quality can be affected by landslides.
- *Submarine slides* involve the underwater down slope movement of slope materials under the influence of gravity. They may be triggered by seismic events or by the gradual deposition and slumping of sediments. A submarine slide may impact underwater infrastructure or generate a tsunami.
- *Land subsidence* occurs when a surface has been undermined by natural or human causes and deformation and ground movement occur. Subsidence can impact upon on property, facilities and ground water.

Hazardous materials

Hazardous materials spills on site or transport route is any uncontrolled release of material posing a risk to health, safety, and property. Transport routes include air, marine, rail and roads. Spills are classified in British Columbia as Urgent (Code II) or Non-Urgent (Code I). Code II spills pose a threat that may require evacuation. Other hazardous materials include radiation and infectious materials.

Hydrologic

- *Drought* results from an abnormal water deficiency. The impact can be crop failure, forest fire conditions, dust storms, insufficient and polluted water supplies and other ecological and economic effects.
- Erosion and accretion is the wearing away and accumulation of land by natural forces such as wave action, river and tidal currents and precipitation. Accretion in rivers increases the risk of flooding. Erosion of shoreline slopes increases the risk of slope failure. These processes can result in property damage.
- *Local flooding* may be associated with an extreme hydrologic event such as a record rainfall or by poor or blocked drainage. Flooding impacts upon transportation, property and agriculture.
- *Freshet flooding* is a late spring event caused by the melting of snow pack. Flooding impacts upon transportation, property and agriculture.
- *Ice jams* are an accumulation of broken river ice caught in a channel, usually at a shallow, narrow or curved portion, frequently producing local floods during the spring breakup. Ice jams can also occur on freeze-up. Ice jams impact communities and agriculture by flooding behind the ice jam, or by flash flooding by its sudden release.
- *Storm surges* are increases in water levels which exceed normal tide heights. They are caused by winds driving water shoreward and often by a rise in water level due to a low pressure system. Storm surge flooding impacts people and property.

Power Outages

Power outages occur on a regular basis, however, they become a concern when the power outage is for a significant amount of time, when the temperatures are very low, or critical infrastructure, persons, livestock or businesses are affected.

Riots

Riots are violent public disorders by a group of persons with either a common or random intent to destroy property, assault persons, or otherwise disturb the peace.

Seismic

- *Earthquake* or *ground motion* is defined as violent shaking of the ground accompanying movement along a fault rupture. Seismic energy traveling in waves may cause damage to structures, trigger landslides, liquefaction or other geologic event, or generate tsunamis. Impacts from earthquakes can be widespread and severe.
- *Tsunamis* or *seismic sea waves* result from offshore earthquakes where there is sudden subsidence or uplift. Impacts include coastal flooding, which can be intensified in inlets. This can destroy homes and property. Possible death and suffering may be mitigated with warning. Proximity to the source of the tsunami defines the warning period. A local event may provide 15 minutes warning; a distant event may provide five or more hours warning.

Space Objects

Space objects crash is the result of either a technological or natural object from space penetrating the earth's atmosphere and crashing on earth causing damage. This can be a meteor, meteorite, asteroid or other naturally occurring space object, or it can be a man-made satellite, space station, or space craft.

Structural

Structural collapse occurs when a building or structure collapses due to engineering or construction problems, metal fatigue, changes to the load bearing capacity of the structure, human operating error or other cause such as earthquake, flood, fire, explosion, snow or ice buildup.

Terrorism

Terrorism is considered to be a hostile act committed against the state and designed to exercise the use of terror, especially as a means of coercion. Most common forms include bomb threat, explosions from bombs, sabotage, kidnapping or hostage situations. Other terrorism threats include those from chemical, biological, radiological or nuclear (CBRN) weapons.

Volcanic

- *Ash* falls occur where fine volcanic ash has been ejected out of a vent into the atmosphere, possible transported by upper level winds, and deposited on the earth. Impacts include health hazards, pollution of water supplies, disruption of transportation and structural collapse.
- *Pyroclastic flows* are sudden and very rapid flows of hot gas, ash and rock particles down the slopes of a volcano associated with explosive eruptions. They destroy everything in their path.
- *Lava flows* are slow speed flows of molten rock. People can evacuate, but structures are usually destroyed when in the path of a lava flow.
- Mud flows are slurries of water and rock particles. These can occur long after an eruption has deposited ash. Mud flows are extremely destructive but usually confined to valley bottoms.

Wildfire

Wildfire exists when there is uncontrolled burning in grasslands, brush or woodlands. Interface fire is wildfire that impacts or threatens adjacent property and infrastructure or human lives.

Vulnerability:

Vulnerability is defined as people, property, infrastructure, industry and resources, or environments that are particularly exposed to adverse impact from a hazard event. Consider a hazard scenario with a vulnerable population, such as an elementary school along an earthquake fault where a large number of casualties might occur. This scenario might have a consequence magnitude rating of "very high". The recognition of vulnerabilities identifies opportunities for risk reduction. For example, if a risk reduction measure were implemented to give the school a seismic upgrade, then the consequence rank is lower and the overall risk might become acceptable.

There are four groups of vulnerabilities to consider in your hazard scenarios: social, physical, economic and environmental. Some examples include:

Social
➢ Confined – penitentiaries or jails
➢ Elderly – group homes or retirement complexes
➢ Gender – mothers and children, violence against women
➢ High density – shopping malls, theatres, stadiums, high-rise buildings
➢ Infirm – hospitals
➢ Language – ethnic centres
➢ Persons with disabilities – vision, hearing, mobility, mental, dependency
➢ Young – schools or recreation centres

Physical
➢ Bridges
➢ Communications systems – telephone, radio, cellular, television
➢ Critical infrastructure
➢ Gas and oil transmission and distribution pipelines
➢ Hazardous waste sites
➢ Historic sites
➢ Mobility of population
➢ Power transmission towers
➢ Property and infrastructure in close proximity to hazard
➢ Trailer parks and campgrounds
➢ Transportation – routes, terminals, systems: road, rail, air, water

- Water reservoirs and hydro dams
  Economic
- Farm land and animals
- Lack of economic diversity – single major employer or tourism
- Limited access to credit
- Minimal access to critical services
- No insurance
- Poor – social housing or low-rent areas
  Environmental
- Areas of biodiversity and ecological value – wetlands
- Parks
- Resource degradation or depletion – forests
- Sensitive areas – coastline or fisheries

Capability to Respond and Recover

Impact severity and extent of vulnerability are dependent upon the capability or capacity to reduce the severity of impact.
Consider existing response and recovery capacity when describing a realistic hazard scenario. The capability to respond and recover is defined as locally available strengths and capacities to reduce the impact of adverse conditions of a disaster. A deficiency in response or recovery capability can create an unacceptable exposure or vulnerability.

A few examples of response and recovery capacity include:
• first responders – fire, RCMP, ambulance;
• emergency social services – reception centres;
• alert plan and system;
• evacuation plan;
• training and equipment – emergency operations centres;
• response and recovery plan; and
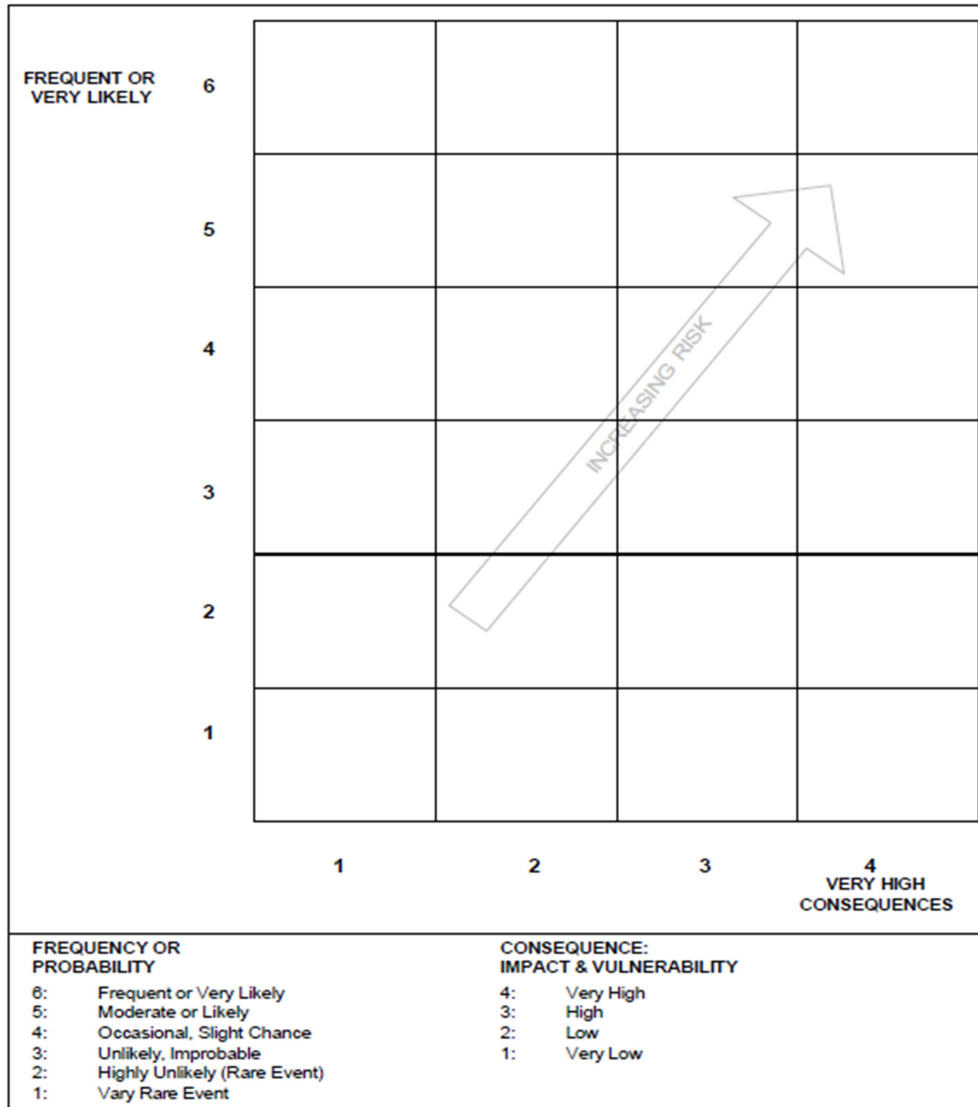• hazard specific contingency plan.

More examples of risk reduction capacity can be found in the on-line Community Emergency Program Review at http://www.pep.bc.ca/cepr/review.html

Risk Analysis

RISK PROFILE

HRVA Committee: _____

Date: _____

FREQUENCY OR PROBABILITY	
6:	Frequent or Very Likely
5:	Moderate or Likely
4:	Occasional, Slight Chance
3:	Unlikely, Improbable
2:	Highly Unlikely (Rare Event)
1:	Vary Rare Event

CONSEQUENCE: IMPACT & VULNERABILITY	
4:	Very High
3:	High
2:	Low
1:	Very Low

HAZARD & RISK ANALYSIS

HRVA Committee: _____

Date: _____

No.	HAZARD	SCENARIO DETAILS INCLUDING IMPACTS & VULNERABILITY	LIKELIHOOD	CONSEQUENCE SEVERITY

LIKELIHOOD

6: Frequent or Very Likely
5: Moderate or Likely
4: Occasional, Slight Chance
3: Unlikely, Improbable
2: Highly Unlikely (Rare Event)
1: Very Rare Event

CONSEQUENCE: IMPACT & VULNERABILITY

4: Very High
3: High
2: Low
1: Very Low

Appendix D: Emergency Contact Sheet

Council Contacts/Alternates

NAME AND POSITION	Cell Phone CONTACT INFORMATION
Terry Doyle CAO Erin MacEachen - Alternate (Deputy CAO)	902 227 5458 902 631 5241
Brenda Chisholm-Beaton - Mayor Mark MacIver -Alternate (Deputy Mayor)	902-302-9371 902-227-7110

Emergency Management Coordinator/ Alternate

NAME AND POSITION	CONTACT INFORMATION
Curtis Doucet - EMC Town of Port Hawkesbury	902-631-4059

Appendix E: Resource Inventory

AVAILABLE EQUIPMENT RESOURCES INVENTORY

In this section, available equipment resources, along with contact information, to assist in an emergency.

EQUIPMENT	OWNER/OPERATOR	LOCATION	CONTACT INFORMATION

AVAILABLE BUILDING RESOURCES INVENTORY

In this section, other available building resources, along with contact information, to assist in an emergency.

BUILDING	LOCATION	PHONE
Port Hawkesbury Fire Hall	309 Hiram Street	902-625-1313 hall 902-631-4059 chief

AVAILABLE HUMAN RESOURCES INVENTORY

In this section the human resources, along with contact information, to be able to assist in an emergency.

POSITION	NAME(S)	LOCATION	CONTACT INFORMATION

OTHER AVAILABLE MUNICIPAL RESOURCES INVENTORY

In this section, other available resources, along with contact information, to assist in an emergency.

RESOURCE	LOCATION	CONTACT INFORMATION

Appendix F: Declaration of a State of Local Emergency

FORM 5

DECLARATION OF A STATE OF LOCAL EMERGENCY
(Mayor/Warden)

Section 12(3) of the *Emergency Management Act*, S.N.S. 1990, c.8

...AS the area herein described is or may soon be encountering an emergency that requires ... protect property or the health, safety or welfare of persons therein;

...cy Area:

...e area generally described as _____

...ovince of Nova Scotia (hereafter referred to as ...e "Designated Area(s)")   Yes ( )   N...

...the Emergency: _____

...EREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapt... ...s of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Desi... ...ted above;

...EREAS the Council of the Municipality is unable to act;

...EREAS the undersigned has (check appropriate box)

( ) Consulted with a majority of the members of the Municipal Emergency Management Committee   Yes ( )   N...

( ) Found it impractical to consult with the majority of the Municipal Emergency Management Committee   Yes ( )   N...

...DERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Manag...* ...e of Local Emergency in the Municipality noted above as of and from _____ o'clock ...( ) or afternoon ( ) of the _____ day of _____, 20___.

...CLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock ...) or afternoon ( ) of the _____ day of _____, 20___, or for a maximum of ...late and time specified above unless the Declaration is renewed or terminated as provi... ...) of the *Emergency Management Act*.

...t _____, in the Municipality of _____, Province of ...s _____ day of _____, 20___.

_____
Mayor/Warden's signature

_____
Municipality of _____

Appendix G: Municipality Volunteer Registration

Volunteer Registration Sheet

In this section you should list all of the volunteers, along with their current contact information. In the Assigned Volunteer Duties column, list the volunteer duties that the individual will perform throughout the emergency situation. For example, they may be assigned to perform reception duties or they may have participated in a search.

NAME	CONTACT INFORMATION	ASSIGNED DUTIES	SIGNATURE

Appendix H: Emergency Management Advisory Committee (EMAC)

Emergency Management Advisory Committee

The Advisory Committee consists of:

(a) Emergency Management Coordinator (EMC);
(b) Mayor;
(c) Chief Administrative Office (CAO);
(d) Councillor(s); and

(e) Deputy EMO Coordinator

Name	Role	Work Phone	Cell Phone	Home Phone
Brenda Chisholm-Beaton	Mayor	902-625-7893	902-302-9371	902-625-1531
Terry Doyle	CAO	902-625-7890	902-227-5458	902-625-
Curtis Doucet	EMC	902-625-	902-631-4059	902-625-
Erin MacEachen	Deputy EMC	902-625-7895	902-631-5241	902-
Mark MacIver	Deputy Mayor	902-625-	902-227-7110	902-625-

Appendix I: Emergency Management Community Advisory Committee

An Emergency Measures Community Advisory Committee (EMCAC) was approved by motion of Port Hawkesbury Town Council to create a Emergency Management Plan. This committee also meets to discuss challenges and opportunities to improve Emergency Management for the Town of Port Hawkesbury (including public education).

The Advisory Committee consists of:
(a) Mayor;
(b) Chief Administrative Officer (CAO)
(c) Emergency Management Coordinator (EMC)
(d) Council Representative
(e) Town of Port Hawkesbury Staff Representative

(f) Community Representative(s)

Name	Role	Work Phone	Cell Phone	Home Phone
Brenda Chisholm-Beaton	Mayor	902-625-7893	902-302-9371	902-625-1531
Terry Doyle	CAO	902-625-7890	902-227-5458	
Curtis Doucet	EMC		902-631-4059	
Mark MacIver	Councilor		902-227-7110	
Gordie Snook	Town Staff Rep	902-625-7037	902-631-3882	
Ken Richardson	Community Representative			
Monica Ryan	Community Representative	902-625-3963	902-631-2753	902-625-2753
Danny Pelrine	Community Representative		902-623-0669	
Paul Kehoe	Community Representative		902-227-8179	
Michael Hatt	Community Representative	902-625-8800	902-631-2623	

Appendix J: Emergency Coordination Centre Structure

Name	Role	Work Phone	Cell Phone	Home Phone
	ECC Commander			
	Information Officer			
	Liaison Officer			
	Safety Officer			

	Operations			
	Planning			
	Logistics			
	Finance/Administration			
	Other Agencies (as needed)			