Town of Canmore
# Municipal Emergency Management Plan

Town of
CANMORE

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# 1 Overview

## 1.1 Introduction

This Plan is intended for use by all members of the Town of Canmore Emergency Management Program in the event of a major emergency or disaster. The Plan is a part of the Town of Canmore's emergency management program. The Town of Canmore emergency management program is dedicated to ensuring effective emergency management through a system dedicated to preparing for, respond to, recovering from and building resilience to emergencies and disasters. This Plan is intended to be used by Town of Canmore officials and assisting agencies to follow during an emergency and guides the operations, organization, responsibilities, and coordination necessary to provide effective response and recovery from major emergencies or disasters.

> *This Plan does not address emergencies that are normally handled at the scene by the appropriate first responding agencies.*

Review and maintenance of the Plan is the responsibility of the Director of Emergency Management with support from the Emergency Management Agency. The Plan will be reviewed and updated annually or sooner if the need is identified from an emergency, disaster, or exercise. Updates to the Plan are approved by the Emergency Advisory Committee which provides oversight to the Town of Canmore's emergency management program as per the Town of Canmore Emergency Management Bylaw.

The Town of Canmore has declared a climate emergency. With this declaration, the Town of Canmore ensures a climate adaptation and mitigation lens when developing, reviewing, and approving this Plan. As such, this Municipal Emergency Management Plan and the Climate Change Adaptation Background Report and Resilience Plan are connected to continue to mitigate, prepare, respond, and recover from all hazards.

## 1.2 Authority

The Town of Canmore Municipal Emergency Management Plan is issued under the authority of:

- The Emergency Management Act, Revised Statutes of Alberta 2000, Chapter E-6.8.
- Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, April 1, 2018.
- Town of Canmore Emergency Management Bylaw 2022-07 (Appendix 1).

## 1.3 Plan Activation and Termination

> *This Plan may be activated, in whole or in part, by the following:*
> - *The DEM or any member of the ECC Management Team;*
> - *Any Incident Commander from the Town of Canmore or Royal Canadian Mounted Police;*
> - *The Minister Responsible for Emergency Management.*

A declaration of a State of Local Emergency (SOLE) or State of Emergency is not required to:

- Implement the Plan;
- Activate the ECC;
- Access Disaster Recovery funding.

The DEM or ECC Director will terminate the Plan for the current incident, in consultation with the Incident Commander when appropriate, and notify all participants.
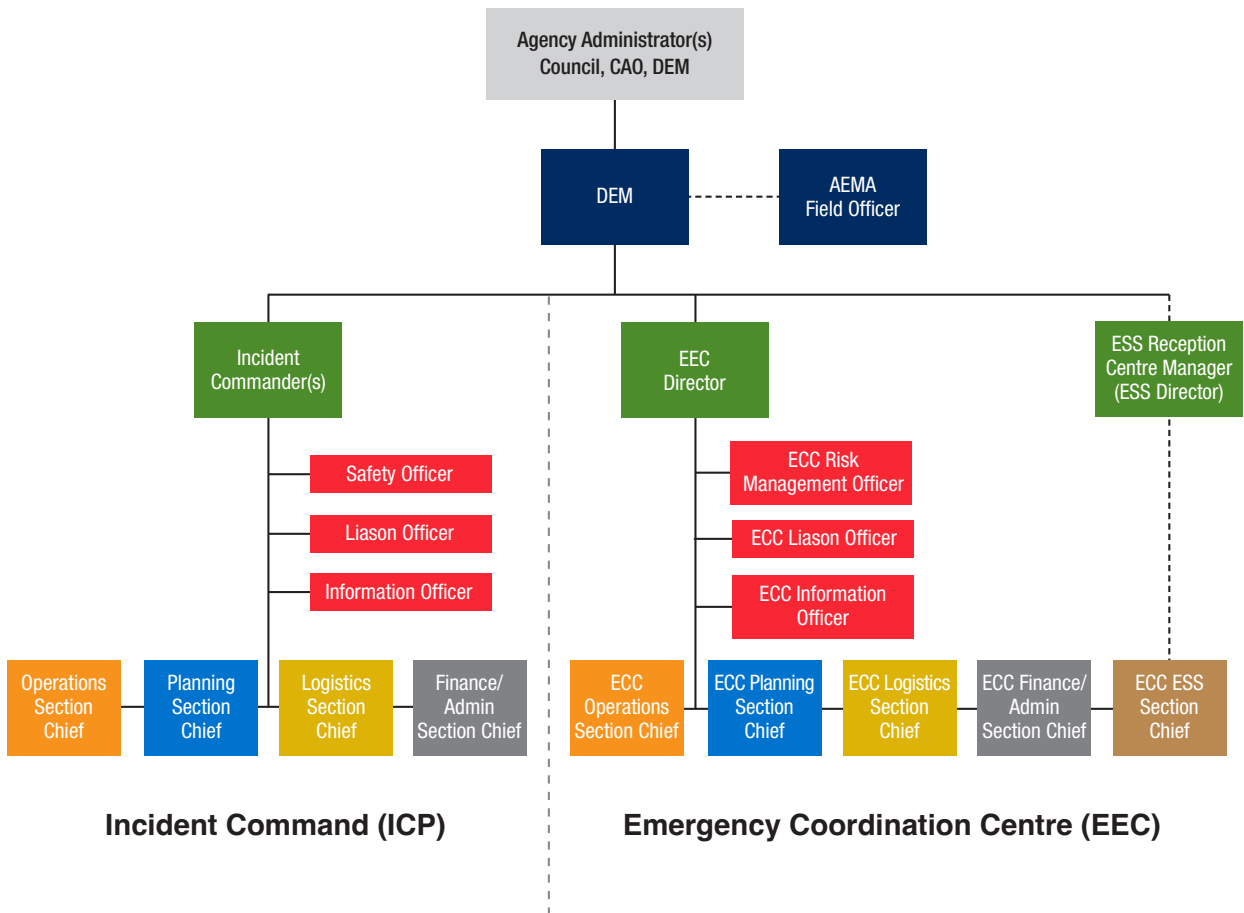
## 1.4 Emergency Response Organization

The Town of Canmore Emergency Management Plan utilizes the Incident Command System (ICS) as its organizational structure for the Site (Incident Command Post) and an ICS model for Support and Coordination (Emergency Coordination Centre) (Figure 1).

**An Incident Commander must always be present to oversee site activities at an Incident Command Post, and the ECC may be activated only if required to support and coordinate all off-site activities.** There may be situations where the ECC is activated without supporting a physical Site and is a dual ECC/ICP. This will be dependent on the type and scale of the emergency.

The first individual to enter the ECC upon activation is automatically deemed to be the ECC Director and must be prepared to establish ECC Management. If the individual is not qualified to fill the ECC Director position, they must prepare to transfer ECC management to the first qualified person to arrive.

The Alberta Emergency Management Agency (AEMA) Provincial Emergency Coordination Centre (PECC) coordinates and manages provincial information, policy direction, and resources to support local authorities and provincial agencies responding to an emergency. The AEMA Field Officer may attend the local authority ECC as the AEMA Agency Representative.

*Figure 1: Response Organization*



**Incident Command (ICP)**

**Emergency Coordination Centre (EEC)**

## 1.4 Emergency Response Organization

**ECC Function Roles**

| Function/Position | Role |
|---|---|
| Agency Administrator | Responsible for **emergency policy.** |
| DEM | Responsible to **coordinate activities and overall direction between the ICP and the ECC.** |
| ECC Director<br>ECC Management Staff | Responsible for **overall emergency policy and coordination of site or community support activities, public information and media.** Responsible for **relations, agency liaison, and proper risk management procedures**, through the joint efforts of government agencies and private organizations. |
| ECC Operations Section | Responsible for **coordinating all jurisdictional operations in support** of the emergency response through implementation of the ECC Action Plan. |
| ECC Planning Section | Responsible for **anticipating the long-range planning needs of the ECC, collecting, evaluating, and disseminating internal information, developing the ECC Action Plan and Situational Status** in coordination with other functions, and **maintaining all ECC documentation.** |
| ECC Logistics Section | Responsible for **ensuring the ECC is operational and providing facilities, services, personnel, equipment, and materials.** |
| ECC Finance/Admin Section | Responsible for **financial and administrative activities** of the ECC. |
| ESS Section Head | Responsible for coordinating and representing emergency **social services activities** for community members impacted by the emergency/disaster. |

## 1.5  Emergency Management Training & Exercises

The Town of Canmore will provide emergency management training and exercises to personnel as per the requirements in the Local Authority Emergency Management Regulation (AR 203/2018).

### 1.5.1 Training

Staff assigned with responsibilities under this Municipal Emergency Management Plan will be trained to the following minimum levels.

| Position | Minimum Training |
|---|---|
| **Elected Officials** | Municipal Elected Officials |
| **Director of Emergency Management** | Basic Emergency Management<br>Intermediate Incident Command System (I-300)<br>Director of Emergency Management Course |
| **ECC Director**<br>**ECC Management and General Staff**<br>**ECC Branch Coordinators**<br>**ECC Unit Leads** | Basic Emergency Management<br>ICS I-100 Introduction to Incident Command System<br>ICS I-200 Basic Incident Command System<br>(Recommended) |

### 1.5.2 Exercises

The following minimum exercise schedule will be followed.

| Exercise Type | Frequency |
|---|---|
| **Table-Top** | One per year (except in functional exercise years). |
| **Functional** | At least one every four (4) years. |

## 1.6 Systems Principles

Implementation of the Town of Canmore's emergency management plan is guided by the following principles:

### 1.6.1 Shared Governance and Distributed Service Delivery

Recognizing emergency management is a shared responsibility across all sectors of society, specific roles, responsibilities, and authorities have been delegated amongst stakeholders.

### 1.6.2 Graduated Response

As most emergencies are local, those closest to the problem ideally lead the incident management and response. As an incident expands beyond the capacity of responsible jurisdictions, more resources and organizations may be required to respond.

### 1.6.3 All-hazards Approach

An all-hazards approach to emergency management calls for a comprehensive approach to risk assessment, which takes all hazards into account. Through the process of risk assessment, planning and response activities are prioritized accordingly. This approach enables system efficiencies and improves overall effectiveness when faced with complex problems, finite resources, and time and space constraints.

### 1.6.4 Comprehensive Cycle

This principle accounts for and balances the four components of emergency management to achieve disaster risk reduction, enhance resilience, undertake effective response and improve recovery outcomes. It reinforces the importance of thorough attention to each component, and acknowledges that the cycle itself is characterized by deep interdependencies, significant overlap, and concurrent activity.

### 1.6.5 The Precautionary Principle

Where threats of a serious or irreversible nature exist, lack of complete situational awareness or understanding should not be used as a reason to postpone undertaking action to mitigate that threat. This is especially important when considering the dissemination of public information and warnings, as timely information better enables Albertans to prepare for, respond to and recover from disasters.

## 1.7 The Emergency Management Cycle

The Town of Canmore recognizes emergency management as comprised of four interdependent components; prevention and mitigation, preparedness, response, and recovery. These components are characterized by interdependencies, significant overlap, and concurrent activity. Simply put, these components represent a cycle rather than a linear process, with resilience being a continuous process applicable across components and throughout the cycle.

### 1.7.1 Prevention and Mitigation

Those activities designed to avert disaster, or to minimize its impact. Examples could include structural measures like constructing a floodway or a dike, as well as non-structural measures, such as emergency planning and contributing to community preparedness.

### 1.7.2 Preparedness

The knowledge and capacities developed by governments, organizations, communities and individuals to anticipate, respond to, and recover from the impacts of likely, imminent, or current hazard incidents or conditions. Examples include understanding the risks and gaining access to trusted sources of information, developing and maintaining emergency and continuity plans, conducting training and exercises, and gathering the appropriate supplies for response and rapid deployment.

### 1.7.3 Response

Activities undertaken to manage and minimize the consequences after an incident occurs. Examples include activating incident command posts and ECC organizations and facilities, establishing reception centres to support evacuation operations, deploying structural protection personnel and equipment to protect buildings from wildlife, sandbagging to protect infrastructure in the event of a flood, and public information sharing.

### 1.7.4 Recovery

Efforts undertaken to reconstruct physical infrastructure and re-establish the social, emotional, economic, and physical well-being of those affected. Examples include the safe return of evacuated populations, the restoration of critical supports and services, and the remediation and reconstruction of damaged property.

# 2 Emergency Response Guidelines

## 2.1 Response Priorities

Response actions are carried out immediately before, during, and after an incident for the purpose of saving lives, preventing further impact to the affected area, and protecting property and the environment. When determining objectives and resource allocation during a response, critical municipal services are provided according to the following priorities:

1. Protect all lives while ensuring the safety of responders;
2. Protect critical infrastructure;
3. Protect property;
4. Protect the environment, and;
5. Reduce economic and social losses.

## 2.2 Emergency Coordination Centre Activation

To respond effectively to all occurring or anticipated emergencies, the Director of Emergency Management (DEM) or designate will activate the **Emergency Management Response Procedures** (Figure 2) as soon as possible.

> *The ECC may be activated at the request of the Incident Commander from the key responding agency (Fire Rescue, RCMP, EMS, etc.) or by Agency Administrator(s).*

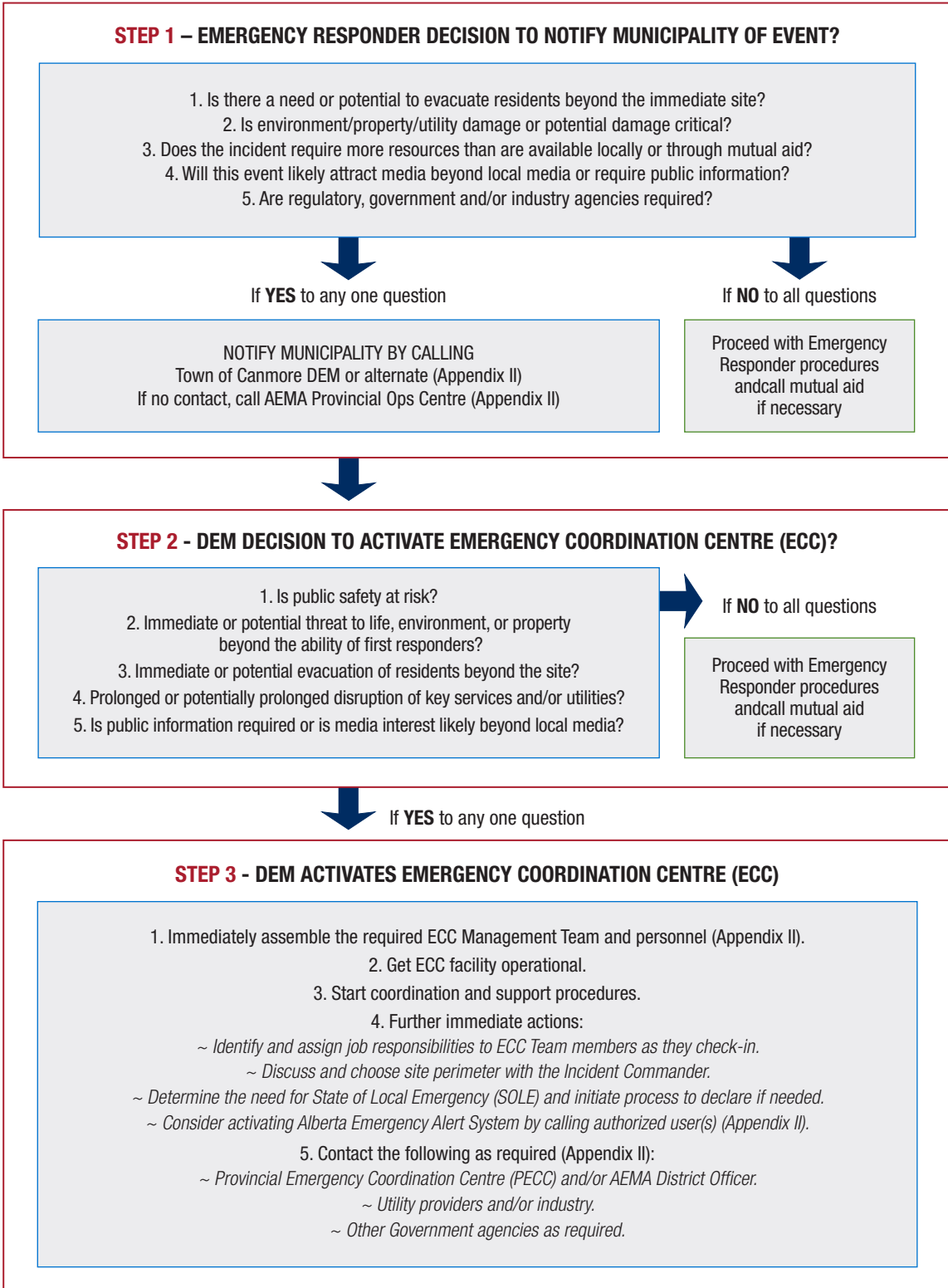**Emergency Coordination Centre (ECC) Locations**

| Function | Location | Address |
|---|---|---|
| Primary ECC | Town of Canmore Civic Centre Council Chambers | 902 – 7th Ave. |
| Secondary ECC | Town of Canmore Public Works Building | 100 Glacier Drive |

## 2.2  Emergency Coordination Centre Activation

*Figure 2:  Emergency Management Response Procedures*

**STEP 1 – EMERGENCY RESPONDER DECISION TO NOTIFY MUNICIPALITY OF EVENT?**

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

If **YES** to any one question

If **NO** to all questions

NOTIFY MUNICIPALITY BY CALLING
Town of Canmore DEM or alternate (Appendix II)
If no contact, call AEMA Provincial Ops Centre (Appendix II)

Proceed with Emergency
Responder procedures
andcall mutual aid
if necessary

**STEP 2 - DEM DECISION TO ACTIVATE EMERGENCY COORDINATION CENTRE (ECC)?**

1. Is public safety at risk?
2. Immediate or potential threat to life, environment, or property beyond the ability of first responders?
3. Immediate or potential evacuation of residents beyond the site?
4. Prolonged or potentially prolonged disruption of key services and/or utilities?
5. Is public information required or is media interest likely beyond local media?

If **NO** to all questions

Proceed with Emergency
Responder procedures
andcall mutual aid
if necessary

If **YES** to any one question

**STEP 3 - DEM ACTIVATES EMERGENCY COORDINATION CENTRE (ECC)**

1. Immediately assemble the required ECC Management Team and personnel (Appendix II).
2. Get ECC facility operational.
3. Start coordination and support procedures.
4. Further immediate actions:
~ *Identify and assign job responsibilities to ECC Team members as they check-in.*
~ *Discuss and choose site perimeter with the Incident Commander.*
~ *Determine the need for State of Local Emergency (SOLE) and initiate process to declare if needed.*
~ *Consider activating Alberta Emergency Alert System by calling authorized user(s) (Appendix II).*
5. Contact the following as required (Appendix II):
~ *Provincial Emergency Coordination Centre (PECC) and/or AEMA District Officer.*
~ *Utility providers and/or industry.*
~ *Other Government agencies as required.*

## 2.2 Emergency Coordination Centre Activation

**Initial ECC Priorities and Actions Checklist**

The ECC priorities and initial actions are:

- ❑ Establish communications with the incident site.
- ❑ Activate required ECC personnel.
- ❑ Notify Agency Administrator(s) as required.
- ❑ Setup the ECC.
- ❑ Begin documentation.
- ❑ Review individual position roles and responsibilities (Section 3).
- ❑ Begin ECC Action Plan (ECC 402) development.

The following key actions should be considered:

- ❑ Activate ECC Management team.
- ❑ Locate ECC Kit and ECC Activation Guide.
- ❑ Complete other required notifications.
- ❑ Establish ECC Check-In (ECC 411) at ECC entrance.
- ❑ Arrange for ECC Security to restrict access.
- ❑ Setup ECC (ECC Activation Guide):
  - Verify radios, telephones and other communications equipment are turned on and functioning properly.
  - Setup Status Boards and maps.
  - Distribute phone lists and vests for ECC members.
  - Ensure adequate quantities of Municipal Emergency Management Plans are present.
  - Brief and assign personnel as they arrive.

## 2.3 Declaration of a State of Local Emergency

*The AB Emergency Management Act (Section 21)* authorizes Local Authorities to declare a State of Local Emergency (SOLE) to create a legal state of affairs of a temporary nature so that the local authority may take extraordinary actions to deal with the emergency.

**Procedures:**

1. Declaration of a State of Local Emergency.
   - Complete the Declaration of a State of Local Emergency form (Appendix 3 - ECC 400A) including date and time of declaration.
   - Have the form signed by the authorized individual(s) as per the Town of Canmore Emergency Management Bylaw.
   - Send form to Alberta Emergency Management Agency (AEMA) immediately using **email address** or fax number located on the bottom of the form.
   - Provide SOLE Declaration to ECC Planning Section/ Documentation Unit as soon as feasible and ensure it is recorded in the ECC Event Log.

2. Make Public Announcement of Declaration.
   - Complete the Public Announcement following the Declaration of a State of Local Emergency form (Appendix 3 - ECC 400B) and publish the announcement by such means considered most likely to make the Declaration known to the population of the affected area.

3. Renewal of the State of Local Emergency.
   - A declaration of a State of Local Emergency lapses seven (7) days after its making unless terminated earlier.
   - If the SOLE is still required, follow the procedures from Procedure Step 2 above - Declaration of a State of Local Emergency.

4. Terminate the State of Local Emergency.
   - Complete the Termination of Declaration of a State of Local Emergency form (Appendix 3 - ECC 400C) and send to Alberta Emergency Management Agency (AEMA) at the **email address** or fax number located on bottom of the form.
   - Communicate the termination of the State of Local Emergency to the population.

## 2.4 Evacuation Procedures

The following three-stage process will be used upon identification by the Incident Commander(s) of the need for evacuation of all or any portion of the Town of Canmore.

*The Incident Commander will notify the Director of Emergency Management (DEM) or designate of the need for evacuation as soon as possible.*

*Refer to the Town of Canmore Evacuation Plan and Emergency Social Services Plan for details.*

**Three-Stage Evacuation Process**

| Stage | Explanation |
|---|---|
| **Evacuation ALERT (ECC 420A)** | • Issued by the Director of Emergency Management to advise residents of the potential for loss of life and/or property.<br>• Recommend to Elected Officials to declare a State of Local Emergency.<br>• Notify residents and public (Alberta Emergency Alert, social media, radio, other).<br>• **Residents advised to prepare to leave their properties with minimal notification.**<br>• Movement of at-risk, transient, and school populations should be considered.<br>• Alert Town of Canmore Emergency Social Services for Reception Centre(s) activation. |
| **Evacuation ORDER (ECC 4200)** | • Issued by the Director of Emergency Management in response to imminent danger to the involved area.<br>• Confirm that a State of Local Emergency has been declared.<br>• Notify residents and public (Alberta Emergency Alert, social media, radio, other).<br>• **Residents must leave the area immediately.**<br>• Activate Reception Centre(s) as per Emergency Social Services plan. |
| **Evacuation RESCIND (ECC 420R)** | • **Issued by the Director of Emergency Management to retract the Evacuation Order to allow residents back into the area.**<br>• Residents are advised that Evacuation Alert and/or Orders may be re-issued should the threat re-occur. |

**NOTE**: Send a copy of the Evacuation ALERT, ORDER, and RESCIND to AEMA PECC

## 2.5 Information Release Procedures

The Town of Canmore DEM and/or ECC Director and/or ECC Information Officer are responsible for information management during an emergency. Provision of accurate and timely information to the public and media during emergencies is necessary. The Public Information Officer Guide should be used for all communications to the public.

**Responsibilities:**

- The ECC Director is responsible for ensuring the accuracy and approval of all information released from the ECC.
- The ECC Planning Section is responsible for development of State of Local Emergency and Evacuation ALERT/ORDER/RESCIND releases.
- The ECC Information Officer, if activated, is responsible for development of the information releases and media/public relations.
- The ECC may use elected officials, ECC Director, ECC Information Officer, or any other specialized personnel to provide the media release.

**Procedures:**

- Release only the facts, **DO NOT** speculate.
  Be prepared to provide answers related to these basic questions:
  - ~ What happened?
  - ~ Where did it happen?
  - ~ When did it happen?
  - ~ Why did it happen?
  - ~ How is it being dealt with?
  - ~ Who is involved in the response?
  - ~ How much will it cost?
- **DO NOT** release names of injured/deceased or the nature of injuries.
- Ensure that media representatives are provided with the name and contact number of the ECC contact spokesperson.
- Coordinate information releases with other involved agencies (Joint Information Centre) to ensure that information releases are consistent.

## 2.6 Post-Incident Actions

- After-Action Review.
- Post-Incident Counselling.

### 2.6.1 After-Action Review (AAR)

The format of the After-Action Review will depend on the complexity of the incident; some may be held immediately upon ECC and/or ICP de-activation while others may be more formal and involve preparation prior to the session.

**Recommended After-Action Review Agenda**

1. Introduction
   - Welcome all participants.
   - Round-table introduction including name and role.
   - Housekeeping.
   - Assign an individual to capture recommendations throughout the meeting.

2. Rules
   - Establish meeting rules (e.g. Objective and factual data, no names, no derogatory comments).
   - Encourage all participants to speak out on the issues and provide their perspective and input.

3. Purpose
   - Explain the purpose of the meeting.

4. Review of event
   - Provide an outline of the incident including all data and main organization involved.

5. Key Questions
   - What did we set out to do?
     - ~ Purpose/goals of the mission.
   - What actually happened?
     - ~ Establish the facts for both positive and negative.
   - Why did it happen?
     - ~ Analysis of cause and effect for both positive and negative.
   - What are we going to do next time?
     - ~ Solutions that are within your scope of control

6. Recommendations
   - Review and gain consensus on all recommendations.

7. Conclusion
   - Thank all participants.
   - Follow up by providing the list of recommendations to participants

### 2.6.2 Post-Incident Counselling

Proper and timely critical incident stress debriefing by counselling services to all personnel impacted by the incident has proven very effective in helping people to overcome the effects of being involved in an emergency. Failing to provide these post event services has, in many cases, delayed or prevented people from returning to normal lives.  Responders and victims need to be offered post-incident stress debriefing and counselling services, especially if the event caused death or severe injury, considerable loss of property or severe environmental impact.

Post-incident stress debriefing (PISD) and counselling services should be offered every time the municipal emergency management procedures are activated, to actively promote counselling to all impacted people, including volunteers.

# 3  ECC Position Checklists

This Section provides checklists for all ECC Functions required to staff the ECC in a major emergency.
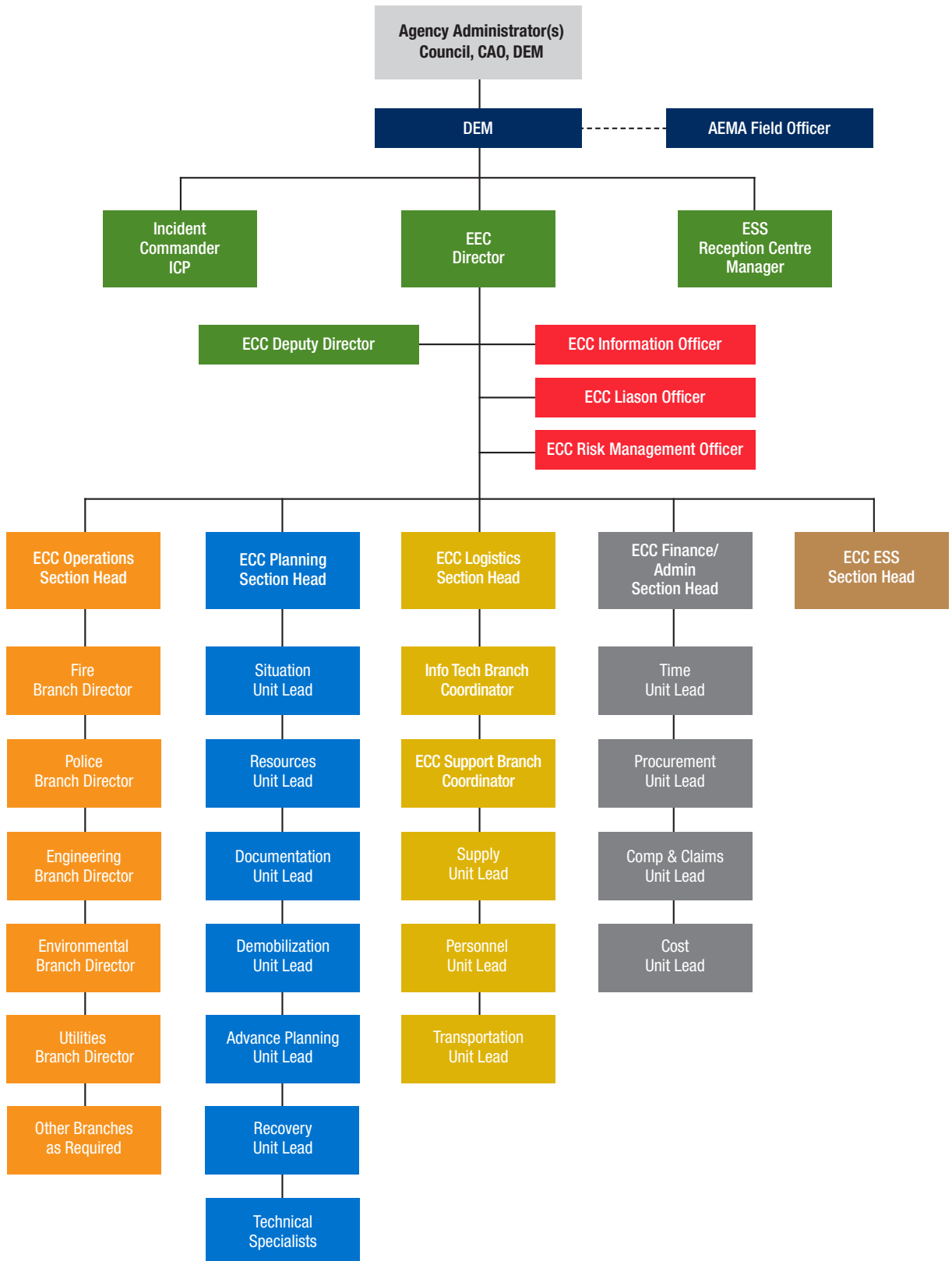
Position Checklists have been provided to guide staff who may not be familiar or practiced in their ECC roles and provide useful reminders of items that should be done during an emergency.

**It is important that the entire Position Checklist be read through once before initiating action items.**

*Not all positions are required for all emergencies.*

- *Only those functions/positions that are needed to effectively handle the emergency should be staffed.*

- *In some cases, one person may carry out the responsibilities of more than one position.*

Figure 3: Emergency Coordination Centre (ECC) Organization Chart



Figure 3: Emergency Coordination Centre (ECC) Organization Chart

- Agency Administrator(s) Council, CAO, DEM
- DEM --- AEMA Field Officer
- Incident Commander ICP
- EEC Director
- ESS Reception Centre Manager
- ECC Deputy Director
- ECC Information Officer
- ECC Liason Officer
- ECC Risk Management Officer

| ECC Operations Section Head | ECC Planning Section Head | ECC Logistics Section Head | ECC Finance/ Admin Section Head | ECC ESS Section Head |
|---|---|---|---|---|
| Fire Branch Director | Situation Unit Lead | Info Tech Branch Coordinator | Time Unit Lead | |
| Police Branch Director | Resources Unit Lead | ECC Support Branch Coordinator | Procurement Unit Lead | |
| Engineering Branch Director | Documentation Unit Lead | Supply Unit Lead | Comp & Claims Unit Lead | |
| Environmental Branch Director | Demobilization Unit Lead | Personnel Unit Lead | Cost Unit Lead | |
| Utilities Branch Director | Advance Planning Unit Lead | Transportation Unit Lead | | |
| Other Branches as Required | Recovery Unit Lead | | | |
| | Technical Specialists | | | |

## 3.1  Generic Checklist for All Positions

**Activation Phase:**

- ❏ Check in with the Resources Unit (ECC Planning Section) OR complete ECC Check-In/Check-Out List (ECC 411) upon arrival at the ECC.

- ❏ If you are a representative from an outside (non-jurisdictional) agency, register with the Liaison Officer.

- ❏ Obtain a Position vest, if available.

- ❏ Report to ECC Director, Section Head, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you.

- ❏ Set up your workstation and review your Position Checklist and forms.

- ❏ Activate ESS Coordination Centre

- ❏ Establish and maintain an ECC Activity Log (ECC 414) that chronologically describes the actions you take during your shift.

- ❏ Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents.

- ❏ Participate in any facility/safety orientations as required.

**Demobilization Phase:**

- ❏ Deactivate your assigned position when authorized by the ECC Director or designate.

- ❏ Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the ECC Planning Section (Documentation Unit), as appropriate, prior to your departure.

- ❏ If another person is relieving you, ensure they are thoroughly briefed and provided with any open actions before you leave your workstation.

- ❏ Clean up your work area before you leave. Return any communications equipment or other materials specifically issued for your use.

- ❏ Leave a forwarding phone number where you can be reached.

- ❏ Follow ECC checkout procedures.

- ❏ Be prepared to provide input to the After-Action Report.

- ❏ Access critical incident stress debriefings, as needed.

## 3.2  Agency Administrator(s)

**Composition could include:**

- • Mayor/Reeve and Elected Officials, and/or;
- • Senior Executive/Administration.

**Responsibilities:**

1. Provides overall emergency policy and direction to the ECC Director.

2. Sets expenditure limits.

3. Formally requests outside support/resources (e.g. Provincial and Federal support).

4. Authorizes declaration and termination of "State of Local Emergency."

5. Provides direction for emergency public information activities.

6. May act as a spokesperson for the jurisdiction.

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Obtain current situation status and a briefing on priority actions taken and outstanding, from the ECC Director.

- ❏ Consult with ECC Director to determine appropriate expenditure limits.

- ❏ As requested, prepare for and participate in any media or public briefings.

- ❏ Consult with ECC Director and/or Legal Advisors regarding any potential legal issues and recommended courses of action.

- ❏ Consult with ECC Director to determine need for extraordinary resources and/or outside assistance.

- ❏ Consult with ECC Director to determine need for Declaration, Renewal, and Termination of "State of Local Emergency."

- ❏ Keep appraised as to the status of the emergency event by reviewing ECC Situation Reports.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.3 Director of Emergency Management (DEM)

**Composition could include:**

Director of Emergency Management or Deputy Director of Emergency Management

**Responsibilities:**

1. Coordinate response activities for emergency services, information, and resources, for the Emergency Coordination Centre, emergency social services, and the Incident Command Post.

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Activate as ECC Director if required and follow checklist (3.4).

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.4 ECC Director

**Responsibilities:**

1. Exercise overall management responsibility for the activation, coordination, and demobilization of site support and coordination activities in the ECC.

2. Set ECC priorities in consultation with ECC Management Team and monitor continuously to ensure appropriate actions are taken and modified as necessary.

3. Ensure appropriate staffing levels for the ECC are established and maintained to support organizational effectiveness.

4. Ensure appropriate emergency public information actions are taken in consultation with the ECC Information Officer.

5. Ensure appropriate risk management measures, including worker care strategies, are instituted in consultation with ECC Risk Management Officer.

6. Ensure communications are established with appropriate assisting and cooperating agencies in consultation with the ECC Liaison Officer.

7. Maintain a communication link with Agency Administrator.

**Reports to**:

• Agency Administrator

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Confirm the Incident Commander(s) for the incident(s).

❏ Determine which ECC Management and General Staff positions are needed and ensure they are staffing their Sections as required.

❏ Establish ECC priorities and objectives based on current status and information from Incident Commander(s).

❏ Open ESS Reception Centre and ensure communication flow with ESS Manager

❏ Monitor Management & General staff activities to ensure that all appropriate tasks are being taken.

❏ Attend/conduct ECC Management Team briefings and Action Plan meetings to ensure response priorities and objectives are current and appropriate.

❏ Conduct periodic briefings for Agency Administrator, elected officials or their representatives.

❏ Review media releases for final approval.

❏ Review and approve the ECC Action Plan for implementation.

❏ Approve resource requests, as required.

❏ Document all decisions/approvals.

**Demobilization Phase:**

❏ Authorize demobilization of Sections, Branches and Units when they are no longer required.

❏ Terminate emergency response and proceed with recovery operations as proclaimed by Agency Administrator.

❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.4.1   ECC Information Officer

**Responsibilities:**

1. Serve as the coordination point for all public information, media relations, and internal information sources for the ECC.

2. Coordinate and supervise all staff assigned as Assistant ECC Information Officers.

3. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, assistance and recovery programs, and other vital information.

4. Coordinate media releases with officials representing other affected emergency response agencies and other levels of authority.

5. Develop the format for news conferences and briefings in conjunction with the ECC Director.

6. Monitor all broadcasts, social media, and print material for accuracy.

7. In consultation with the ECC Director and ECC Liaison Officer, coordinate VIP/visitor tours of the ECC facility.

8. Liaise with Information Officer(s) at sites and other relevant coordination centres.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Obtain policy guidance and approval from the ECC Director with regard to all information to be released to the media and public.

- ❏ In coordination with other ECC Sections and as approved by the ECC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.

- ❏ Develop and publish a media briefing schedule.

- ❏ Establish a Public Information Call Centre to handle public inquiries and provide emergency support information and develop message statements for ECC Staff and the Call-Centre operators.

- ❏ Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).

- ❏ At the request of the ECC Director, prepare media briefings for elected officials and/or Agency Administrator members and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.

- ❏ Monitor all media, using information to develop follow-up news releases and rumor control.

- ❏ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

- ❏ Promptly provide copies of all media releases to the ECC Director for review and approval.

- ❏ Ensure that copies are maintained of all information released.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.4.2 ECC Liaison Officer

**Responsibilities:**

1. Ensure procedures are in place for working and communicating with Agency Representatives.

2. Interact with Agency Representatives arriving at the ECC and liaise with relevant coordination centres and agencies/departments not represented in the ECC.

3. Assist and advise the ECC Director and Management Team with information and guidance related to the external agencies and organizations.

4. In coordination with the ECC Information Officer, assist the ECC Director in ensuring proper procedures are in place for communicating with elected officials and conducting VIP/visitor tours of the ECC facility.

5. Liaise with local authorities, other ECCs, and Provincial and Federal organizations and share information in accordance with ECC policies.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Ensure registration procedures are established for outside agencies working within the ECC.

❏ Ensure that Agency Representatives' telephone and/or radio communications are established and functioning.

❏ Ensure that notification and communications with appropriate external non-represented Agencies is established and maintained.

❏ Ensure that operational priorities and objectives identified in ECC Action Plans are communicated to external non-represented agencies.

❏ Advise the ECC Director of critical information and requests contained within agency Situation Reports.

❏ Forward approved ECC Situation Reports to non-represented agencies as requested.

❏ In consultation with the ECC Information Officer, conduct tours of ECC facility as requested.

❏ Notify external non-represented agencies in the ECC of the planned ECC demobilization.

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.4.3 ECC Risk Management Officer

**Responsibilities:**

Risk Management:

1. Ensures that good risk management practices are applied throughout the ECC.

2. Protect the interests of all ECC participants, agencies, and organizations by ensuring due diligence in information collection, decision-making, and implementation.

3. Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events.

Safety:

4. Ensure the implementation of appropriate safety measures and worker care practices in the ECC.

Security:

5. Ensure that appropriate security measures have been established to allow for only authorized access o the ECC facility and documentation.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

Risk Management

❑ Identify and document risk and liability issues.

❑ Gather and organize evidence that may assist all ECC agencies in legal defense that may be more difficult to obtain later.

❑ Conduct interviews and take statements to investigate major risk management issues.

❑ Advise ECC Management Team members on safety and risk management issues.

❑ Assist the ECC Director in reviewing press releases, public alerts and warnings and public information materials from a risk management perspective.

❑ Evaluate situations and advise the ECC Director of any conditions and actions that might result in liability (e.g., oversights, improper response actions, etc.).

❑ Identify potential claimants and the scope of their needs and concerns.

❑ Organize and prepare records for final audit.

❑ Assist the ECC Director in de-activation activities including:

~ Collection of all relevant papers and electronic records to the Documentation Unit.

~ Collection of all material necessary for post-operation reporting procedures.

Safety:

❑ Work with the ECC Logistics Section to become familiar with any hazardous conditions in the ECC facility.

❑ Provide guidance to ECC staff regarding actions to protect themselves from the emergency event.

❑ Coordinate with ECC Finance/Administration on any ECC personnel injury claims or records preparation as necessary for proper case evaluation and closure.

Security:

❑ Ensure that security checkpoints have been established by ECC Logistics at all ECC entrances.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.5  ECC Operations Section Head

**Responsibilities:**

1. Exercise overall responsibility for coordination and supervision of all required functions within the ECC Operations Section.

2. Establish the appropriate level of Branch and/or Unit staffing within the Section, continuously monitoring the effectiveness and modifying accordingly.

3. Ensure that Section objectives and task assignments identified in the ECC Action Plan are carried out effectively.

4. Maintain a communications link between Incident Commanders (Sites), other ECC Operations Sections, and the ECC for the purpose of coordinating the overall site support response, resource requests, and event status information.

5. Provide timely situational and resource information to the ECC Planning Section.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Ensure that the ECC Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps, and status boards.

- ❏ Activate the appropriate Branch Coordinators based on functional or geographical assignments within the Section.

- ❏ Establish communications with Incident Commander(s).

- ❏ Prepare for and participate in ECC Management Team briefings and meetings.

- ❏ Provide the ECC Planning Section Head with the Operations Section's ECC objectives prior to each ECC Action Planning meeting.

- ❏ Work closely with each Branch Coordinator to ensure that the ECC Operations Section objectives, as defined in the current ECC Action Plan, are being addressed.

- ❏ Ensure that intelligence information from Branch Coordinators is made available to the ECC Planning Section (Situation Unit) in a timely manner.

- ❏ Authorize Resource Requests and forward extraordinary and/or critical resource requests to the ECC Director for approval (ECC 460).

- ❏ Ensure that the Branches coordinate all resource needs through the ECC Logistics Section.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.1   Fire Branch Coordinator

**Responsibilities:**

1. Arrange and coordinate for urban and wildland fire suppression, rescue, and hazardous materials support operations.

2. Acquire mutual-aid resources, as necessary.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Based on the situation, activate the necessary Units within the Fire Branch and coordinate their activities:
    - ~ Fire/Rescue Unit
    - ~ HazMat Unit

- ❏ If local authority mutual-aid system is activated, coordinate use of area fire suppression resources with respective Dispatch Centres and/or ECC's.

- ❏ Prepare objectives for the Fire Branch and forward them to the ECC Operations Section Head prior to ECC Action Planning meetings.

- ❏ Ensure that all interface fire operations are being managed utilizing Unified Command with the appropriate agencies when appropriate.

- ❏ Provide the ECC Operations Section Head and the Planning Section with an overall summary of Fire Branch operations periodically or as requested during the operational period.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.2   Police Branch Coordinator

**Responsibilities:**

1. Coordinate evacuation operations, law enforcement, traffic control operations, and search and rescue operations.

2. Coordinate Police mutual-aid requests.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Based on the situation, activate the necessary Units within the Police Branch:
    - ~ Police Operations Unit
    - ~ Medical Examiner Unit
    - ~ Search and Rescue Unit
    - ~ Evacuation Unit

- ❏ Ensure that ECC Activity Log and other appropriate files are maintained.

- ❏ Maintain status and provide the ECC Operations Section Head and the Planning Section with an overall summary of Police Branch operations.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.3  Health Branch Coordinator

**Responsibilities:**

1. Ensure coordination of acute and long-term care facilities, EMS units, health units, and environment and public health within the area.

2. Coordinate the transportation of people injured in the incident and health care personnel to appropriate medical facilities as required.

3. Ensure that casualties are evenly distributed to receiving facilities.

4. Coordinate provision of public health measures including epidemic control and immunization programs, in consultation with Medical Health Officer.

5. Ensure that food quality and potable water supplies are inspected and monitored.

6. Coordinate the activation of emergency hospitals and advanced treatment centres supplied by Health Canada.

7. Assist in identifying and mobilizing available ambulance and auxiliary ambulance resources as required.

8. Coordinate health care needs at Reception Centres with ESS Branch Coordinator.

9. Liaise with Health Branches activated in other ECC's and at PECC.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Based on the situation, activate the necessary Units within the Health Branch:
  - ~ Acute/Long-Term Care Unit
  - ~ EMS Unit
  - ~ Environment & Public Health Unit

- ❏ Determine the status and availability of:
  - ~ Ambulance resources and medical transport needs
  - ~ Medical facilities within and outside the affected area.
  - ~ Environment and public health services.

- ❏ Liaise with ESS Branch Coordinator to assist with sheltering of displaced home-care clients.

- ❏ Ensure food quality and other public health issues are addressed for mass-feeding facilities.

- ❏ Coordinate with AHS Air Dispatch for air transportation needs.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.4   Engineering Branch Coordinator

**Responsibilities:**

1. Assess damage and coordinate repair to all local facilities and infrastructure.
2. Supervise the Engineering Branch.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).
- ❑ Based on the situation, activate the necessary Units within the Engineering Branch:
  - ~ Roads and Bridges Unit
  - ~ Damage Assessment Unit
  - ~ Public Works Unit
- ❑ Ensure that damage and safety assessments are being carried out for both public and private facilities.
- ❑ Determine and document the status of transportation routes into and within affected areas.
- ❑ Determine and document the status of public works (water and sewer systems) within affected areas.
- ❑ Coordinate debris removal services as required.
- ❑ Ensure that Damage Assessment Summaries are completed and forwarded to the ECC Operations Section Head and Situation Unit.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.5   Environmental Branch Coordinator

**Responsibilities:**

1. Assist and/or coordinate local response to hazardous spills, waste disposal, and dam failure.
2. Liaise with regional, provincial, and federal environment officials and the private sector.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).
- ❑ Assess and anticipate environmental concerns and recommended responses in support of the emergency situation.
- ❑ Determine the scope of environmental assistance required in consultation with ECC Operations Section Head and other Branch Coordinators.
- ❑ Determine the status and availability of waste storage and disposal facilities in the area.
- ❑ Coordinate hazardous materials response and support in cooperation with Fire Branch Coordinator.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.3).

### 3.5.6   Utilities Branch Coordinator

**Responsibilities:**

1. Survey all utility systems and provide restoration priorities to providers.
2. Liaise with other utility representatives not present in ECC.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).
- ❏ Establish and maintain communications with the utility providers in the affected area.
- ❏ Determine the extent of damage to utility systems in the affected area.
- ❏ Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
- ❏ Keep the Health Branch Coordinator informed of any threats (real or potential) regarding water contamination issues.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.7   Air Operations Branch Coordinator

**Responsibilities:**

1. Organize aviation resources at the local level to support Site operations.
2. Initiate requests for Notice to Airmen (NOTAM).
3. Coordinate with any provincial or regional authority's Air Operations in the operational area.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).
- ❏ Assess current level of local regional and provincial air operations in the operational area.
- ❏ Receive aircraft resource requests and pass on to ECC Operations Section Head.
- ❏ Liaise with Logistics to coordinate air transport of personnel, material and evacuees, as required.
- ❏ Initiate request for NOTAM if required.
- ❏ Schedule flights of non-emergency aircraft into the operational area if approved.
- ❏ Evaluate requests for non-tactical use of emergency aircraft assigned to the ECC.
- ❏ Ensure proper safety and risk management measures are being taken in regards to aircraft.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.5.8   Animal Rescue Branch Coordinator

**Responsibilities:**

1. Activate Canmore Pet Management Plan.

2. Liaise with regional, provincial, and other animal rescue officials and volunteers.

3. Supervise the Animal Rescue Call Centre Manager, the Rescue Centre manager, and the Animal Rescue Group Supervisor.

**Reports to:**

- ECC Operations Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Activate Canmore Pet Management Plan.

❑ Establish animal rescue operations and secure appropriate staffing and resources.

❑ Identify and designate locations for the following functions:

   ~ Animal Rescue Staging Area

   ~ Animal Rescue Centre

   ~ Deceased Animal Storage Area

❑ Coordinate with Emergency Social Services Section Head to manage requests to volunteer with animal rescue

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.6  ECC Planning Section Head

**Responsibilities:**

1. Ensure that the following responsibilities of the ECC Planning Section are addressed as required:

   - Collect, analyze, and display situation information

   - Prepare periodic Situation Reports

   - Prepare and distribute ECC Action Plan and facilitate the ECC Action Planning process

   - Track ECC resources

   - Conduct Advance Planning activities and report

   - Document and maintain files on all ECC activities

   - Provide technical support services to the various ECC Sections and Branches.

2. Establish the appropriate level of organization for the ECC Planning Section.

3. Exercise overall responsibility for the coordination of Unit activities within the Section.

4. In coordination with the other ECC Section Heads, ensure that ECC Briefing Status Reports are completed and utilized as a basis for ECC Situation Reports and ECC Action Plans.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).

- ❑ Ensure that the ECC Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

- ❑ Based on the situation, activate Units within the ECC Planning Section as needed and designate Coordinators for each Unit:
   - ~ Situation Unit
   - ~ Resources Unit
   - ~ Documentation Unit
   - ~ Demobilization Unit
   - ~ Advance Planning Unit
   - ~ Recovery Unit
   - ~ Technical Specialist (Unit)

- ❑ Ensure that an ECC Situation report is produced, approved and distributed to at least once per Operational Period.

- ❑ Ensure that all status boards and other displays are kept current.

- ❑ Ensure that objectives for each Section are completed, collected and posted in preparation for the next ECC Action Planning meeting.

- ❑ Facilitate the ECC Action Planning meetings approximately two hours before the end of each Operational Period.

- ❑ Ensure that the ECC Action Plan is completed and distributed prior to the start of the next Operational Period.

- ❑ Ensure Demobilization Plan for the ECC is completed, approved by the ECC Director, and distributed to all ECC Sections.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.6.1  Situation Unit Lead

**Responsibilities:**

1. Oversee the collection, organization, and analysis of incident situation information.

2. Ensure that information collected from all sources is validated.

3. Ensure that Situation Reports are developed for dissemination to ECC staff and to the PECC.

4. Ensure that an ECC Action Plan is developed for each Operational Period based on objectives developed by each ECC Section (ECC 402).

5. Ensure that all maps, status boards and other displays contain current and accurate information.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Ensure there is adequate staff, including Observers if needed, available to collect and analyze information and facilitate the ECC Action Planning Process.

❏ Oversee the collection and analysis of all incident related information – ensure each ECC Section & Branch provides the Situation Unit with status updates on a regular basis.

❏ Oversee the preparation and distribution of the ECC Situation Report (ECC 409).

❏ Meet with the ECC Information Officer to coordinate access to current information.

❏ In preparation for the ECC Action Planning meeting, ensure that all ECC priorities and objectives are posted or distributed, and that the meeting room is set up with appropriate equipment and materials (easels, markers, Sit Reports, etc.).

❏ Prepare and send approved ECC Action Plan (ECC 402) to the Documentation Unit for distribution prior to the next Operational Period.

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.6.2  Resources Unit Lead

**Responsibilities:**

1. Coordinate with the Branches and Units in the ECC Operations and Logistics Sections to capture and centralize resource status information. **Note: This position tracks resources, it does not obtain or supply them.**

2. Setup and maintain ECC Check-In/Check-Out and ECC organization chart.

3. Develop and maintain resource status boards.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Check-In and Check-Out all incoming and outgoing ECC personnel (ECC 411).

❏ Post and update a large poster-size ECC organization chart depicting each activated position.

❏ Obtain from ECC Planning Section Head or ECC Director, a list of known critical resources.

❏ Obtain copies of critical resource requests from the ECC Logistics Section, post the request on a status board and track the progress of the request until filled.

❏ Work closely with ECC Operations and Logistics and assist in notifying requesting parties of the status of their resource request.

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1)

### 3.6.3   Documentation Unit Lead

**Responsibilities:**

1. Collect, organize and file all completed event or incident-related documentation prior to the end of each Operational Period.

2. Provide document reproduction services to ECC staff.

3. Distribute the ECC Situation Reports, ECC Action Plan, and other documents, as requested.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Meet with the ECC Planning Section Head to determine what ECC materials should be maintained as official records.

- ❏ Meet with the Recovery Unit Lead to determine what ECC materials and documents are necessary to provide accurate records and documentation for recovery purposes.

- ❏ Set up and maintain document reproduction services for the ECC.

- ❏ Reproduce and distribute approved Situation Reports and ECC Action Plans.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1)

### 3.6.4   Demobilization Unit Lead

**Responsibilities:**

1. Develop an ECC Demobilization Plan.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Consult with ECC Section Heads, Branch Coordinators, Liaison Officer and ECC Director for demobilization policies and procedures.

- ❏ Prepare the ECC Demobilization Plan for approval by the ECC Director.

- ❏ Initiate the Demobilization Plan for the ECC as approved by the ECC Director.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.6.5  Advance Planning Unit Lead

**Responsibilities:**

1. Develop an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.

2. Determine potential future impacts of the event or incident, particularly issues that might modify the overall ECC priorities and objectives.

3. Provide periodic briefings for the ECC Director

   and Management Team addressing Advance Planning issues.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect ECC operations within a 36 to 72-hour time frame.

❑ Submit the Advance Plan to the ECC Planning Section Head for review and approval prior to implementation.

❑ Assist Recovery Unit Lead in developing Recovery plan(s).

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.6.6  Recovery Unit Lead

**Responsibilities:**

1. Assess the requirements for assistance for community and individual recovery from a major incident.

2. Identify short-term and long-term steps that can be taken to initiate recovery and restore local services within the area.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Act as the liaison for the ECC and other disaster assistance agencies to coordinate the recovery process.

❑ Ensure that short-term relief efforts such as: interim housing, counseling, utility restoration, debris removal, building safety inspections, etc. have been planned for and initiated.

❑ Prepare the Re-Entry Plan to ensure safe and efficient resident re-entry to the area.

❑ Prepare Recovery Plan, including actions required by priority, for recovery of public and private infrastructure, public and private property, mental health, public health, and the social economic fabric.

❑ Obtain ECC Director's approval of plan and disseminate to ECC Management Team.

❑ Coordinate recovery plans and Disaster Recovery Program (DRP) with Cost Unit.

❑ In consultation with the other ECC Planning Section Units and ECC Management Team prepare the ECC After-Action Report for review by the ECC Management Team and approval by the ECC Director.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.6.7 Technical Specialists (Unit Lead)

**Responsibilities:**

1. Provide technical observations and recommendations to the ECC in specialized areas, as required.

2. Ensure that qualified specialists are available in the areas required by the particular event or incident.

**Reports to:**

- ECC Planning Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Ensure that technical staff are located, inventoried, and mobilized when needed.

❑ Assign technical staff to assist other ECC Sections in coordinating specialized areas of response or recovery.

❑ When required, provide centralized technical specialist expertise for multiple incident sites.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.7  ECC Logistics Section Head

**Responsibilities:**

1. Exercise overall responsibility for coordination of all required functions within the ECC Logistics Section including telecommunication services and information technology, locating and/or acquiring equipment, supplies, personnel, facilities, and transportation, and arranging for food, lodging, and other support services for the ECC and Site.

2. Establish the appropriate organizational elements with the ECC Logistics Section.

3. Ensure Section objectives/assignments in the ECC Action Plan are carried out.

4. Coordinate closely with the ECC Operations Section Head to establish priorities for resource allocation within the operational area.

5. Ensure critical resources are allocated according to approved plans.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Ensure the ECC Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references, and other resource directories.

❏ Based on the situation, activate Branches/Units within the Section as needed and designate Branch Coordinators and Unit Leads for each element:

- Information Technology Branch (Communications Unit, Computer Systems Unit)
- ECC Support Branch (Facilities Unit, Security Unit)
- Supply Unit
- Personnel Unit
- Transportation Unit

❏ Meet with the ECC Finance/Administration Section Head and determine level of purchasing authority for the ECC Logistics Section.

❏ Provide the ECC Planning Section Head with the Logistics Section objectives at least 30 minutes prior to each ECC Action Planning meeting.

❏ Attend and participate in ECC Action Planning meetings.

❏ Ensure that transportation requirements to support response operations are met.

❏ Ensure that all Resource Requests (ECC 460) are tracked and followed-up with the Requestor.

❏ Identify high-cost resources that could be demobilized early and advise other ECC Section Heads.

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.7.1  Information Technology Branch Coordinator

**Responsibilities:**

1. Ensure radio, telephone, and computer resources and services are provided to ECC staff as required.

2. Oversee the installation of communications resources within the ECC.  Ensure that a communications link is established with Incident Commander(s), other ECCs, and PECC.

3. Ensure that the ECC Communications Centre and/or Public Call Centre are established and that adequate communications operators are available for 24-hour coverage.

4. Develop and distribute a Communications Plan which identifies all systems in use and lists specific phone numbers, email addresses, and/or radio frequencies.

**Reports to:**

- ECC Logistics Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Based on the situation, activate the necessary Units within the ECC Info Tech Branch:
  ~ Computer Systems Unit
  ~ Communications Unit

❑ Keep all Sections informed of the status of communications systems, particularly those that are being restored.

❑ Ensure that the ECC Communications Centre is activated to receive and direct all event or incident related communications to appropriate destinations within the ECC.

❑ Provide necessary telecommunications when ECC Information Officer establishes a Public Call Centre.

❑ Ensure that adequate communications operators and call-takers are mobilized.

❑ Continually monitor the operational effectiveness of ECC communication systems – provide additional equipment as required.

❑ Ensure that technical personnel are available for communication equipment maintenance and repair.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.7.2  ECC Support Branch Coordinator

**Responsibilities:**

1. Ensure that facilities are provided for the response effort including providing facility security, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.

2. Ensure food and refreshments are provided to ECC staff.

3. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.

**Reports to:**

- ECC Logistics Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Based on the situation, activate the necessary Units within the ECC Support Branch:
  ~ Facilities Unit
  ~ Security Unit

❑ Ensure all ECC facilities have appropriate security to control access to the facilities.

❑ Work closely with other Sections in determining facilities and furnishings required for effective operation of the ECC.

❑ Arrange for continuous maintenance of acquired facilities.

❑ Ensure all ECC facility structures are safe for occupancy and that they comply with appropriate regulations & bylaws.

❑ Arrange for and supervise food and lodging services for ECC staff and Reception Centres if required.

❑ As facilities are vacated, coordinate with the Facility Manager and Info Tech Branch Coordinator to return the location to its original state.  This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.7.3  Supply Unit Lead

**Responsibilities:**

1. Oversee the acquisition, delivery, and allocation of supplies and materials not normally provided through mutual-aid or normal agency channels.

2. Coordinate actions with the ECC Finance/ Administration Section.

3. Allocate critical resources as required and directed.

**Reports to:**

- ECC Logistics Section Head

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).

- ❑ Determine if requested types and quantities of supplies and materials are available in inventory or from the area.

- ❑ Determine spending limits with the Purchasing Unit in ECC Finance/Administration.

- ❑ Maintain an ECC Resource Request Tracking Sheet (ECC 461).

- ❑ Determine costs of supplies and materials from suppliers and vendors and payment terms prior to completing the order.

- ❑ If vendor contracts are required for specific resources or services, refer the request to the ECC Finance/Administration Section for development of necessary agreements.

- ❑ Consult with ESS Branch Coordinator on procedures for collecting, inventorying, and distributing usable donations.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.7.4  Transportation Unit Lead

**Responsibilities:**

1. In coordination with the Engineering Branch Coordinator, and the Situation Unit, develop a Transportation Plan to support the ECC Action Plan.

2. Arrange for the acquisition or use of required transportation resources.

**Reports to:**

- ECC Logistics Section Head

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).

- ❑ Routinely coordinate with the Situation Unit and Engineering Branch Coordinator to determine the status of transportation routes in and around the area.

- ❑ Develop a Transportation Plan which identifies routes of ingress and egress, facilitating the movement of response personnel, the affected population, and movement of resources and materials.

- ❑ Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.

- ❑ Coordinate return of all transportation resources, no longer required.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.7.5  Transportation Unit Lead

**Responsibilities:**

1. In coordination with the Engineering Branch Coordinator, and the Situation Unit, develop a Transportation Plan to support the ECC Action Plan.

2. Arrange for the acquisition or use of required transportation resources.

**Reports to:**

- ECC Logistics Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Routinely coordinate with the Situation Unit and Engineering Branch Coordinator to determine the status of transportation routes in and around the area.

- ❏ Develop a Transportation Plan which identifies routes of ingress and egress, facilitating the movement of response personnel, the affected population, and movement of resources and materials.

- ❏ Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.

- ❏ Coordinate return of all transportation resources, no longer required.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.8  ECC Finance/Administration Section Head

**Responsibilities:**

1. Exercise overall responsibility for coordination of all required functions within the ECC Finance/Administration Section.

2. Establish the appropriate organizational elements with the ECC Finance/Admin Section, continuously monitoring the effectiveness of the organization and modifying as required.

3. Ensure Section objectives/assignments in the ECC Action Plan are carried out.

4. Supervise the ECC Finance/Administration Section personnel.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

- ❑ Follow the Generic Activation Phase Checklist (3.1).

- ❑ Based on the situation, activate Units as needed, and designate Unit Leads for each element:
  - Time Unit
  - Procurement Unit
  - Compensation and Claims Unit
  - Cost Unit

- ❑ Consult with ECC Director for spending limits.

- ❑ Meet with the ECC Logistics and Operations Section Heads and review financial and administrative requirements and procedures - determine the level of purchasing authority to be delegated to each.

- ❑ Ensure that displays associated with the ECC Finance/Administration Section are current, and that information is posted in a legible and concise manner.

- ❑ Participate in all ECC Action Planning meetings.

- ❑ Provide cost estimates to ECC Action Planning Process.

- ❑ Keep the ECC Director, Management Team, and Elected Officials aware of the current fiscal situation and other related matters, on an ongoing basis.

- ❑ Ensure that the Cost Unit maintains all financial records throughout the event or incident.

- ❑ Ensure that the Time Unit tracks and records all agency staff time.

- ❑ In coordination with the ECC Logistics and Operations Sections, ensure that the Procurement Unit processes purchase orders and develops contracts in a timely manner.

- ❑ Ensure that the Compensation and Claims Unit processes all workers' compensation claims, resulting from the incident, in a reasonable time frame, given the nature of the situation.

- ❑ Ensure that all cost documentation and Disaster Recovery Program (DRP) costs are accurately maintained by the Cost Unit during the response, and submitted on the appropriate forms to AEMA.

**Demobilization Phase:**

- ❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.8.1  Time Unit Lead

**Responsibilities:**

1. Track, record, and report all on-duty time for personnel, including hired and contracted, working during the event or incident.

2. Ensure that hired and contracted personnel time records, travel expense claims and other related forms are prepared and submitted to budget and payroll office.

**Reports to:**

- ECC Finance/Administration Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Initiate, gather, or update time reports from all personnel, including volunteers assigned to each shift – ensure that time records are accurate and prepared according to policy.

❑ Obtain completed personnel Check-In Lists (ECC 411) from the Resources Unit to confirm personnel assigned to the incident.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.8.2  Procurement Unit Lead

**Responsibilities:**

1. Coordinate vendor contracts.

2. Coordinate with Supply Unit and ECC Operations Section on all matters involving purchase, hire, contract, rental and leases.

**Reports to:**

- ECC Finance/Administration Section Head

**Activation & Operational Phases:**

❑ Follow the Generic Activation Phase Checklist (3.1).

❑ Review emergency procurement procedures.

❑ Prepare and finalize contracts as needed.

❑ Ensure that all ECC personnel know financial processes.

❑ Ensure that all contracts identify the scope of work and specific site locations.

❑ Negotiate rental and lease rates or purchase price with vendors as required.

❑ In coordination with the ECC Logistics and Operations Sections, ensure that Purchase Orders and contracts are issued in a timely manner.

**Demobilization Phase:**

❑ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.8.3 Compensation and Claims Unit Lead

**Responsibilities:**

1. Maintain a file of all injuries/illnesses and property/ equipment damage claims arising out of the emergency.

2. Ensure completion of all Worker's Compensation Board forms.

3. Liaise with the ECC Risk Management Officer on all injury/illness and damage claims.

**Reports to:**

- ECC Finance/Administration Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Maintain a chronological log of injuries and illnesses, and property damage reported during the event or incident.

- ❏ Ensure all injury and damage claims are investigated as soon as possible.

- ❏ Prepare appropriate forms for all verifiable injury claims and forward them to WCB within the required time frame consistent with the jurisdiction's policies and procedures.

- ❏ Coordinate with the ECC Risk Management Officer regarding loss control and the mitigation of hazards.

- ❏ Forward copies of equipment or property damage claims to the Recovery Unit, Cost Unit and ECC Risk Management Officer.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

### 3.8.4 Cost Unit Lead

**Responsibilities:**

1. Collect and maintain fiscal documentation from agencies providing emergency response and support/coordination assistance for potential reimbursement through AEMA.

2. Prepare and maintain a cumulative cost report for the event or incident.

3. Prepare and coordinate Disaster Recovery Program (DRP) documents and claims with AEMA and/or PECC.

**Reports to:**

- ECC Finance/Administration Section Head

**Activation & Operational Phases:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

**Operational Phase:**

- ❏ Follow the Generic Activation Phase Checklist (3.1).

- ❏ Advise staff of Disaster Recovery Program rules and procedures.

- ❏ Compute costs for use of equipment owned, rented, donated or obtained through mutual-aid at end of each Operational Period.

- ❏ Prepare Disaster Recovery Program (DRP) documentation necessary to recover all allowable emergency response funds and financial assistance from AEMA Disaster Recovery Program (DRP).

- ❏ Act as the liaison with AEMA's DRP Adjusters and Coordinator.

- ❏ Contact and assist ECC Branch Coordinators in obtaining their response agencies daily cost totals for the event or incident.

- ❏ Prepare and maintain a cost report for the ECC Finance/Administration Section Head, ECC Director, and Situation Unit.

- ❏ Organize and prepare records for final audit.

**Demobilization Phase:**

- ❏ Follow the Generic Demobilization Phase Checklist (3.1).

## 3.9  ESS Section Head

**Responsibilities:**

1. Manages the Emergency Social Services (ESS) Branch of the ECC.

2. Coordinates the delivery of Emergency Social Services (i.e., food, clothing, lodging and other essential services) as required for those impacted by the incident.

3. Provides direction and support to all activated ESS facilities (i.e., Reception Centres, Group Lodging facilities).

4. Requests mutual-aid assistance and/or provincial ESS resources from the PECC through the ECC Operations Section Head, when local and/or regional ESS resources are exhausted.

**Reports to:**

- ECC Director

**Activation & Operational Phases:**

❏ Follow the Generic Activation Phase Checklist (3.1).

❏ Assess level of ESS services needed and initiate call-out of ESS staff and volunteers as required.

❏ Request and arrange for acquisition of provincial ESS resources (via PECC) when local and regional ESS resources are insufficient to meet needs.

❏ Establish and maintain communications with Reception Centres, Group Lodging facilities, and other ESS facilities in the regions.

❏ Establish and maintain a ECC Activity Log and other necessary files.

❏ Coordinate activities with other volunteer agencies as required, (e.g., Red Cross, The Salvation Army, etc.)

❏ Prepare objectives for the ESS Branch for each operational period and provide them to the ECC Operations Section Head prior to the ECC Action Planning meetings.

❏ Maintain ESS resource status board and provide situation reports to the ECC Operations Section Head, PECC, and other ECCs upon request.

❏ Maintain adequate records of financial expenditures.

❏ Demobilize ESS facilities as requested and advise the ECC Operations Section Head of status.

**Demobilization Phase:**

❏ Follow the Generic Demobilization Phase Checklist (3.1).

# 4  Recovery Roles and Procedures

Recovery operations in the ECC utilize the same functional positions as in response but may involve different tasks. This section summarizes the core functions in recovery to assist the effort.

*Note that the functions may be de-centralized due to the duration of the recovery process.*

## 4.1  ECC Director

**Responsibilities:**

1. The ECC Director is responsible for leading the overall recovery effort.  If the response actions are substantially completed, the person filling the function of ECC Director may transfer management to a more appropriate agency or department.  During prolonged recovery efforts, consideration should be given to staffing this position with a dedicated permanent or contract position.

**Recovery Phase**

- Inform and brief elected officials
- Provide leadership for policy decisions
- Issue public information releases
- Ensure safety of recovery activities
- Ensure Action Plans are prepared as required

## 4.2  ECC Operations Section

**Responsibilities:**

The ECC Operations Section is responsible for restoring community services and utilities to normal pre-emergency operations.

**Recovery Phase**

- Provide building and public safety inspections
- Remove debris
- Restore government facility functions
- Demolish buildings
- Restore utilities

## 4.3  ECC Planning Section

**Responsibilities:**

The ECC Planning Section documents and provides Management with direction for recovery activities. Planning involves consideration of long-term hazard mitigation as part of the recovery process.

**Recovery Phase**

- Provide documentation of response and recovery for disaster assistance
- Provide after-action reports
- Provide direction in land use and zoning issues
- Issue building permits
- Develop alternative building regulations and code enforcement
- Provide an Action Plan for recovery operations
- Prepare re-development plans
- Prepare recovery situation reports
- Document recovery operations
- Recommend mitigation plans

## 4.4  ECC Logistics Section

**Responsibilities:**

The ECC Logistics Section is responsible for obtaining resources necessary to carry out recovery operations. This includes coordination of volunteers and staging areas for heavy equipment.

**Recovery Phase**

- Allocate office space
- Provide recovery supplies and equipment
- Provide vehicles and personnel

## 4.5  ECC Finance/Administration Section

**Responsibilities:**

Finance/Administration handles the community's recovery financial transactions, including the recovery of funds associated with assisting other agencies.

**Recovery Phase**

- Facilitate application process for Emergency Response funding and Disaster Recovery Program assistance
- Manage public finances
- Prepare and maintain the recovery budget
- Develop and maintain contracts
- Process accounting and claims
- Manage insurance settlements

## 4.6  ECC ESS Section

**Responsibilities:**

ESS handles the community's recovery regarding social services and needs.

**Recovery Phase**

- Review ESS plan for activities.

# List of Acronyms

**AEA** / Alberta Emergency Alert

**AEMA** / Alberta Emergency Management Agency

**ATV** / All-Terrain Vehicle

**DEM** / Director of Emergency Management

**DDEM** / Deputy Director of Emergency Management

**DRP** / Disaster Relief Program

**ECC** / Emergency Coordination Centre

**EMS** / Emergency Medical Services

**ESS** / Emergency Social Services

**HazMat** / Hazardous Materials/Dangerous Goods

**IC** / Incident Commander

**ICP** / Incident Command Post

**ICS** / Incident Command System

**MEMP** / Municipal Emergency Management Plan

**NOTAM** / Notice to Airmen

**PISD** / Post-Incident Stress Debriefing

**PECC** / Provincial Emergency Coordination Centre

**RC** / Reception Centre

**RCMP** / Royal Canadian Mounted Police

**SOLE** / State of Local Emergency