

REMO Meeting AGENDA
MODL Bridgewater NS – via Microsoft Teams
Monday, September 21, 2020 – 1:30 p.m.

Page

1. CALL TO ORDER	
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITIONS	
3. APPROVAL OF AGENDA – ADDED ITEMS	
4. APPROVAL OF MINUTES of July 20, 2020 (circulated)	
5. BUSINESS ARISING FROM MINUTES	
5.1 Comfort Centre and Emergency Shelters Procedures	
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6. NEW BUSINESS	
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7. NS EMO UPDATES	
8. REMO COORDINATOR UPDATES	
7.1 Training, Exercises, Activations	
7.2 Hurricane Season	
9. ADDED ITEMS	
10. NEXT MEETING – Monday, November 16, 2020 – 1:30 p.m.	
11. ADJOURNMENT	

**** This meeting will be held virtually through Microsoft Teams.**

The link and/or phone number are available through the meeting invite. **

Any problems connecting, please contact Rachel at (902) 541-1324.



Lunenburg County REMO

Guide to Emergency Management for Elected Officials

September 2020

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Glossary of Terms

AEC	Assistant Emergency Management Coordinator
ECC	Emergency Coordination Centre
EMC	Emergency Management Coordinator
IC	Incident Commander
NS EMO	Nova Scotia Emergency Management Office
REMAC	Regional Emergency Management Advisory Committee
REMO	Regional Emergency Management Organization
REMP	Regional Emergency Management Plan
SOE	State of Emergency (declared by the province)
SOLE	State of Local Emergency (declared by a municipal unit or REMO)
TMR	Trunk Mobile Radio

Executive Summary

Lunenburg County is vulnerable to many hazards, ranging from severe storms and flooding, to forest fires and power outages. Elected officials are responsible for ensuring public safety and welfare of their communities.

The [Nova Scotia Emergency Management Act](#) states that responsibility for the health and welfare of the public rests with the elected officials of a municipal government. Every municipality must be prepared within its own capabilities to meet any threat that may arise from emergencies or disasters.

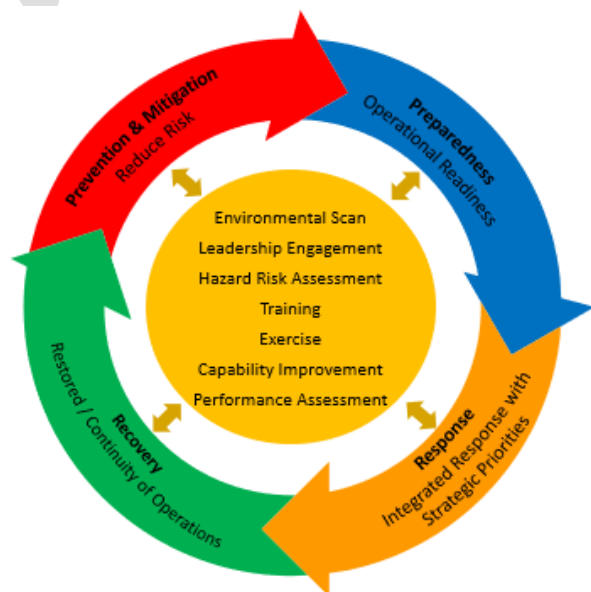
Given the close geographical proximity and the ability to increase efficiency of resources a Regional Emergency Response Agreement was signed creating a Regional Emergency Management Organization. The Lunenburg County REMO supports the Municipality of the District of Lunenburg, the Municipality of the District of Chester, the Town of Bridgewater, the Town of Mahone Bay, and the Town of Lunenburg for emergency management response.

Emergency Management operations before, during, and after an emergency, are an essential function of Elected Officials and local government agencies. Elected officials must have a clear understanding of how government responds to emergencies and disasters, what resources are available, what types of assistance can be provided to residents, and how much time it may take to deliver that assistance. They must be able to instill a sense of calm in disaster survivors and the public, and temper expectations of what government can do to aid in the recovery.

A coordinated message to the public between elected officials and emergency management is necessary so people do not receive conflicting information.

This guide is meant to be a general overview of the Lunenburg County Regional Emergency Management Organization process for Elected Officials and is not intended as a complete reference document. This document may differ from any of the municipal unit's internal documents as it is from the lens of a regional approach to emergency management.

Please consult with your Emergency Management Coordinator for further information or questions.



Lunenburg County Regional Emergency Management Organization (REMO)

On January 18, 2017, the Lunenburg County Regional Emergency Management Organization (REMO) was established. An Inter-Municipal Agreement was signed and is comprised of the Municipality of the District of Chester, the Municipality of the District of Lunenburg, Town of Bridgewater, Town of Lunenburg, and Town of Mahone Bay, for any emergencies in Lunenburg County. REMO was established to provide a coordinated response to an emergency and the day to day duties of being prepared for a major emergency or incident was delegated to this organization.

The Regional Emergency Management Plan (REMP) for Lunenburg County is based on an all-hazards approach to ensure that the County is prepared for any type of disaster or incident — whether natural or human caused.

Hazard Analysis Summary 2015

Points calculated based on Probability and Severity

High Risk	Moderate Risk	Low Risk
Flood Inland Winter Storm Hurricane Coastal Flooding/Storm Surge Epidemic – Human Industrial Hazardous Chemical Release/Spill	Forest Fire Hot Days/Heat Wave Transportation Accident Water Contamination Animal Disease Outbreak Thunderstorm	Telecommunications Failure Drought

(Lunenburg REMO Hazard Analysis 2015)

Quick Reference Checklist

BEFORE THE DISASTER

- Reinforce Preparedness Messages
- Become Familiar with Legislation
- Know your area
- Support Businesses in Knowing their Risks
- Become Familiar with Lunenburg County REMO Plans

RESPONDING TO THE DISASTER

- Refer Calls to the Appropriate Agencies
- Be Consistent with media using Key Messages as provided by Information Officer
- Stay Safe and Lead by Example in the Impacted Area(s)

AFTER THE DISASTER

- Support Recovery Efforts



What you need to know

When there is a disaster the public will turn to Elected Officials as the leaders in Lunenburg County for answers and assistance.

While residents will often turn to their Elected Officials for guidance and assurance during difficult times, Elected Officials have **no direct operational role** in Emergency Management.



The following information is intended to guide Elected Officials through individual emergency preparedness steps. By gaining an understanding of Lunenburg County's emergency management system and knowing how to best communicate with residents after disaster hits, Elected Officials can affect the outcome of an emergency in a positive manner.

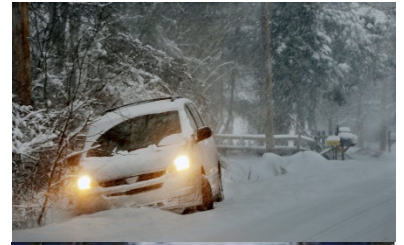


Nova Scotians are encouraged to be ready to cope on their own for at least the first 72 hours of an emergency.

Elected Officials

- ✓ Attend initial briefing for Situational Awareness.
- ✓ The roles and responsibilities of Elected Officials do not include attendance at the Emergency Coordination Centre (ECC) unless specifically requested by the ECC Manager. Visits to the ECC by Municipal Mayors/Wardens will be coordinated by the ECC Manager.
- ✓ Support the ECC Manager in the management of the emergency response by providing strategic direction as requested by the ECC Manager.
- ✓ Report credible information that comes from your constituents to the CAO or as an alternative, the representative of the Regional Emergency Management Advisory Committee (REMAC).
- ✓ Be available to meet and discuss a Declaration of a State of Local Emergency as recommended by the ECC Manager in accordance with the [Nova Scotia Emergency Management Act](#).
- ✓ Provide advice on the long-term impact of an incident on people, critical infrastructure, the environment, finances, operations, business, industry, and reputation.
- ✓ Prepare your family and home so that you can be available if requested when the time comes.

- ✓ Help spread the Public Safety Information developed by the ECC Information Officer and approved by the ECC Manager (CAO). A coordinated message to the public is necessary so people do not receive conflicting information.
 - REMO is a unified group of municipal units working together to the benefit of all of Lunenburg County, therefore a coordinated approach to messaging is important.
- ✓ Let the professionals trained in emergency management do their jobs. Understand why it is important that any site visits to the impacted area are to be coordinated through the Incident Commander and the Information Officer.
- ✓ Unless specifically asked to do so, please do not speak to the media.
- ✓ Do not speculate on what is happening regarding the emergency incident.
- ✓ Do not share privileged information that could jeopardize the operation.



In consultation with the Emergency Coordination Centre (ECC), through the ECC Manager:

- ✓ Keep the community informed of the situation via Public Information messages developed by the Information Officer and approved by the ECC Manager (CAO).
- ✓ Engage with other levels of government for financial and resource support as required.
- ✓ Provide briefings to other levels of government, if requested.
- ✓ Authorize major expenditures as required.



Getting Involved Before a Disaster

Reinforce Preparedness Message with the Public and Prepare Yourself



Elected Officials should reinforce messages on the importance of making family communication plans and maintaining emergency supplies such as food, water, batteries, medications, and first aid supplies for individuals, families, and pets.

The **72-hour preparedness** message should always be communicated when discussing emergency preparedness with the residents of Lunenburg

County. If an emergency occurs in Lunenburg County, it may take emergency workers some time to reach all residents affected. All residents of Lunenburg County should be prepared to take care of themselves and their families for a minimum of 72 hours.

Lunenburg County has personal emergency preparedness information available through the Emergency Management Coordinator emo@modl.ca.

Elected Officials need to have an emergency plan in place for themselves, their families, and pets before being able to assist residents.

Maintain a current list of contacts and phone numbers you might need in order to respond to a disaster.

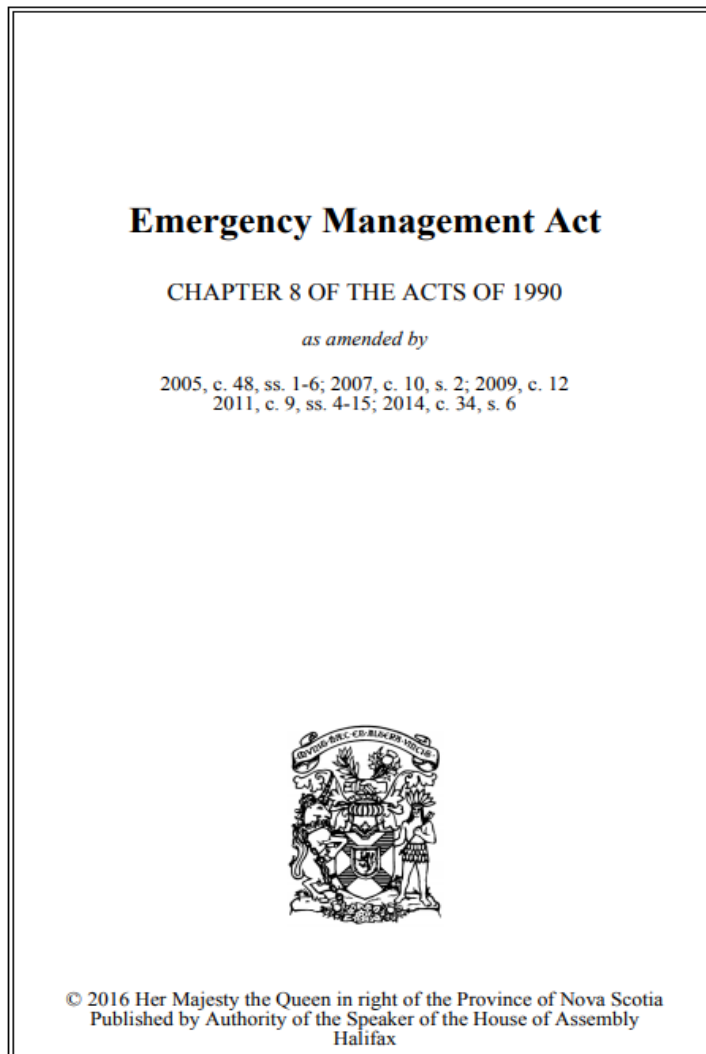


Become Familiar with Legislation

Generally knowing how local, provincial, and federal response resources are requested and mobilized gives officials credibility when talking with the public and responding to questions from the media.

Provincial and federal resources can be requested through the Nova Scotia Emergency Management Office (NS EMO).

The Lunenburg County REMO Emergency Management Bylaw provides for the direction and control of the County's emergency operations under the provincial [NS Emergency Management Act](#).



State of Local Emergency

Through the [NS Emergency Management Act](#), the Municipal Mayors/Wardens and Council have the power to declare, renew or terminate a State of Local Emergency (SOLE), and the power to put emergency plans into operation. The process is outlined in the Emergency Management Bylaw.

The Municipal CAO as ECC Manager, or designate, will make the recommendation to declare a State of Local Emergency. Municipal Mayors/Wardens will call a Special Council meeting and whoever is present within an hour represents a quorum and can make the declaration ([Form 4](#)). If a quorum is not present, the Mayor of each Municipality has the power to declare a State of Local Emergency ([Form 5](#)). The Declaration will identify specific powers, identify to whom they are delegated and where the powers are in force. The extraordinary powers, outlined in Section 14 of the [NS Emergency Management Act](#), include:

- Seize real or personal property
- Require qualified person to render aid
- Control or prohibit travel
- Restore essential services
- Cause evacuation
- Authorize entry without a warrant
- Cause demolition
- Procure or fix prices

The County can declare a State of Local Emergency for seven (7) days. After each seven (7) day period, the declaration must be terminated or renewed. The Province does not have to approve the declaration but can veto it. [Declaring a State of Local Emergency flowchart](#) is outlined at the back of this guide.

Support Businesses in Knowing their Risks

Businesses within Lunenburg County should have emergency plans to safeguard employees and property and to mitigate the impact of possible disruptions. Elected Officials should encourage businesses to take emergency preparedness steps consistent with existing standards and practices. Small businesses play critical roles in the economy of the County.

Recovery planning for municipal government and industry will increase the chances of economic recovery after a disaster.

Statistics show that approximately 40 per cent of businesses and industries involved in a catastrophic disaster do not reopen; 30 per cent of those that do reopen close within three (3) years. *(This is an industry average based on surveys after major disasters such as Hurricanes and Wildfires).*

Familiarization with Emergency Management Plans

Lunenburg County REMO has developed a Regional Emergency Management Plan, dated 2009, was last updated June 2014.

When there is an incident, the Emergency Coordination Centre (ECC) can be activated when the incident size requires support. Criteria for ECC activation include (but are not limited to):

- Significant number of people at risk, e.g., requiring immediate or potential evacuation of the surrounding area;
- Potential for prolonged disruption of essential services;
- Immediate or potential threat to life, health, property or the environment beyond the ability of first responders to handle; and
- Potential for the situation to escalate.

Activation Levels and Staffing Complement

Depending on the type of size of incident, the ECC may open virtually or physically with any or all positions filled. The Incident Commander will be monitoring the incident and determine to increase or decrease the staffing and resource level.



The Emergency Coordination Centre (ECC) is staffed with CAOs, EMC, AECs, and municipal staff from across Lunenburg County under the Incident Command System and the role of the ECC is to:

- Coordinate activities and resources in support of the Incident Commander in the field.
- Coordinate and reconfigure municipal services for the remainder of the municipality or agency.
- Coordinate and disseminate information to the public, during and immediately following an incident.
- Provide policy direction.
- Establish priorities and strategies.
- Collect, analyze and display information related to the incident.
- Plan for recovery, short and long-term.

Responding to the Disaster



Communication with the public is critical in the days and hours leading up to an incident, as well as during and immediately after an event. Some hazards like flooding and severe winter weather offer some warning to officials and the public. Others, like chemical spills, may occur without notice.



Regardless of the type of hazard, Elected Officials can play a productive role by relaying accurate communication and key messages.

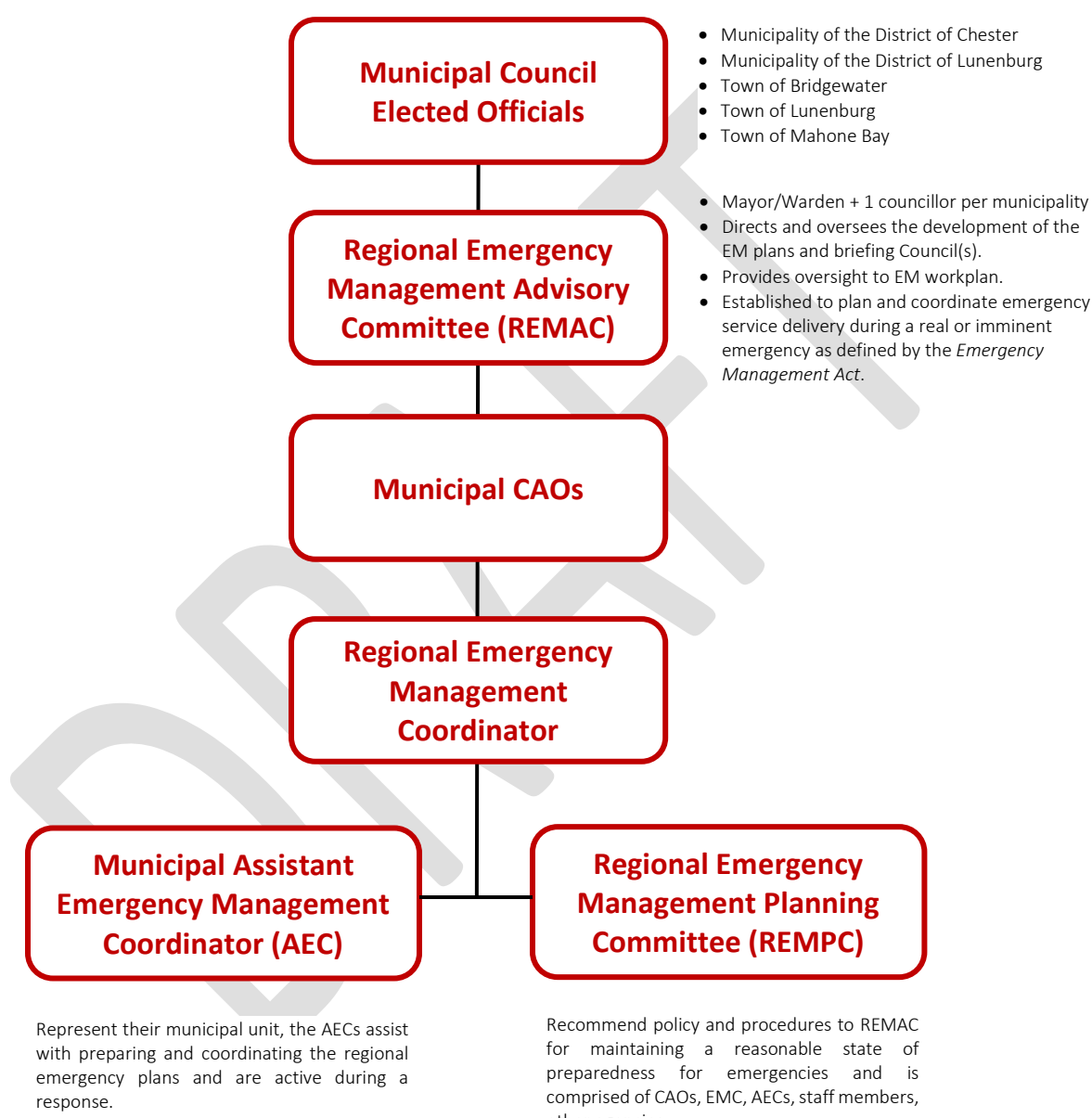


Emergency incident site visits for Elected Officials will be coordinated through the Emergency Coordination Centre (ECC).



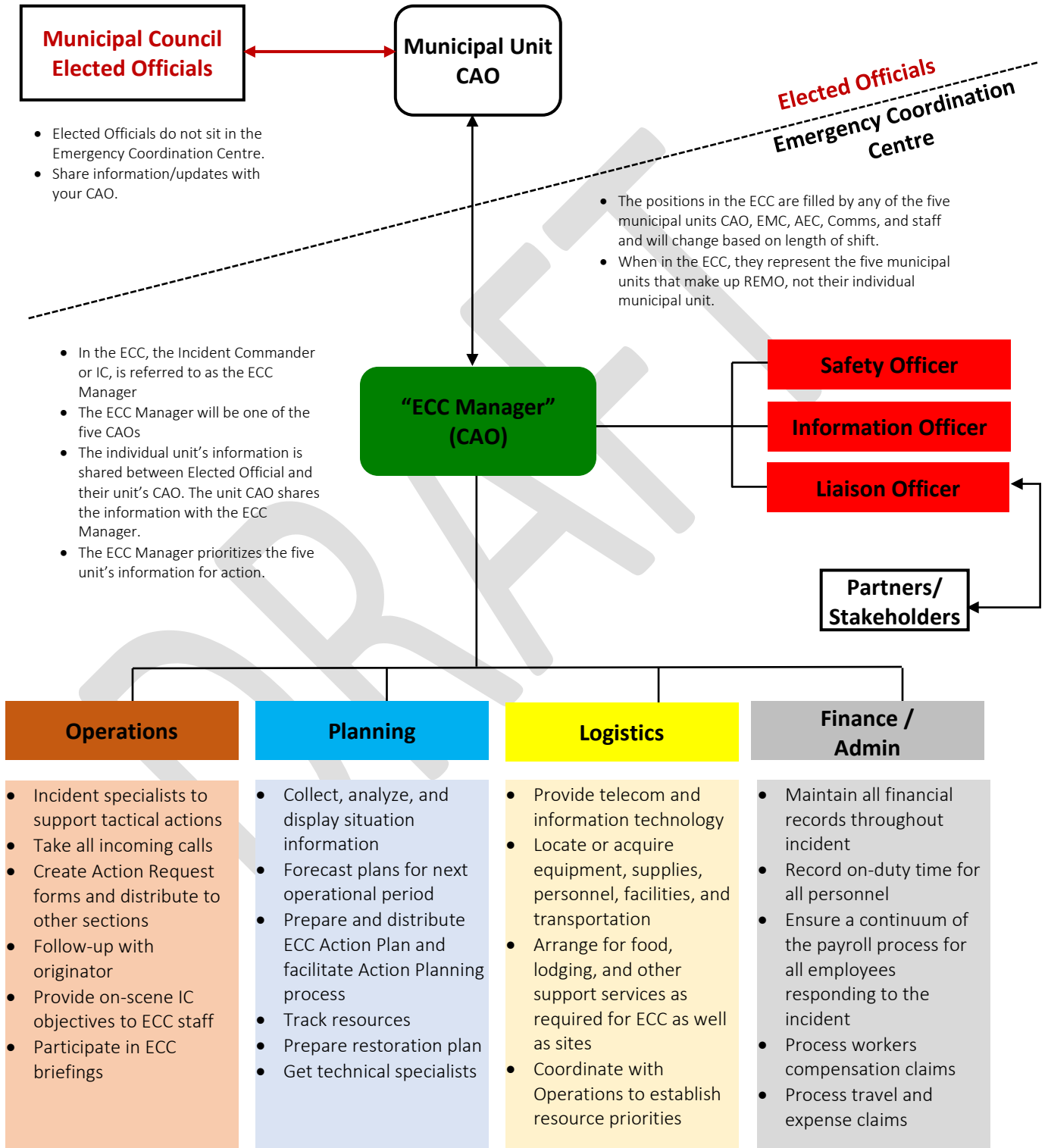
Lunenburg County Regional Emergency Management Organization

REMO Day to Day Operations



Lunenburg County Regional Emergency Management Organization (REMO)

REMO Structure When the ECC is Activated



Talking to the Media

Remain consistent with messages released by the Information Officer when speaking with the media. If calls from the media are expected, request and retain talking points and pre-released bulletins from Corporate Communications and/or the Emergency Coordination Centre (ECC), when activated.

What you say to the media can have a great impact on the public's perception of response and recovery efforts.

Refer Calls from the Public

Emergency communications for Lunenburg County emergencies or disasters are typically released from Corporate Communications and/or the Emergency Coordination Centre (ECC), when activated.

It is the responsibility of the Information Officer to release warnings, life safety messages and directions to the media and the public at large. Questions from the public should be directed to the Public Information Officer within the ECC. Questions should not be directed through the 911 service as they will likely be very busy with issues related to the first response to the incident.

Elected officials can play two additional roles when responding to calls or questions from the public:

1. pass along accurate information to the public, and
2. compile issues and concerns.

In sharing information with residents, it is important that Elected Officials stay within the parameters of previously created information and directives from Corporate Communications

to help establish realistic expectations about the municipal response and services.



Communication with the Public in an Emergency

During an emergency, the ECC will utilize a variety of communication methods to communicate with the municipal units, the province and first responders. These methods could include telephone, email, TMR (Trunk Mobile Radio), satellite phone, Amateur Radio, or showing up in person to the Coordination Centre should all forms of communication fail.

Elected Officials can help by doing such things as encouraging residents to help their neighbours, e.g., shovelling the sidewalk during severe winter weather, or checking on neighbours to share duties or pooling resources.

Stay Safe and Lead by Example

Elected Officials could face the issue of evacuating their own neighbourhood during a disaster. Only by staying safe can officials help others. Elected Officials should follow directives to evacuate or shelter-in-place.

If Elected Officials wish to re-enter or visit an impacted area, they should send a request through the Emergency Coordination Centre due to safety concerns for themselves and emergency responders in the area.

Increase Awareness of Response Capabilities

Due to population increases, more reliance on technological infrastructures and interdependencies of utilities, (e.g. power grid), the number of incidents which can occur is increasing. Elected Officials can positively affect the outcome of an emergency in the policy area through active participation on the quarterly Regional Emergency Management Advisory Committee (REMAC) meetings.

As an Elected Official, you will probably receive calls from your constituents. Work with the Information Officer in the Emergency Coordination Centre (ECC) to coordinate public information.

Comfort Centres and Emergency Shelters

A **Comfort Centre** is a facility that is used for residents who are Sheltering-In-Place and remaining in their homes during an emergency but do not have full services such as electricity, heat, and water. The determination to open a Comfort Centre lies with the facility and REMO asks that the opening and closing times are shared for advertising and advising residents.

Comfort Centres are intended to provide any of the following services:

- a place to go to get warm/cool
- light refreshments
- charge electronic devices
- provide updates
- community gathering point
- washroom facilities.

An **Emergency Shelter** is a facility opened at the request of the REMO in a large-scale emergency. The Shelter is operated by the Canadian Red Cross, under the direction of Department of Community Services. An Emergency Shelter includes providing personal services, accommodation and can include psycho-social services. The request to open an emergency shelter is solely made by REMO and the Incident Commanders and a request is initiated through NS EMO to assist.

After the Disaster

Support Recovery Efforts

Recovery involves all of the cleanup, repair and financial assistance needed to return an area back to pre-disaster conditions. As soon as it is safe to do so, the County will conduct preliminary damage assessments to determine the level of damage to private property and community infrastructure.

Financial assistance may be available from the Province or Federal Government through Disaster Recovery Programs.

During the recovery phase, regular briefings are held in the ECC regarding the extent of damage and status of the recovery process. These briefings will be shared to keep you informed and better able to answer questions from your constituents and the media. Implementation of mitigation measures to prevent, avoid or lessen the reoccurrence of identified hazards ensures a safer community, and often one that is more liveable and attractive to its residents.

As an Elected Official, briefings will be shared on the extent of damage and status of the recovery process from the Emergency Coordination Centre Manager (CAO). These briefings will help you answer questions from your constituents and the media.

Key Phone Numbers and Contacts

911 This is for emergencies only. If someone's health, safety or property is threatened and help is needed right away, call 911.

Emergencies include:

- Fire
- Crime in progress
- Emergency Medical Situation
- Serious Accident
- Poisoning

811 For health information and advice when you have a health concern or question

511 For information about Provincial roads in Nova Scotia

211 For Community and Social Services

Non-Emergency Numbers:

RCMP 1-800-803-7267

Bridgewater Police 902-543-2464

EHS – Ambulance 1-888-346-9999

FIRE Contact your local fire department (only if they have someone in the station)

Other Important Numbers:

Power Outages

NS Power Outages Line 1-877-428-6004

NS Power Government Relations 902-428-6352

Mahone Bay Electric
After Hours: 902-543-3251
During Office Hours: 902-624-8327

Town of Lunenburg Electric
After Hours: 902-527-0150
During Office Hours: 902-634-4410, ext. 3

Riverport Electric 902-543-2502

Bell Aliant Outage 611 or 1-800-663-2600

Eastlink Outage 1-888-345-1111

Drinking Water Safety 1-877-936-8476

Food Safety 1-877-252-FOOD (3663)

Forest Fires 1-800-565-2224

Poaching 1-800-565-2224

Wildlife – Emergency Situations	1-800-565-2224
Environmental Emergencies (Such as Oil Spills and Gas Leaks)	1-800-565-1633
NS Emergency Management Office	1-866-424-5620

DRAFT

Forms

Mayors/Wardens/Elected Officials on Advisory Committee (or Designates) Checklist

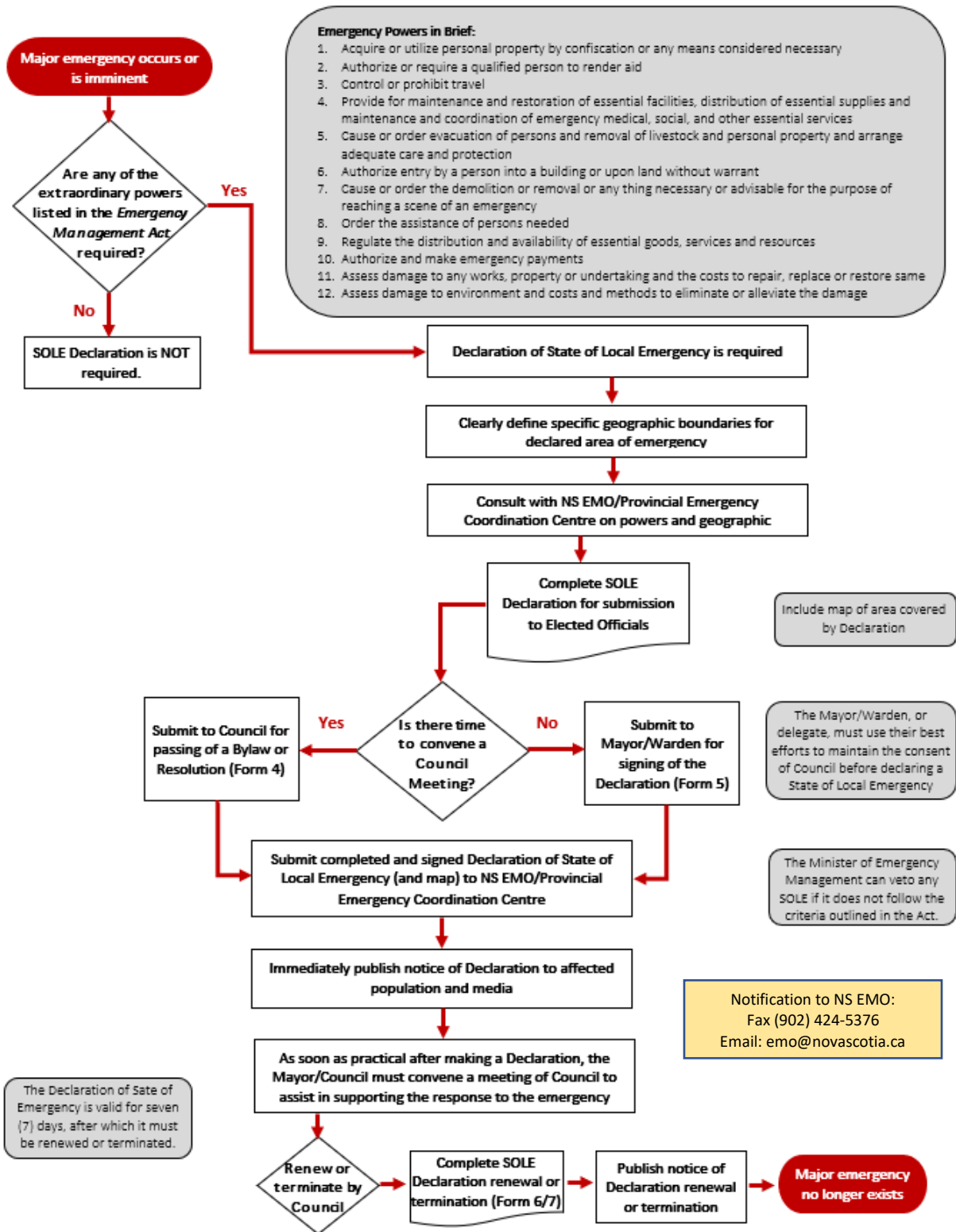
Mayors/Wardens and Elected Officials on the REMO Advisory Committee may be requested to respond to the Emergency Coordination Centre if established. Emergency duties specific to Elected Officials may include:

- ✓ If requested, respond to the ECC or set-up telecommunications to receive and transmit as directed by CAO or Elected Officials Liaison
- ✓ Upon recommendation of the ECC Manager, declare a State of Local Emergency (SOLE) (Form 4 or 5)
- ✓ If required, renew the SOLE declaration(s) every seven days (Form 6)
- ✓ Exercise all powers necessary as conferred by the [Nova Scotia Emergency Management Act](#) (section 10(1) page 6).
- ✓ Authorize the expenditure of municipal funds in consultation with the CAO
- ✓ Participate in situational awareness updates/meetings as appropriate
- ✓ Advise and update Council of the current emergency situation. The decision to hold separate council updates or one joint council will be made in consultation with all Mayor(s)/Warden and the ECC Elected Officials Liaison
- ✓ In consultation with the ECC Liaison Officer / Public Information Officer, brief the Media at a designated Media Information Centre using Key Messages as presented by the ECC
- ✓ In consultation with the ECC Liaison Officer/ Public Information Officer, inform the public of significant developments
- ✓ Upon recommendation of ECC, terminate the State of Local Emergency (Form 7)
- ✓ Maintain a timed log of all requests and actions taken

State of Local Emergency Flowchart

Declaring a State of Local Emergency (SOLE)

Nova Scotia Emergency Management Act (Sections 12, 14, 18, and 20)



Form 4 Declaration of State of Local Emergency for Municipal Councils

FORM 4

DECLARATION OF A STATE OF LOCAL EMERGENCY (Council of Municipality)

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes () No ()

Nature of the Emergency:

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Council, Municipality

Name

Position

[Authorized by Resolution No. _____
dated the _____ day of _____,
20__]

Form 5 Declaration of State of Local Emergency for Mayor or Warden

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

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

AND WHEREAS the Council of the Municipality is unable to act;

AND WHEREAS the undersigned has (check appropriate box)

(a)	Consulted with a majority of the members of the Municipal Emergency Management Committee	Yes <input type="checkbox"/>	No <input type="checkbox"/>
(b)	Found it impractical to consult with the majority of the Municipal Emergency Management Committee	Yes <input type="checkbox"/>	No <input type="checkbox"/>

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon or afternoon of the _____ day of _____, 20__.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock in the forenoon or afternoon of the _____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Mayor/Warden's signature

Municipality of _____

Form 6 Renew a State of Local Emergency

FORM 6

RENEWAL OF A STATE OF LOCAL EMERGENCY (Council of Municipality/Mayor/Warden)

Section 20(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes () No ()

Nature of the Emergency:

AND WHEREAS the Declaration of a State of Local Emergency was signed on the _____ day of _____, 20__;

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, continues to exist or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 20(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above is renewed as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

THE RENEWAL OF A DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*;

THIS RENEWAL was authorized by the Minister responsible for the *Emergency Management Act*, pursuant to Section 20(2) of the Act by approval dated the _____ day of _____, 20__.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Council of Municipality

In the event the Council is unable to act:

Name

Mayor/Warden

Position

[Authorized by Resolution No. _____
dated the _____ day of _____,
20__]

Form 7 Termination of a State of Local Emergency for Council of Municipality

FORM 7

TERMINATION OF A STATE OF LOCAL EMERGENCY (Council of Municipality)

Section 18(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS by a Declaration of a State of Local Emergency dated the _____ day of _____, 20__, as renewed on the _____ day of _____, 20__, a State of Local Emergency was declared for the following area:

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes () No ()

Nature of the Emergency:

AND WHEREAS the undersigned is of the opinion that an emergency no longer exists in the Designated Area(s).

THE UNDERSIGNED pursuant to Section 18(2) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, hereby terminates the State of Local Emergency effective as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Council of Municipality

Name

Position

[Authorized by Resolution No. _____
dated the _____ day of _____,
20__]

LUNENBURG COUNTY REMO

**Emergency Management Coordinator
902-930-1085**

**EMO@MODL.CA
INFO@EMERGENCYMEASURES.CA**

 **@RegionalEMO**





Elected Official Quick Reference Guide During an Emergency

Before the Disaster

- ✓ Reinforce preparedness messages
- ✓ Become familiar with legislation
- ✓ Know your area
- ✓ Support businesses in knowing their risks
- ✓ Become familiar with Lunenburg County REMO Plans

Responding to the Disaster

- ✓ Refer calls to the appropriate agencies
- ✓ Be consistent with media using key Messages as provided by Information Officer
- ✓ Stay safe and lead by example in the impacted area(s)

After the Disaster

- ✓ Support Recovery Efforts

What You Need to Know

When there is a disaster the public will turn to Elected Officials as the leaders in Lunenburg County for answers and assistance.

While residents will often turn to their Elected Officials for guidance and assurance during difficult times, Elected Officials have **no direct operational role** in Emergency Management.

Talking to The Media

Remain consistent with messages released by the Information Officer when speaking with the media. If calls from the media are expected, request and retain talking points and pre-released bulletins from Corporate Communications and/or the Emergency Coordination Centre (ECC), when activated.



Elected Officials

- ✓ Prepare your family and home so that you can be available if requested when the time comes.
- ✓ Attend initial briefing for Situational Awareness (if applicable) or obtain update from CAO.
- ✓ Elected Officials do not attend the Emergency Coordination Centre (ECC) unless specifically requested.
- ✓ Report credible information from your constituents to the CAO or the council representative of the Regional Emergency Management Advisory Committee.
- ✓ Be available to meet and discuss a State of Local Emergency in accordance with the [*Nova Scotia Emergency Management Act*](#).
- ✓ Provide advice on the long-term impact of an incident on people, critical infrastructure, the environment, finances, operations, business, industry, and reputation.
- ✓ Help spread the Public Safety Information developed Information Officer. A coordinated message to the public is necessary so people do not receive conflicting information.
- ✓ Let the professionals trained in emergency management do their jobs. Understand why it is important that any site visits to the impacted area are to be coordinated through the Incident Commander and the Information Officer.
- ✓ Unless specifically asked to do so, please do not speak to the media.
- ✓ Do not speculate on what is happening regarding the emergency incident.
- ✓ Do not share privileged information that could jeopardize the operation.

What you say to the media can have a great impact on the public's perception of response and recovery efforts.

Key Phone Numbers and Contacts

911 This is for emergencies only. If someone's health, safety or property is threatened and help is needed right away, call 911.

Emergencies include:

- Fire
- Crime in progress
- Poisoning
- Emergency Medical Situation
- Serious Accident

811 For health information and advice when you have a health concern or question

511 For information about Provincial roads in Nova Scotia

211 For Community and Social Services

Non-Emergency Numbers:

RCMP 1-800-803-7267

Bridgewater Police 902-543-2464

EHS – Ambulance 1-888-346-9999

FIRE Contact the local department if they have someone in the station

Other Important Numbers:

Power Outages

NS Power Outages Line 1-877-428-6004

NS Power Government Relations 902-428-6352

Mahone Bay Electric After Hours: 902-543-3251

During Office Hours: 902-624-8327

Town of Lunenburg Electric After Hours: 902-527-0150

During Office Hours: 902-634-4410, ext 3

Riverport Electric 902-543-2502

Bell Aliant Outage 611 or 1-800-663-2600

Eastlink Outage 1-888-345-1111

Drinking Water Safety 1-877-936-8476

Food Safety 1-877-252-FOOD (3663)

Forest Fires 1-800-565-2224

Poaching 1-800-565-2224

Wildlife – Emergency Situations 1-800-565-2224

Environmental Emergencies

(Such as Oil Spills and Gas Leaks) 1-800-565-1633

NS Emergency Management Office 1-866-424-5620

Municipal Specific Information

REGIONAL EMERGENCY COORDINATION CENTRE (ECC)

Operational Guide

and

Position Descriptions

Updated June 2020



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ACRONYMS

AAR	After Action Review
AEC	Assistant Emergency Management Coordinator
BCP	Business Continuity Plan
BW Police	Bridgewater Police
DAT	Damage Assessment Team
ECC	Emergency Coordination Centre
EMA	Emergency Management Act
EMC	Emergency Management Coordinator
EMO	Nova Scotia Emergency Management Organization
ESS	Emergency Social Services
GIS	Geographic Information System
IAP	Incident Action Plan
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Centre
NS EMO	Nova Scotia Emergency Management Organization
OHS	Occupational Health & Safety
PPE	Personal Protective Equipment
PW	Public Works
RAAST	Rapid Area Assessment Team
RCMP	Royal Canadian Mounted Police
REMP	Regional Emergency Management Plan
SA	Situational Awareness
SOE	State of Emergency (Provincial)
SOLE	State of Local Emergency (Municipal)
TIR	Transportation & Infrastructure Renewal
TMR	Trunk Mobile Radio

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1 OVERVIEW

1.1 Preface

The Lunenburg County Emergency Coordination Centre (ECC) Operational Guidelines were designed and developed to assign specific roles and responsibilities and to direct the actions of key personnel in the event of an emergency.

It is imperative that all municipal employees take responsibility for familiarizing themselves with the guidelines, and that every official be prepared to perform all assigned duties and responsibilities in the event of an emergency.

Regular information and training sessions will occur to ensure the roles and responsibilities developed in these guidelines are kept current and familiar. Staff should similarly review and keep up to date their own roles and responsibilities to ensure effective response in an emergency.

It is the responsibility of the Lunenburg County Emergency Management Coordinator (EMC) to make certain the Operational Guidelines are reviewed and updated on an annual basis. Upon each review of the Guidelines, they will be brought to the municipal CAOs for approval.

Reviewed and accepted:

Dan McDougall, CAO
Municipality of the District of Chester

Date:

Alex Dumaresq, Deputy CAO
Municipality of the District of Lunenburg

Date:

Tammy Crowder, CAO
Town of Bridgewater

Date:

Bea Renton, CAO
Town of Lunenburg

Date:

Dylan Heide, CAO
Town of Mahone Bay

Date:

1.2 Introduction

These Guidelines are intended for use by all members of the Lunenburg County Emergency Coordination Centre (ECC) in the event of a major emergency. These Guidelines follow the structure of the Incident Command System as detailed in [ICS Canada's Operational Description Manual](#).

1.3 Purpose and Scope

The purpose of this Operational Guide is to assist with the activation and operating procedures for the Emergency Coordination Centre (ECC) during an emergency or disaster. The purpose of the ECC is to support field operations by obtaining and providing resources, maintaining up-to-date information, coordinating activities, providing information to the public, and to bring chief decision-makers together to coordinate their response to a disaster. This document does not address emergencies that are normally handled at the scene by the appropriate first responding agencies.

1.4 Assumptions

- The ECC will be activated, either virtually or physically, when it is evident that more than an on-scene command post is required for an adequate response to a disaster or an emergency.
- The ECC will be activated following a review of the [Activation Triggers](#), as approved by REMAC July 20, 2020.
- Municipal units/agency heads will send a designated representative to the ECC if they are unavailable to attend.
- All responding departments and agencies will bring to the ECC the personnel, SOPs and special items like maps, wall displays, and resource lists that they will need to operate effectively.
- Each department will be able to staff the ECC around the clock with 12-hour shifts (depending on the operational period).
- The ECC will be staffed with sufficient personnel to adequately respond to the situation. This means that a minor emergency does not require the full staffing necessary to respond to a major disaster.

1.5 General Information

This manual has been developed as a guide to assist in the Emergency Coordination Centre (ECC). Within the manual you will find the following documents to assist you in your role within the ECC.

- ✓ Activation Triggers
- ✓ Organizational Charts
- ✓ Position Roles & Responsibilities
- ✓ Sample ECC Forms complete with instructions
- ✓ Activation Checklists
- ✓ Deactivation Checklists

Please note that emergency management is **not first response** and this manual is developed for those emergencies requiring ECC activation.

The ECC Manager is the official responsible to oversee all operational aspects of emergency management, and reports to Mayor/Warden and Council, and is responsible to ensure the duties of the ECC are carried out during an emergency.

1.6 Copies

The most current REMO Plan and Operational Guidelines document will be maintained by the Emergency Management Coordinator, shared with the CAOs and AECs, and will also be posted on WebEOC.

This document is designed as a reference guide during an activation.

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2 OPERATING PROCEDURES

2.1 ECC Management Considerations

There are five ECC functions:

1. **Management:** Responsible for overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk management procedures, through the joint efforts of local government agencies and private organizations.
2. **Operations:** Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the jurisdiction's Action Plan.
3. **Planning:** Responsible for collecting, evaluating, and disseminating information; developing the jurisdiction's Action Plan and Situational Status in coordination with other functions; maintaining all ECC documentation.
4. **Logistics:** Responsible for providing facilities, services, personnel, equipment, and materials.
5. **Finance/Administration:** Responsible for financial activities and other administrative aspects.

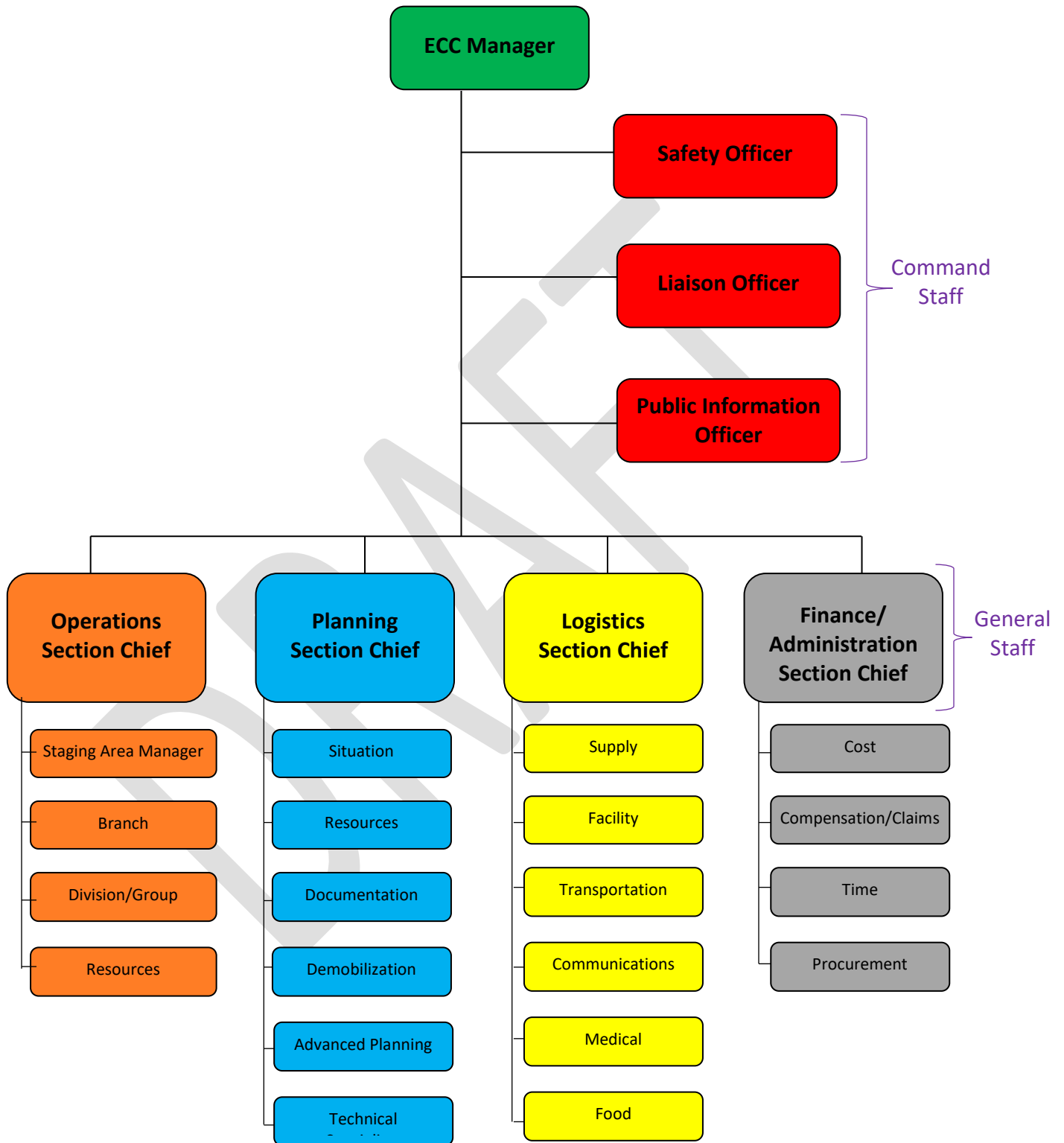
2.2 ECC Structure

The ECC structure for a fully developed response organization follows the Incident Command System (ICS) and is depicted below. It is important to remember that not every ECC position and/or element will be filled in every event.

The emergency event will dictate the functions and elements to be activated. As a minimum, an active ECC requires only an ECC Manager. Other functions are staffed as needed.

The Emergency Management Coordinator (EMC) or a MODL representative will arrive to the ECC to set up the ECC. As there is no standalone room just for the ECC, laptops, cell phones, TMR, and any equipment that will be needed in the ECC is to be brought with the staff member. The facility has power generation capabilities and other special life support systems allow for continuous operations apart from normal public utilities and services.

2.3 ECC Organizational Chart



2.4 Operational Rhythm

The operational rhythm for the ECC will be led by the ECC Manager. An initial situational briefing will take place once the ECC is activated and relevant personnel have arrived.

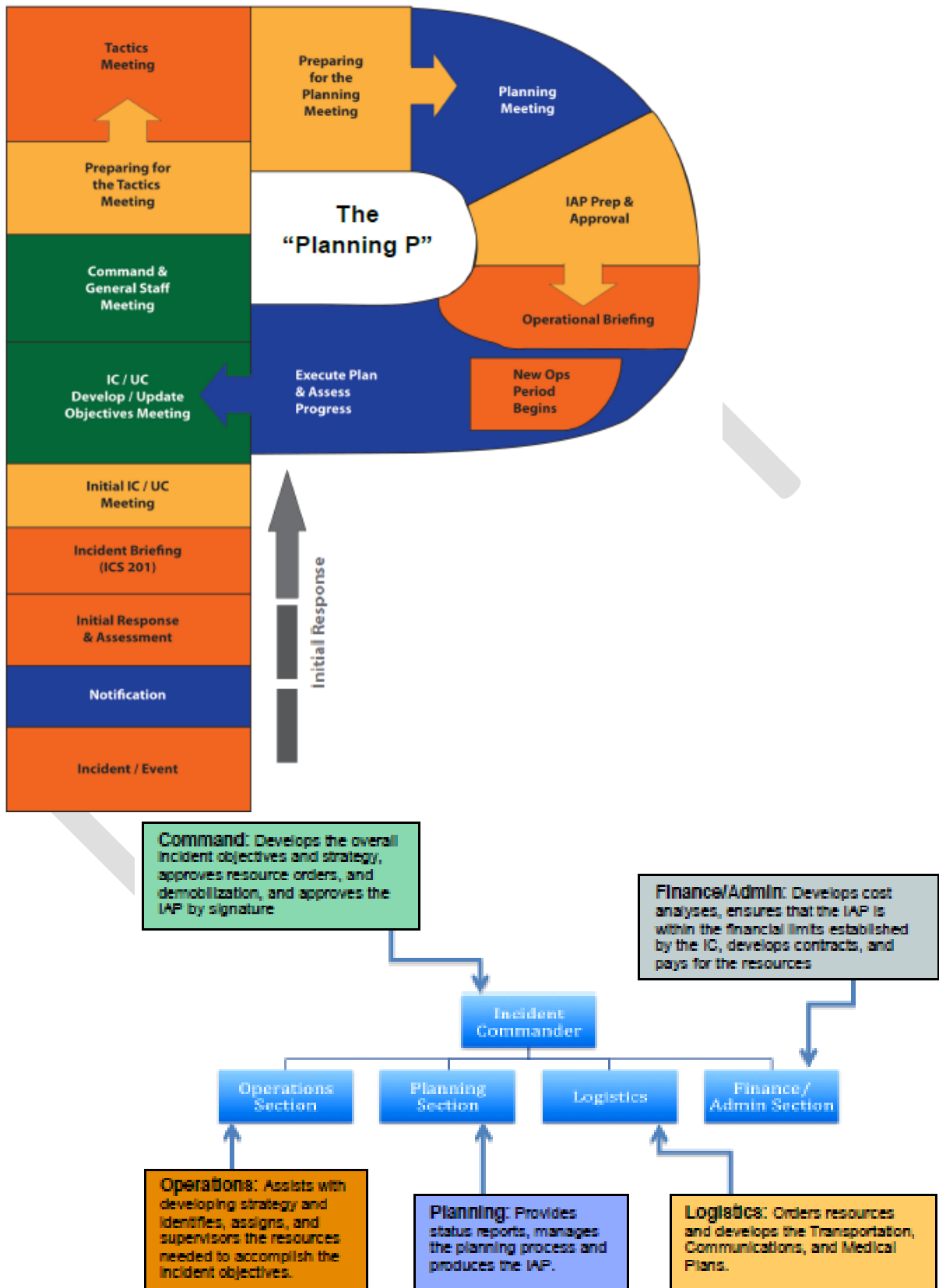
Timeframes and operational periods will be implemented to ensure consistency and accuracy on a daily basis. Timings will be established for major ECC briefings, status reporting, site reporting, ECC Manager consultations and planning processes.

Periodic situational briefings will occur as needed should there be changes to the situation.

Operational Rhythm – (24-hour activation, Multiday/night event)

The “Planning P” is used as the basis of establishing an operational rhythm. The “Planning P” creates an operational planning cycle for each operational period of an incident and results in the Incident Action Plan for that operational period.

2.4.1 Planning “P”



2.5 Full Daily Operational Cycle (Once established)

EXAMPLE ONLY – Adjust as required for incident and put on ICS 230

Time (hrs)	Event	Remarks
0630-0800	Incident Assessment	Situational Awareness. Arrival of Day Shift, Internal briefs/turnovers
0800	IC/UC Objectives Update Meeting	Incident Commanders / Unified Commanders / CAO
0830	Command & General Staff Meeting	The <u>night shift</u> is responsible to prepare and conduct the morning briefing. See briefing format. Conducted in briefing room.
1030	Tactics Meeting	Operations Section Chief leads. Create ICS 215 , Operational Planning Worksheet; 215A Safety Analysis. See briefing format. Conducted in briefing room.
1330	Planning Meeting	Planning Section Chief Leads. Validate the operational plan. Create IAP. See briefing format. Conducted in briefing room.
1730	Operational Briefing - Afternoon	The <u>day shift</u> is responsible to prepare and conduct the afternoon briefing. See briefing format. Conducted in ECC.
1830-2000	Incident Assessment	Situational Awareness. Arrival of Night Shift, Internal briefs/turnovers
2000	IC/UC Objectives Update Meeting	Incident Commanders / Unified Commanders / CAO
2030	Command & General Staff Meeting	The <u>day shift</u> is responsible to prepare and conduct the evening briefing. See briefing format. Conducted in briefing room.
2230	Tactics Meeting	Operations Section Chief leads. Create ICS 215 , Operational Planning Worksheet and 215A Safety Analysis. See briefing format. Conducted in briefing room.
0130	Planning Meeting	Planning Section Chief Leads. Validate the operational plan. Create IAP. See briefing format. Conducted in briefing room.
0530	Operational Briefing - Morning	The <u>night shift</u> prepares and conduct the morning briefing. See briefing format. Conducted in ECC.

2.6 Operational Rhythm – (Abbreviated Event)

EXAMPLE ONLY – Adjust as required for incident and put on ICS 230

Time	Event	Remarks
0630-0800	Incident Assessment	Situational Awareness. Arrival of Day Shift, Internal briefs/turnovers
0800	IC/UC Objectives Update Meeting	Incident Commanders / Unified Commanders / CAO
0830	Command & General Staff Meeting	Morning briefing. See briefing format. Conducted in briefing room.
1030	Tactics Meeting	Operations Section Chief leads. Create ICS 215 , Operational Planning Worksheet and 215A Safety Analysis. See briefing format. Conducted in briefing room.
1330	Planning Meeting	Planning Section Chief Leads. Validate the operational plan. Create IAP. See briefing format. Conducted in briefing room.
1730	Operational Briefing - Afternoon	Afternoon briefing. See briefing format. Conducted in ECC.

If deemed appropriate, a skeleton watch (minimum of two) shall staff in the ECC 7/24.

3 ECC GUIDELINES

3.1 General

Confidentiality

All Incident-Related communications will be treated as confidential.

Only information contained in a news release issued through Communications and approved by the ECC Manager, should be shared with the public, including family and friends of ECC staff.

All notes taken, maps generated and records of ECC communications are considered to be property of Lunenburg County Emergency Management and will not be removed, destroyed or altered.

During briefings or group discussions no information should be released via any medium to any party outside of the ECC until the ECC Manager confirms the direction or decision.

Social Media

Members of the ECC **DO NOT** initiate any passage of information through personal social media accounts (Facebook, Twitter, Pinterest, etc.). Information will be publicized by Lunenburg County Emergency Management through the Public Information Officer.

Lunenburg County Emergency Management and Municipal Units use a variety of social media in day-to-day information sharing. Official emergency information will be shared through social media in accordance with the Crisis Communications Plan and any related Municipal policies and procedures. Municipal units should follow and forward based on the original release of information once published by the ECC.

3.2 Communications

Telephones

ECC telephones will be used for incident-related communications only. It will be your responsibility to ensure that your contacts have the number available to you.

Cellular Devices

All ECC Staff in possession of municipal cellular devices are asked to bring the devices, including chargers, along with them when responding to the ECC. Contact information will be logged upon Check In to allow staff to contact each other using cell phones, if cell phone usage is possible.

The Emergency Management Department acknowledges that in the event of a widespread emergency in region, cellular lines may be rendered unavailable or access to dial tone may be sporadic and limited.

Personal Cellular Telephones

Cellular devices must be switched off or put on “silent” mode. Communications not related to the event will be taken outside of the ECC.

No photographs will be taken in the ECC unless authorized by the ECC Manager.

Satellite Telephones

There is one satellite telephone available in the ECC and each municipal unit has one satellite phone. A full list of numbers across the province are listed in the satellite phone case.

Bridgewater	1-613-982-0432
MODL	1-613-980-6048
Town of Lunenburg	1-613-980-6047
Chester	1-613-980-6065
Town of Mahone Bay	1-613-980-6049
NS EMO	1-613-980-5977 or 1-613-980-5938

Computers

All ECC Staff in possession of municipal laptop are asked to bring the devices, including chargers, along with them when responding to the ECC.

Additional computer capacity may be available through the use of ECC laptops, however, personnel reporting to the ECC are encouraged to bring their own laptop.

Internet usage in both the primary and secondary ECC facilities will be restricted to essential incident-related communication or research in support of the operation.

Wireless Internet

Wireless internet is available in the Primary ECC and the username and password will be provided upon arrival to the ECC.

Technical Assistance

For technical assistance, contact IT within ECC Support in the Logistics Section.

Facsimile/Scanning/Photocopy/Plotter

These services are available in the photocopy room near to the ECC. Contact documentation within the Planning Section if you require assistance in document reproduction.

ECC Radio Capacity

If the municipal unit has been issued a Trunk Mobile Radio (TMR), staff are asked to bring the devices, including chargers, when responding to the ECC. Radio channels will be provided for the position being filled upon arrival in the ECC. The default channel to tune into is **Alert A** and you can reach NS EMO or Shubie Radio who can assist.

GIS Mapping

Lunenburg County Emergency Management Department has access to and expertise in various Geographic Information Systems (GIS). For GIS assistance, contact the Planning Section or the ECC Manager

3.3 Documentation

ECC Documentation Procedures

Communications and written documents are considered permanent records and will be held for a period of time consistent with the MODL Records Management Procedures. All ECC documentation will be collected and accounted for by the Documentation Unit.

Accurate record taking is important should legal defense be required in future. All documents produced in response to an ECC activation are the property of the Lunenburg County Emergency Management Department and may be required to serve as official records to the actions taken prior to, during and after an emergency event.

Documentation Assistance

If you require assistance with ECC documentation, contact the Documentation Unit within the Planning Section.

3.4 Deactivation

Deactivation Plan

Authority to deactivate the ECC lies with the ECC Manager.

Once the ECC is ordered deactivated, the Planning Section will ensure that all resources are returned to their pre-event status and that all items have been appropriately actioned and completed (or a plan for their completion is clear).

All ECC staff must submit all notes, documents, and forms to the Documentation personnel prior to departure.

After Action Review (AAR)

An After Action Review is a critical component of the ECC process. It is used to determine areas for improvement, modify procedures for future events and to ensure those actions that were done well continue to be acted upon.

Following the deactivation of the ECC, an initial debriefing will be held with the final shift to ensure that no items are left incomplete or outstanding. This will occur before any management staff are released.

After Action Review Action Plan

An After Action Review (AAR) will be developed at the formal ECC debriefing and distributed for the event. AARs are considered formal records and will be managed in accordance with Lunenburg County Emergency Management Department records management procedures.

3.5 Contact Database

The REMO Contact Database contains sensitive personal information and is held at the Emergency Management Department, is listed in the emo@modl.ca Outlook contact list, and is posted in WebEOC due to privacy.

4 ECC ACTIVITIES

4.1 Criterion for ECC Activation

Staffing Roles



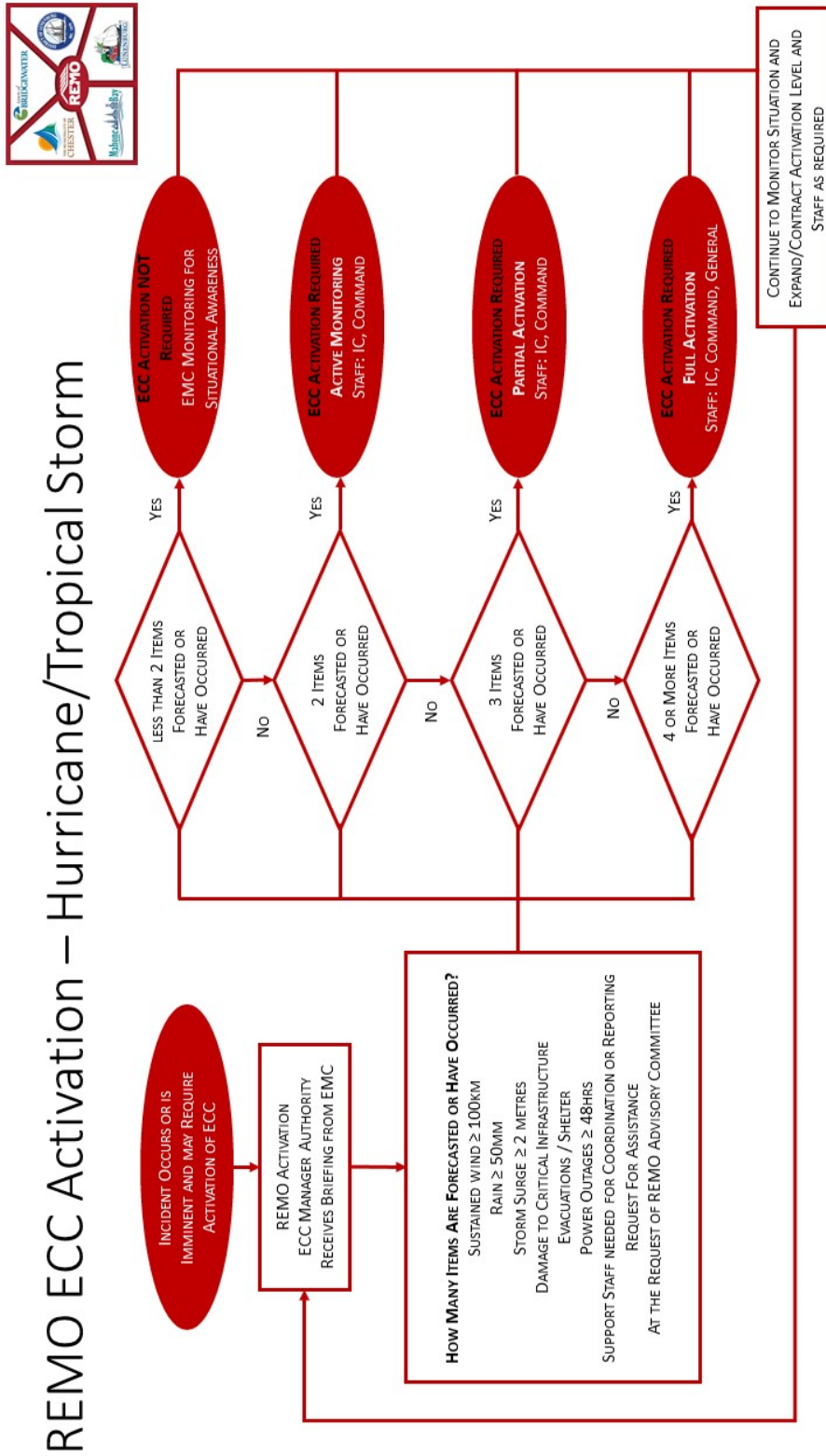
IC	ECC Manager (CAO)
Command Staff	PIO, Liaison, Safety
General Staff	Operations, Planning, Logistics, Finance/Admin

The staffing level could be Any or All Positions listed

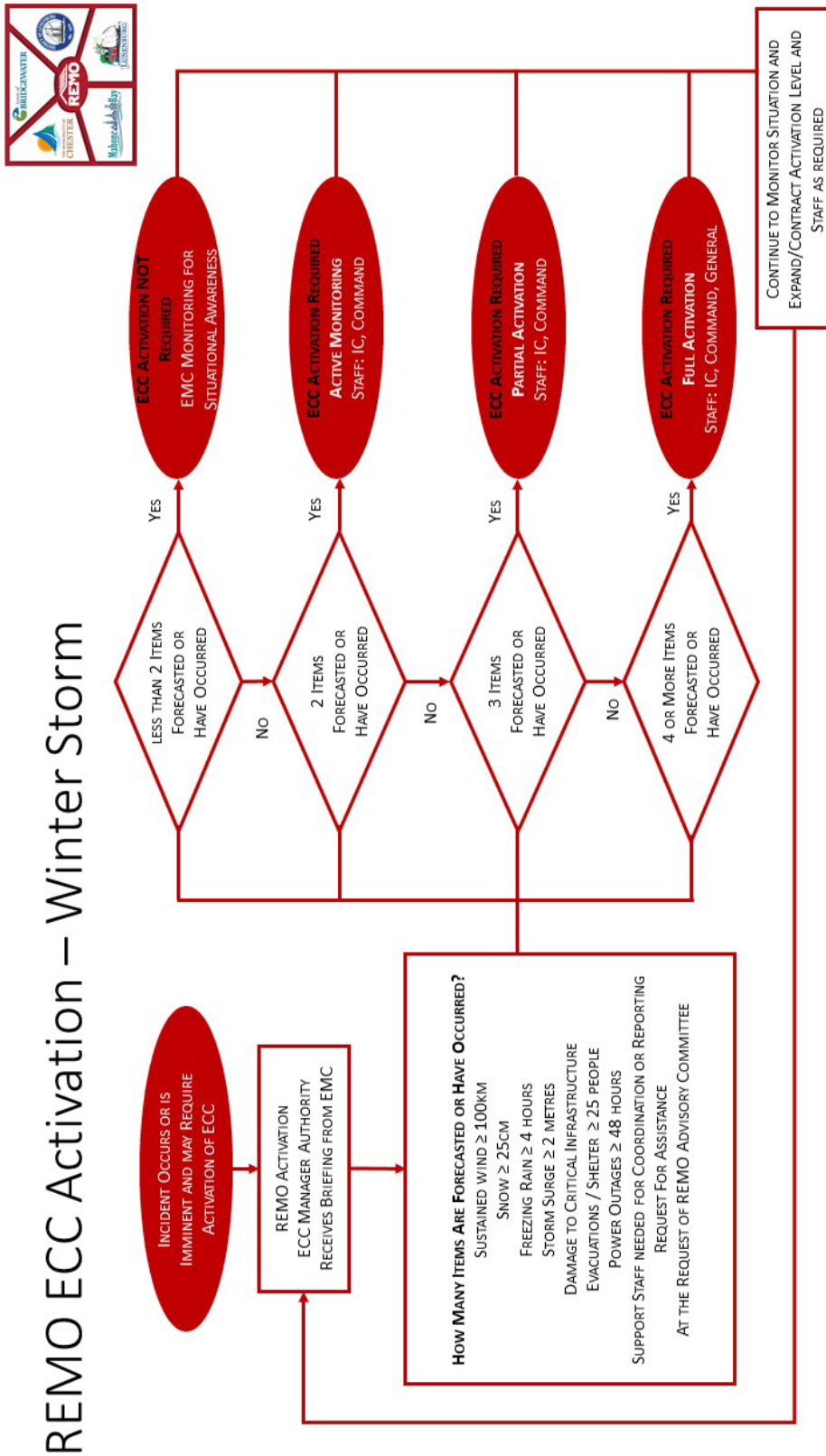
ECC Activation = Virtual or Physical (decision by the ECC Manager)

* Note that the ECC can be activated without a Declaration of State of Local Emergency (SOLE) being declared.

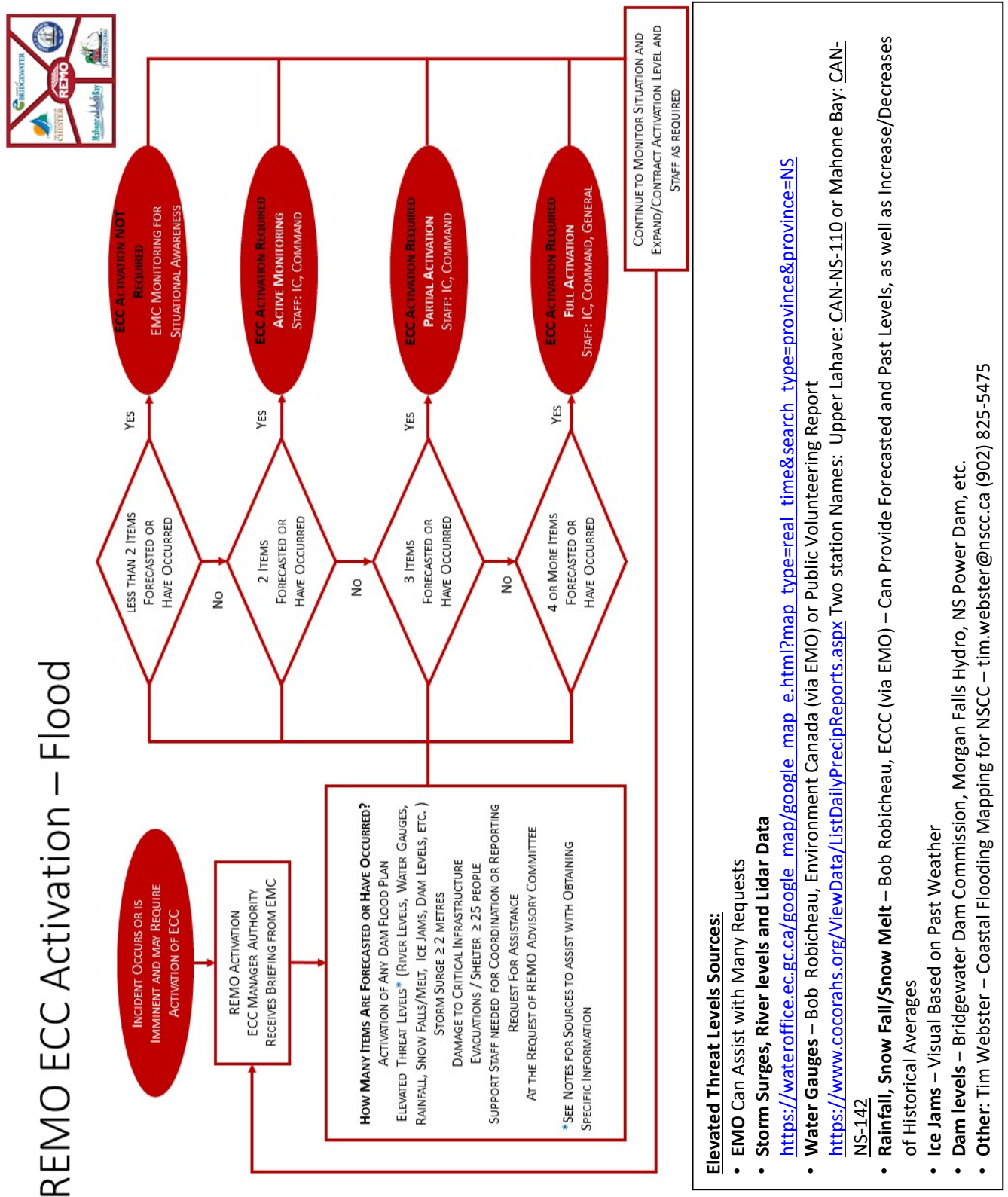
4.2 Activation Triggers for Hurricane/Tropical Storm



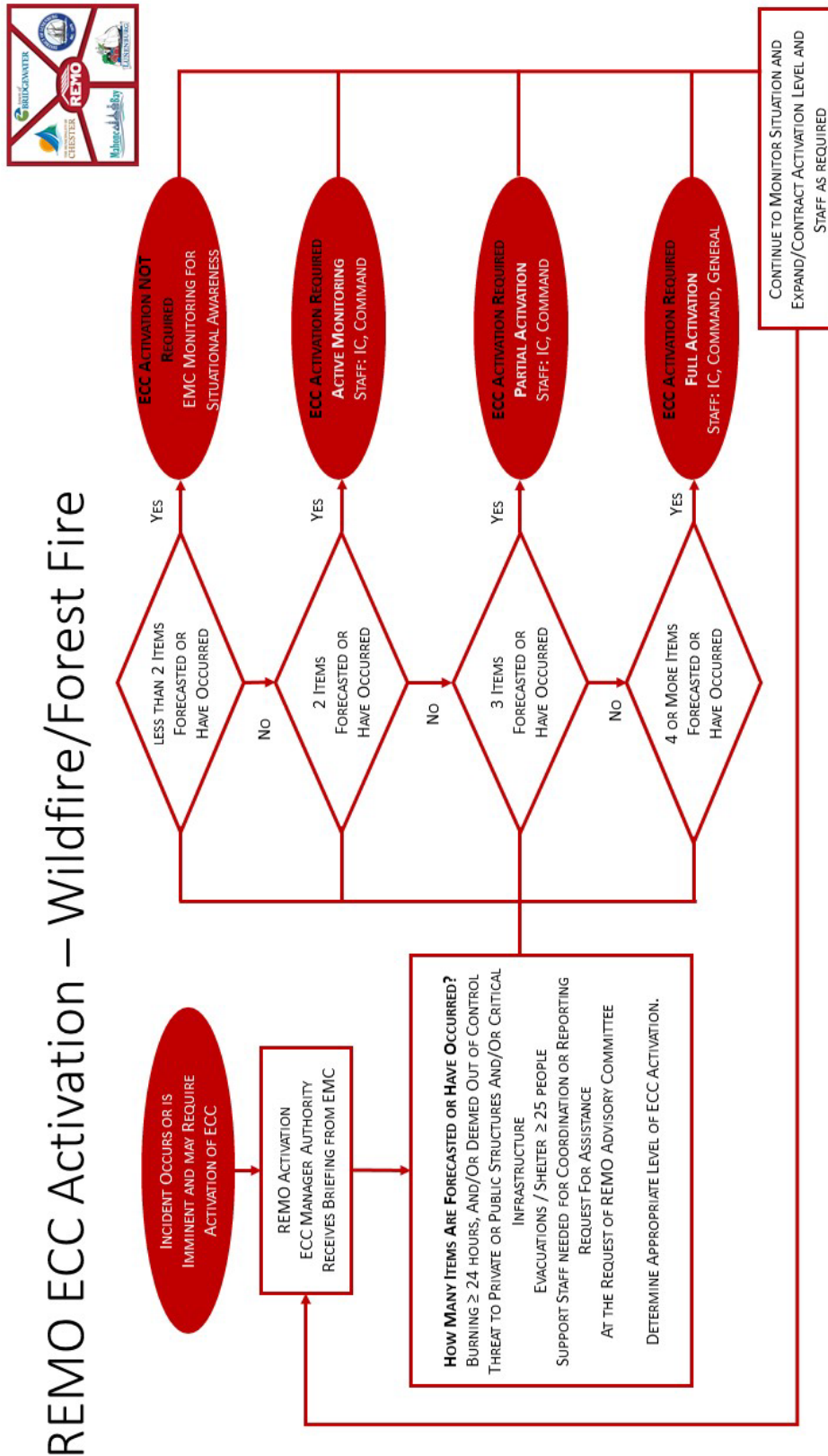
4.3 Activation Triggers for Winter Storm



4.4 Activation Triggers for Flood



4.5 Activation Triggers for Wildfire/Forest Fire



4.6 ECC Termination

The ECC Manager is continually assessing the event for too many resources or not enough resources. As the objectives of the event are being met, consideration should be given the termination the ECC. Some suggested criteria for terminating ECC operations include:

- Individual ECC functions are no longer required
- A State of Local Emergency is being terminated
- Coordination of response activities and / or resources is no longer required
- Event has been contained and emergency personnel have returned to regular duties

4.7 Operational Period

An operational period is the length of time set by ECC Manager to achieve a given set of objectives. The operational period may vary in length and will be determined largely by the dynamics of the emergency event. Common operational periods are between 8-12 hours. It should not exceed 24 hours.

4.8 ECC Staffing

The ECC must be able to function on a 24/7 basis from activation until demobilization is required to support the emergency. Not every event requires a 24/7 response however a form of on-call may be required overnight in some cases. The ECC Manager will determine and schedule appropriate staffing for each activation level based upon an assessment of the current and projected situation. While the immediate solution may be to establish several complete shifts for the duration of operations, there are seldom the resources or facilities to sustain this approach.

Based on the previously described ECC Activation Levels, plans should include at least two complete shifts of personnel for an initial period of time, after which reduced strength options can be considered for implementation on a section-by-section basis.

4.9 Personnel and Facility Identification

In conjunction with the application of common terminology, it is essential to have a common identification system for facilities and personnel filling positions. The following identifying colours for specific functions should be used by all agencies that work within the ECC:

- Green ECC Manager
- Red Command Staff
- Orange Operations
- Blue Planning

- Yellow Logistics
- Grey Finance / Administration

Identification may take the form of a vest, table name, or lanyard. These identifiers do not preclude any personnel from wearing their agency’s insignia or uniform.

4.10 ECC Locations

During Physical ECC Activation you will be required to respond to the primary ECC unless asked to attend to the secondary or alternate location:

Primary ECC Site: MODL
Municipality of the District of Lunenburg
Municipal Office
210 Aberdeen Road Bridgewater, Nova Scotia
(Basement EMO Boardroom)

Effective October 2020:
10 Champlain Drive
Bridgewater, Nova Scotia
(Council Chambers)

Secondary ECC Site: Chester
Municipality of the District of Chester
Municipal Office 151 King Street
Chester, Nova Scotia
(Committee Room 2nd Floor)

Alternate Location: Based on Need and Emergency
Location will be announced once determined

4.11 Action Plans

Incident Action Plans address the policies and priorities that support the Incident Commander at the site and are an essential and required element in achieving objectives.

Preparing ECC Action Plans is the responsibility of the Planning Section with approval received from the ECC Manager.

There are five primary steps in sequential order to ensure a comprehensive Action Planning process:

1. Understand the current situation
2. Establish priorities, objectives and strategies
3. Develop Action Plan for next operational period
4. Evaluate the Plan and obtain appropriate approval from ECC Manager
5. Anticipate / predict what will happen following implementation of the Action Plan.

The ECC Action Plan may consist of some or all of the following:

- ECC policies and priorities
- Objectives
- Task assignment lists
- Attached references (e.g., Communications Plan, Traffic Plan, Organization Chart, Incident Map, Contact List, etc.)
- Distribution list
- Plan Approval. The ECC Manager is responsible for approving the Action Plan for each operational period. This is done in consultation with the ECC Command & General Staff to ensure accuracy of the current situation and timelines for actions to be taken.

4.12 Briefings

Briefings provide ECC staff, external agencies, and the media with vital information they need to function effectively and efficiently. Information shared at a briefing can help clarify and validate situations so that appropriate decisions can be made.

ECC briefings can be held to:

- Orient personnel to the ECC facility and equipment,
- Review policies and operational guidelines,
- Establish priorities and objectives,
- Keep staff informed as to the current situation, and
- Approve action plans and SITREPS.

ECC Command & General Staff briefings should be facilitated by the Planning Section Chief and / or ECC Manager at predetermined times. The Planning Chief should prepare a briefing agenda approved by the ECC Manager, which outlines the briefing format and objectives for the meeting. The agenda is distributed to Command & General Staff in advance of the meeting.

In the initial stages of the activation, the ECC Command & General Staff briefings should be held every two hours or as required to support response operations. The frequency of briefings may reduce as time goes on and extended operations continue.

ECC Command & General Staff members should come prepared to the briefings by preparing in advance information on:

- Current situation (relevant to their function / role)
- Unmet needs
- Future activities
- Public information needs.

Minutes from the briefings should be documented, approved by the ECC Manager and distributed to the Command & General Staff. Section Chiefs are then responsible for briefing their staff on the outcome of the Command & General Staff meetings.

4.13 Documentation

All ECC activities require some form of documentation and record keeping. There should be prepared forms for each ECC function responsibility. Which forms requiring completion are dependent on the agencies involved and the scope and impact of the emergency event. (Specifics of ICS Canada forms and Local ECC Forms are provided at [Section 6](#)).

It is extremely important to accurately document actions taken during emergencies. There must be a documented record of all policy and ECC decisions and direction. Resource requests must also be logged and tracked to ensure the response provided is recorded. All staffing positions are to keep a personal and functional position log during events. This will assist in tracking and monitoring the effectiveness of the response and of ECC Action Plans. Documentation is also important for tracking expenditures for cost accounting and for requesting provincial and federal assistance. It is important to have key decisions documented in real-time in case of legal proceedings at a later date.

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5 POSITION CHECKLISTS AND AIDS

This section provides checklists and flowcharts for all ECC Positions that may be required to staff the ECC in a major emergency.

It is important to note that not all positions are required for all emergencies and in some cases, one person may carry out the responsibilities of more than one position. Only those functions / positions that are needed to effectively handle the emergency should be staffed.

Position Checklists have been proven to be an effective tool during emergencies. They help guide staff who may not be familiar or practiced in their ECC role and provide useful reminders of items that should be done during an emergency. It is important that the entire Checklist be read through once before initiating action items.

As emergencies and exercises are reviewed, the applicability of the Checklists will be reviewed and revised as needed. The responsibility for this review lies with the ECC Manager and the Emergency Management Coordinator (EMC).

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5.1 Key Functions - Quick Reference Guide

Function/Role	Responsibilities
ECC Manager	Responsible for the overall management of the ECC and enacts policy governance. Provides high level incident briefs to Mayor/Warden & Council and Stakeholders as required. Establishes the operational rhythm, sets operational periods, and schedules command briefings.
Incident Commander (Scene)	Responsible for overall management of the incident at the scene (where applicable).
Safety Officer	Monitors safety conditions and develops safety measures related to the <u>overall</u> health and safety of <u>all</u> incident responders and provides advise on Occupational Health and Safety (OHS) concerns. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures.
Public Information Officer	Responsible for the development and release of emergency information regarding the incident internally, externally, and to the public. Actions the policies and procedures defined in the “Crisis Communications Plan”. Command must approve all emergency information that is released.
Liaison Officer	Serves as the primary contact or “Concierge” for Assisting or Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs. Assists and serves as an advisor to the ECC Manager.
Operations Section Chief	Responsible for providing overall supervision and leadership to the Operations Section, including implementing the IAP. Gathers situational information from Site, responds to evolving needs of groups working in the field and recommends adjustments to action plans through the ECC Manager.
Planning Section Chief	Responsible for providing overall supervision and leadership to the Planning Section and leads the operational planning process. Responsible for coordinating the development of the Incident Action Plan for each operational period and the collection, collation, evaluation, analysis and dissemination of incident information.
Technical Specialists	Specific expertise may be added to standard IMS functions, as required by individual organizations (e.g. GIS, Risk Management, Scientists, Legal, others)
Logistics Section Chief	Provides telecommunication services, human resources and information technology resources as well as arranging for food, lodging, and other support services for the response (not the public). Coordinates closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
Finance & Administration Section Chief	Responsible for financial and administrative support to an incident. Ensures that financial records are maintained throughout the event. Provides direction and supervision to Finance & Administration Section staff including their organization and assignment.

5.2 Generic Checklist (For All ECC Positions)

The ECC is activated to coordinate resources to support site level operations. ECC functions may include, but are not limited to:

- Set up communications with Incident Commander
- Declare State Of Local Emergency (SOLE)
- Facilitate evacuations, arrange transportation
- Prepare and deliver Public Information Sessions
- Prepare and deliver Media Releases and post on Social Media
- Allocate funds to cover emergency spending
- Acquire resources to support response efforts
- Ensure municipal essential services are maintained
- Track expenditures
- Liaise with Provincial bodies
- Establish Master Log of key events and decisions
- Document position actions and tasks

Activation Phase:

- Check in with the Resource Unit upon arrival at the ECC. Obtain an identification card and vest, if available.
- If you are a representative from an outside agency; register with the Liaison Officer.
- Report to ECC Manager, Section Chief, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you.
- Bring or turn on TMR, laptop, cell phone, satellite phone, etc.
- Set up your workstation and review your Position Checklist, forms, and flowcharts.
- Establish and maintain an [Activity Log ICS 214](#) that chronologically describes the actions you take during your shift.
- Determine your resource needs, such as a fax, stationery, contingency plans, and other reference documents.
- Participate in any facility / safety orientations as required.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the ECC Manager or designate.
- Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the Planning Section (Documentation Unit),

as appropriate, prior to your departure.

- ❑ If another person is relieving you, ensure they are thoroughly briefed 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. Return to Resource Unit (in Logistics) to sign out.
- ❑ Be prepared to provide input to the After-Action Report.
- ❑ Upon request, participate in formal post-operational debriefs
- ❑ Access critical incident stress debriefings, as needed.
- ❑ Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Activity Log ICS 214](#)

5.3 Situational Awareness Checklist / EMC Checklist

Reports to: CAOs until an ECC Manager is designated

In the regular day-to-day operations of REMO, the Emergency Management Coordinator (or designate) may become aware of an emergency and the need to active either virtually or physically to assist first responders with the emergency. Some duties will be handled by the EMC (or designate) until the ECC Manager is activated at which time the ECC Manager will follow through the tasks.

Tasks:

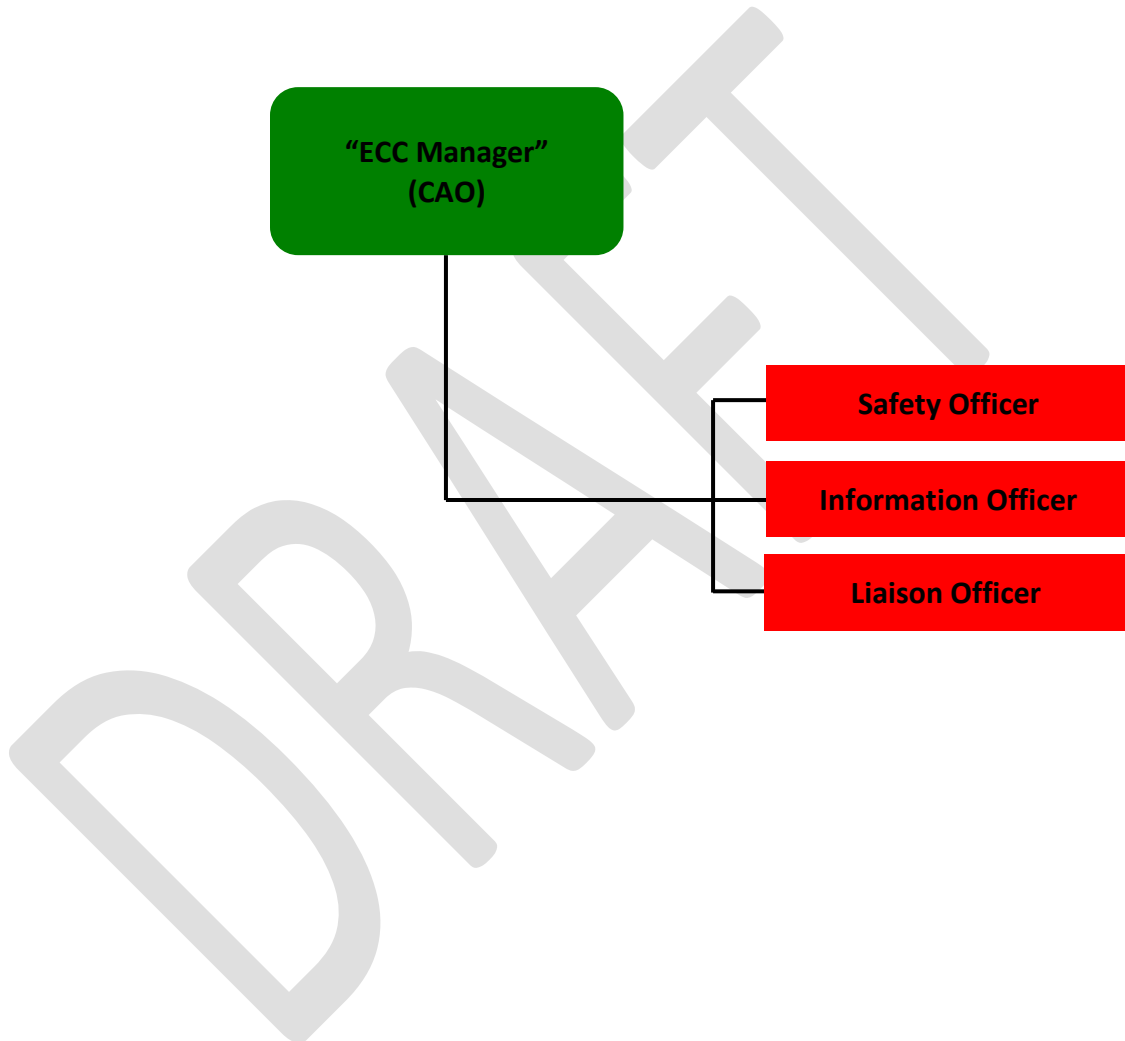
- Receive and gather as much information about the emergency.
- Has the Incident Commander asked REMO to be stood up, or aware REMO has activated?
- Follow the Activation Triggers to determine if activation needs to occur. Contact Alex Dumaresq (call or text 902-527-9018) or seek input from a CAO for approval.
- Who is REMOs contact name and phone number to correspond with and ask questions of?
- Who is lead agency?
- Whose jurisdiction does the incident fall under (e.g. RCMP/BW Police, Fire, TIR, PW, Recreation, Rail, Coast Guard, Environment, Agriculture, Lands and Forestry, etc.)
- Does unified command need to occur?
- Notify NS EMO of the emergency: Section 10A (page 6) of the [Emergency Management Act](#) states, "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."
- Send notification to CAOs, AECs, and Comms for awareness or to get activated and ask certain number of staff to arrive.
- Does any of all Communication Teams need to send messaging? What messaging needs to be sent out, how frequently?
- Is an emergency alert warranted to be issued?
 - Review criteria www.alertready.ca
 - Contact NS EMO for awareness of an alert to see how quickly it can get sent
 - Write [Emergency Alert Broadcast](#) with specific location for updates
- Do any partners/stakeholders need to be advised to support the emergency?
- Do evacuations need to occur?
 - If so, what facility will they go to?
 - Are there staff at facility?

- Who has keys to the facility?
- Are there transportation needs?
- Is Red Cross needed?
- Are there any road closures affecting the route to the facility, etc.?
- Does State of Local Emergency need to be declared? See [SOLE Flowchart](#)
 - EMC or designate to contact the EMPO (daytime hours) or Duty Officer (1-866-424-5620 after hours/weekends) to advise SOLE is being written.
 - Ensure it is sent to PCC and notice to residents occurs immediately
- Update map on website (when website is active)
- Create incident in WebEOC
- Set the frequency of updates and schedule the times for updates to occur.
- Do we need Public Safety Field Communications mobile truck for increased telecommunications support?
- Do we need Amateur Radio or Ground Search and Rescue support?
- Establish and maintain an [Activity Log ICS 214](#) that chronologically describes the actions you take during your shift.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Incident Personnel Performance 225](#); [Resource Order 260](#); [Emergency Alert Broadcast](#), [SOLE Flowchart](#)

5.4 Command Staff

Personnel assigned to and charged with performing or supporting the duties and responsibilities of the Command function. Command Staff include the Incident Commander (ECC Manager) or Unified Command as well as the Public Information Officer, Safety Officer, and Liaison Officer designated as necessary to carry out key activities not specifically identified in the functional areas directed by the General Staff.



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5.4.1 ECC Manager (CAO)

Reports to: Agency Executive/Elected Officials

The role of the ECC Manager is to oversee all the activities of the ECC and site level response (if applicable). Overall responsibility lies with the ECC Manager. Key functions of the ECC Manager are to enact the policy guidance; manage the ECC, establish appropriate staffing level, work closely with Section Chiefs to set objectives and strategies; and to establish the operational rhythm, set operational periods, and schedule command briefings.

Activation Phase

- Review and take over [Situational Awareness Checklist](#) as completed by EMC (or designate).
- Complete the [Guide to Assist CAOs/ECC Manager](#) for quick overview of event to help plan next steps.
- Obtain an [Incident Briefing ICS 201](#) from appropriate sources or create based on information available.
 - Check with EMC or designate who initiated the response as to the status of the initial tasks. As ECC Manager, take over any outstanding tasks or delegate tasks.
- Activate the ECC: location, and type (physical or virtual), and operational period.
- Notify those staff needed to respond to the ECC.
- Appoint ECC positions as required:
 - Liaison Officer, Public Information Officer, Safety Officer, Operations, Logistics, Planning, Finance/Admin.
- Establish initial priorities and objectives for the ECC based on the current status and information from the Incident Commander(s).
- Schedule the initial ECC Action Planning meeting.
- Consult with the ECC Liaison Officer to determine if/what representation is needed in the ECC from other emergency response agencies.

Operational Phase

- Ensure welfare and safety of incident personnel.
- Establish and maintain liaison with Site Incident Command, Lead Agency Officers or First Responders in charge of scene.
- Provide initial Situational Awareness briefing to ECC team.
 - Review the current situation status.
 - Review initial incident objectives and strategies.

- Ensure that all local, Provincial, Federal or private agencies impacted by the incident have been notified.
- Brief command and general staff and give the initial assignments, including specific delegation of authority
 - Identify incident objectives and any policy directives for the management of the incident
 - Provide a summary of current organization
 - Provide a review of current incident objectives
 - Determine the time and location of first Planning Meeting
- Ensure Elected Officials are informed if State of Local Emergency (SOLE) is recommended.
 - If SOLE is needed, Council to declare of State of Local Emergency for all or part of the municipality affected by the emergency.
 - Complete [Form 4 \(Council\)](#) or [Form 5 \(Mayor/Warden\)](#) and send to NS EMO immediately. novascotia.ca/state-local-emergency-forms-and-documents or below in [Section 7](#).
 - Once received by NS EMO, ensure Public Information Officer immediately notifies the public of the State of Local Emergency based on requirements in the *Emergency Management Act*.
 - To Renew the SOLE, complete [Form 6](#) and send to NS EMO.
- With Planning Section Chief, set schedule for updates and SitReps.
 - Chair the situational briefing updates to ECC staffing.
 - Identify incident objectives and any policy directives for the management of the incident.
 - Provide a summary of current organization.
 - Provide a review of current incident activities.
 - Determine the time and location of first Planning Meeting.
- Identify need for additional ECC staff/expertise.
- Determine status of disaster declaration and delegation of authority:
 - As CAO and ECC Manager, can you make decisions for other units or do you need approval for every decision as it relates to the five units. Obtain the delegation of authority in writing.
 - What delegation of authority do you want to give the positions (spending limit, decision authority, etc.)?
- Notify and maintain liaison with NS EMO.
- Coordinate the regional response as per the emergency plan.
- Establish parameters for resource requests and releases:
 - Review requests for critical resources.

- Confirm who has ordering authority within the organization.
- Confirm those orders that require Command authorization.
- Create or review and revise response objectives as required from Planning.
- Initiate and maintain a timed log of all requests and actions taken.
- Authorize release of information to the media:
 - If operating within a Unified Command, ensure all Incident Commanders approve release.
- Monitor Command and General Staff activities to ensure appropriate actions are taken.
- Ensure that position logs and other necessary files are maintained.
- Ensure staff are identified for the position for the upcoming shift(s).
- Establish level of planning to be accomplished:
 - Written Incident Action Plan (IAP).
 - Create contingency planning.
 - Hold Formal Planning Meeting.
- Ensure Planning Meetings are conducted (led by Planning Section Chief) (agenda below).
- Conduct periodic briefings for Agency Executive, elected officials, or their representatives.
- Document all decisions/approvals.
- Approve and authorize implementation of the IAP:
 - Review IAP for completeness and accuracy.
 - Verify that objectives are incorporated and prioritized.
 - Sign [Incident Objectives ICS 202](#).
- Ensure Command and General Staff coordination:
 - Periodically check progress on assigned tasks of Command and General Staff personnel.
 - Approve necessary changes to strategic goals and IAP.
 - Ensure that Liaison Officer is making periodic contact with participating agencies.
- Work with agency staff to declare state of emergency according to agency protocol.
- Keep agency administrator informed on incident-related problems and progress.
- Ensure [Activity Log ICS 214](#) and other necessary files are maintained.

Sample Briefing Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Ops Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Ops Section Chief
5	Specify tactics for each Division/Group.	Ops Section Chief
6	Specify resources needed for each Division/Group.	Ops/Planning Section Chiefs
7	Specify facilities and reporting locations.	Ops/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Admin Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

Demobilization Phase

- Ensure Elected Officials are informed if State of Local Emergency (SOLE) is recommended to be Terminated.
 - If SOLE is being Terminated, complete [Form 7](#) and send to NS EMO immediately. novascotia.ca/state-local-emergency-forms-and-documents or below in [Section 7](#).
 - Once received by NS EMO, ensure Public Information Officer immediately notifies the public of the State of Local Emergency has been terminated based on requirements in the *Emergency Management Act*.
- Authorize demobilization of Sections and Staff when they are no longer required.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Ensure that an ECC After-Action Report is prepared.
- Terminate emergency response and oversee transition to recovery operations as proclaimed by the Agency Executive, if applicable.
- Deactivate the ECC when the emergency event no longer requires ECC support. Ensure all other facilities and external parties are notified of deactivation.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Situational Awareness Checklist](#), [Guide to Assist CAOs/ECC Manager](#); [Incident Briefing ICS 201](#); [Incident Objectives ICS 202](#); [Activation Triggers Flowchart](#); [SOLE Flowchart](#); [Form 4 \(Council\)](#); [Form 5 \(Mayor/Warden\)](#); [Form 6 Renew](#); [Form 7 Terminate](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Incident Personnel Performance 225](#); [Resource Order 260](#);

Resources: ECC Position Org Chart Poster

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5.4.2 Guide to Assist CAOs/ECC Manager

Step 1: Determine Nature of the Emergency/Determine Initial Action Taken

Date/Time of Emergency		Area/Region Impacted	
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Brief Synopsis of Emergency	Actions Taken	Risk Considerations

Step 2: Immediately have briefing with other CAOs (if required by jurisdiction) in-person, via phone or Microsoft Teams.

		CAO Initials or Comment	ECC Manager Initials or Comment	Notes (also identify if Not Discussed or Not Applicable)
Do you understand the nature of the emergency? Have you spoken with IC to understand REMOs need?				
Who has jurisdiction over the incident? Does Unified Command need to be considered??				
Do you need to consult with other four CAOs?				
ECC	Do you want the ECC activated?			
	What level (number of positions) do you want activated? Who will request assistance and tell CAOs and AECs to activate?			
	Do you want Physical or Virtual activation?			
	Do you want to change the current level of activation or reduce/enhance the number of positions?			
	Do you want the ECC de-activated?			
Emergency Response Plan	Do you want a specific aspect of the Emergency Response Plan followed/used (i.e. evacuation plan, etc.)			
	Do you want a specific lead department or unit to be designated to this response?			
	Do you want any Business Continuity Plans to be put into operation?			
	Are there any concerns regarding the impact of the tactical action being taken that may impact an aspect of recovery?			

		CAO Initials or Comment	ECC Manager Initials or Comment	Notes (also identify if Not Discussed or Not Applicable)
Information	Is there a specific communication process you wish to have followed? Is the PIO aware of this process?			
	Have you set up an approval process with the PIO?			
	Do you wish to coordinate flows of information to other stakeholders not actively involved in the response (i.e. First Nations, industry, etc.)?			
Financial	Do you allocate any \$\$ funds to support the response? If so, how much?			
	Are there any funding restrictions? If so, what are they?			
	What level of financial authority do you want positions to have, send it in an email to the position and Finance?			
SOLE	Should a SOLE be considered?			
	Are you going to consult with REMAC/ Mayor/ Warden regarding issuing a SOLE?			
	Is a SOLE going to be issued?			
	Who is issuing the SOLE?			
	Are you going to exercise any extraordinary powers in the SOLE?			
Misc.	Are there any other specific actions you would like to have taken?			
Notes				
Date / Time of Briefing		Print Name		Print Name of ECC Manager
		Signature of CAO		Signature of ECC Manager

5.4.3 Liaison Officer

Reports to: ECC Manager

A Command Staff position consisting of a single person who acts as the on-scene contact point for representatives of assisting and coordinating agencies assigned to the incident. The Liaison Officer may also be a point of contact with partner/stakeholder agencies arriving to the ECC. A Liaison Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Obtain summary of incident organization ([Incident Briefing ICS 201](#) and [Organization Assignment List ICS 203](#)), where possible.
 - Determine companies/agencies/non-governmental organizations already involved in the incident, and their type:
 - Assisting (have tactical equipment and/or personnel assigned to the organization)
 - Cooperating (operating in a support mode "outside" the organization).
- Ensure external agencies working within the ECC can access the facility.

Operational Phase

- Respond to the scene Command Post if safe and appropriate to do so.
 - Ensure ECC Manager is aware of your movements if you are going to the scene.
 - Ensure you have the proper PPE (safety boots, hi-visibility vest, hard hat, etc.)
 - Check in with ECC Manager or designate periodically for safety.
- Obtain cooperating and assisting agency information, including:
 - Contact person(s).
 - Radio frequencies.
 - Phone numbers.
 - Cooperative/Mutual Aid agreements.
 - Resource type.
 - Number of personnel.
 - Condition of personnel and equipment.
 - Agency constraints/limitations.
- Provide information from external and non-represented agencies to the Planning Section to assist in the development, continuous updating, and implementation of Action Plans.
- Ensure alternate staff are identified for the position for upcoming shift(s).

- Ensure all notifications are sent to the applicable agencies not represented in the ECC.
- Create status reports for external non-represented agencies and forward to Situational Awareness.
- Advise the ECC Manager of critical information and requests from partners/stakeholder agencies.
- Ensure ECC Manager, and partner/stakeholder agencies can reach you (phone, email, TMR, satellite phone, etc.)
- Respond to or communicate with ECC for situational updates.
- Provide input towards the After-Action Report.
- Ensure [Activity Log ICS 214](#) and other necessary files are maintained.

Demobilization Phase

- Identify scene conditions to support ECC deactivation
- Report to ECC for deactivation
- Notify partner/stakeholder agencies of the planned demobilization.
- Ensure that all expenditures and financial claims have been coordinated through the ECC Finance/Administration Section.
- Provide input towards the ECC After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Situational Awareness Checklist](#), [Organization Assignment List ICS 203](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Incident Personnel Performance 225](#); [Resource Order 260](#);

Resources: Phone, Email, TMR, Hi-visibility vest and appropriate PPE if going on scene, REMO Contact List

5.4.4 Safety Officer

Reports to: ECC Manager

A Command Staff position consisting of a single person who has responsibility for monitoring on-scene safety conditions and developing measures to ensure the safety of all assigned personnel. A Safety Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction. The Safety Officer has the authority to immediately stop any unsafe operations and restart only once the issues have been rectified.

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions. others are ongoing or repetitive for the duration of the incident.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Obtain summary of incident organization ([Incident Briefing ICS 201](#) and [Organization Assignment List ICS 203](#)), where possible.
- Oversee that security checkpoints have been established at all ECC entrances to allow only authorized personnel access to the ECC.
- Perform a risk identification/analysis of the ECC site and on-scene operations, if necessary
- Tour the ECC area and determine the scope of ongoing and future operations.
- Monitor set-up procedures for the ECC ensuring proper safety regulations are adhered to.

Operational Phase

- Obtain briefing from Incident Commander and/or on-scene Safety Officer.
- Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available and being used.
- Staff and organize function, as appropriate:
 - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
 - Multiple high-risk operations may require an Assistant Safety Officer at each site.
 - Request additional staff through incident chain of command.
- Identify potential unsafe acts.
- Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.
- Ensure adequate sanitation and safety in food preparation.
- Ensure alternate staff are identified for the position for upcoming shift(s).

- Prepare Safety Messages for the Incident Action Plan.
- Participate in Planning and Tactics Meetings:
 - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
 - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
- Attend Planning meetings.
- Participate in the development of Incident Action Plan (IAP):
 - Review and approve [Medical Plan \(ICS 206\)](#).
 - Provide Safety Message (on [Incident Objectives ICS 202](#)) and/or approved document.
 - Assist in the development of the “Special Instructions” block of [Assignment List ICS 204](#), as requested by the Planning Section.
- Investigate accidents that have occurred within incident areas:
 - Gather and organize evidence that may assist in legal defence that may be more difficult to obtain later, as they pertain to safety issues.
 - Ensure accident scene is preserved for investigation
 - Ensure accident is properly documented.
 - Coordinate with incident Compensation and Claims Unit Leader, and agency Risk Manager.
 - Conduct interviews and take statements to investigate safety or major risk management issues.
 - Prepare accident report as per agency policy, procedures, and direction.
 - Recommend corrective actions to Incident Commander and agency.
- Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.
- Coordinate with Finance/Administration on any ECC personnel injury claims and prepare records as necessary for proper case evaluation and closure.
- Ensure [Activity Log ICS 214](#) and other necessary files are maintained.

Demobilization Phase

- Ensure any open actions are assigned to appropriate ECC Planning staff or other Sections to follow-up on.
- Provide input towards the After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Incident Objectives 202](#); [Organization Assignment List 203](#); [Assignment List 204](#); [Medical Plan ICS 206](#); [General Safety](#)

[Message/Plan 208](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Safety Analysis 215a](#); [Incident Personnel Performance 225](#); [Resource Order 260](#);

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5.4.5 Public Information Officer

Reports to: ECC Manager

A Command Staff position consisting of a single person who has responsibility for interaction between the ECC Manager, Command (if applicable), the media, and residents. You will coordinate the release of information on the incident situation and response efforts. A Public Information Officer may designate one or more assistants to assist. If Unified Command is active, ensure coordination and approval of messaging between all parties.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Determine current status ([Incident Status Summary ICS 209](#) or equivalent).
 - Identify current organization ([Incident Briefing ICS 201](#) and [Organization Assignment List ICS 203](#), resource lists, etc.).
 - Determine point of contact for media (scene or Command Post).
 - Determine current media presence.
 - Determine constraints on information process.
- Establish the appropriate level of staffing, continuously monitoring the effectiveness of the organization and modifying as required.
- Assess information skill areas required in the ECC such as: writing, issues management, media relations, event planning, etc.

Operational Phase

- Obtain policy guidance and authority from ECC Manager.
- Obtain approval from the ECC Manager regarding all information to be released to the media and public.
- Ensure one PIO is designated for sending information, and the other units can share information based on it.
- Activate the Lunenburg County Crisis Communications Plan.
- Ensure alternate staff are identified for the position for upcoming shift(s).
- Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.
- Coordinate the development of door-to-door protective action statements with Operations.
- Prepare an information holding statement as soon as possible. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. For additional updates, *[follow, or find them here]*. Thank you for your assistance.

- If evacuations need to occur, accurately complete the [Evacuation Warning Form](#). Work with the Planning & Logistics to confirm facility, PPE, roads, and Operations to deliver.
- Arrange necessary workspace, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
 - Joint Information Centre (JIC).
 - Field (scene) Information.
 - Internal Information.
- Establish contact with local and national media representatives, as appropriate.
- Establish distribution lists for recipients of all public information releases – include staff, comfort centres, and partners/stakeholders.
- Coordinate with the Situational Awareness Unit and identify method for obtaining and verifying significant information as it develops.
- Develop and publish news briefing schedule (include location, format, preparation, and distribution of handout materials).
- Keep ECC Manager advised of all unusual requests and of all major critical or unfavourable media comments. Recommend procedures to improve media relations.
- Arrange through Logistics appropriate staffing for a message centre.
 - Obtain telephones to efficiently handle incoming calls from media and public, as well as control rumours.
 - Create a hotline for public and media or staff one Municipal Unit’s reception line and staff it.
 - Develop key messages for all call takers.
- Obtain current incident status reports from Planning Section. coordinate a schedule for updates.
- In coordination with other ECC sections, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

- Obtain approval for information release from Incident Commander:
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings and confirm participation by other Incident Management Team (IMT) members.
- Release news to media, and post information in Command Post and other appropriate locations.
- Ensure copies of all releases, bulletins, summaries, and key messages are maintained and provided to Documentation Unit. These may be required for future legal defense.
- Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.
 - Implement key messages as way to reduce incorrect or rumoured information or create a page just to correct rumours.
- Update off-incident agency personnel on a regular basis:
 - Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
 - Provide standard statement which can be given to general requests for information.
- Coordinate information releases with information staff from other impacted agencies and jurisdictions:
 - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.
- In addition to identifying help resources contained within press releases, PSAs and bulletins, maintain a Disaster Assistance Information Directory, with numbers and locations to obtain food, shelter, supplies, health services, etc. Share this information with the Comfort Centres and Reception Centres.
- Attend Planning Meetings.
- Confirm the process for the release of information concerning incident-related injuries or deaths.
- Document all activity on [Activity Log ICS 214](#).
- Provide input towards the After-Action Report.

Demobilization Phase

- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Provide input towards the After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

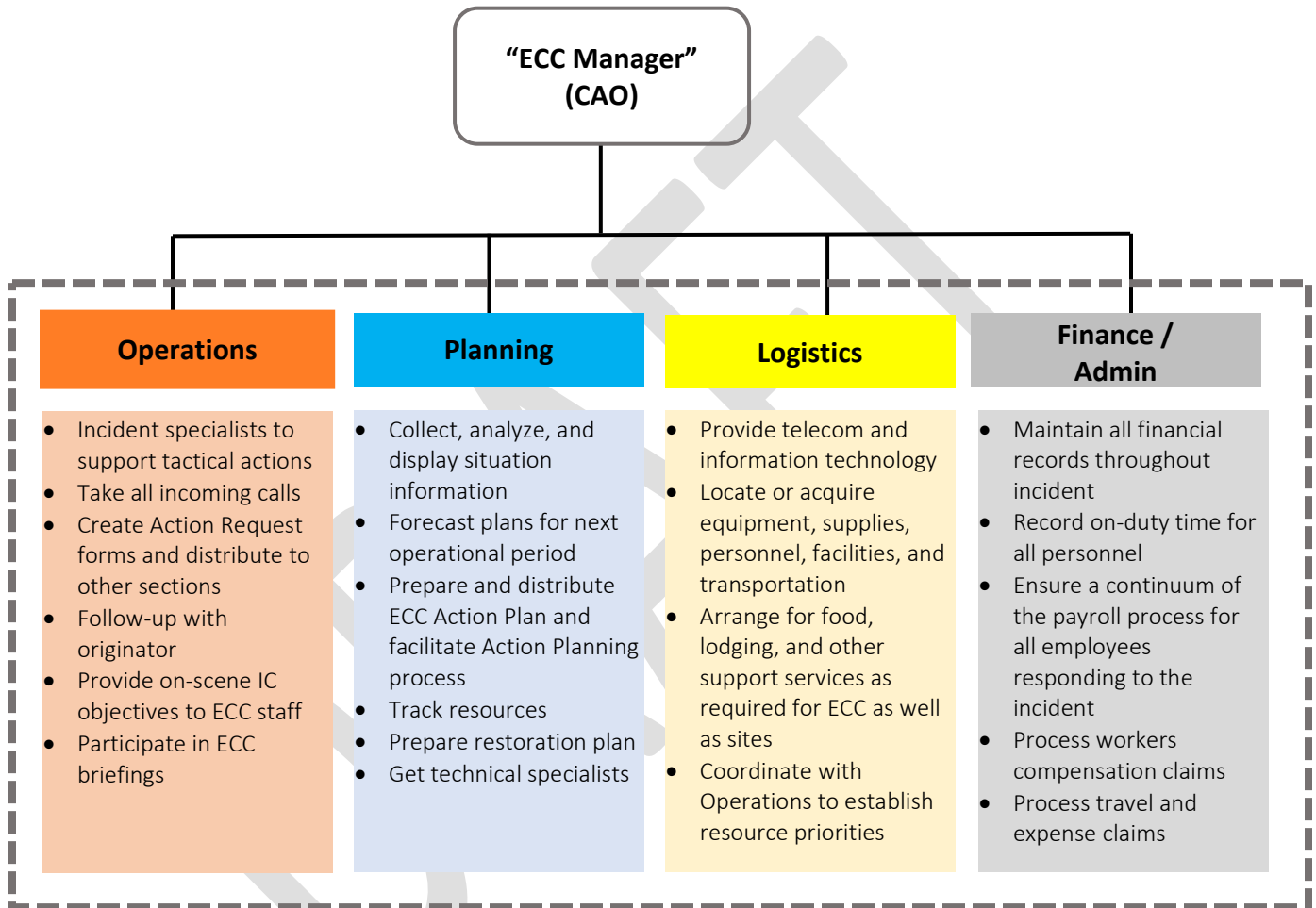
Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Emergency Alert Broadcast](#), [Organization Assignment List ICS 203](#); [Incident Status Summary ICS 209](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Incident Personnel Performance 225](#); [Resource Order 260](#); [Evacuation Warning Form](#)

Resources: Media Distribution List, Phone, Email, Social Media account details

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5.5 GENERAL STAFF

Personnel assigned by Command to lead each functional area, or section, of the ICS organization. An individual section leader is known as a Chief.

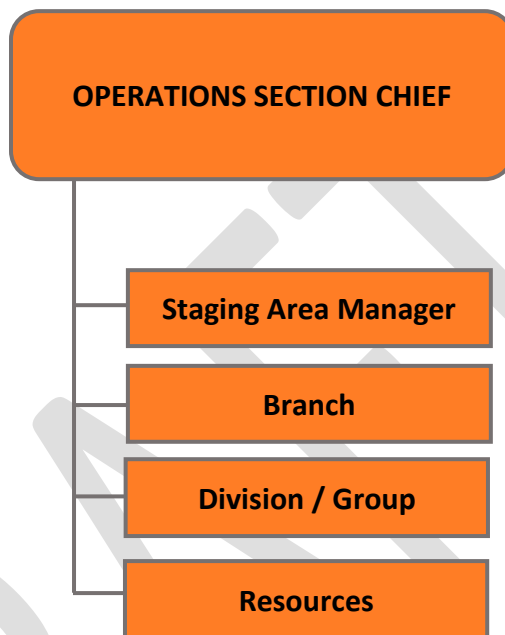


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5.6 OPERATIONS SECTION

The Operations Section directs all response and tactical actions to achieve the incident objectives.



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5.6.1 ECC Operations Section Chief

Reports to: ECC Manager

The role of the ECC Operations is to coordinate requests for resources in support of the emergency site, first responders and the affected community. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager and On-Scene Incident Commander:
 - Receive Role Assignment.
 - Obtain summary of incident organization ([Incident Briefing ICS 201](#) and [Organization Assignment List ICS 203](#)), where possible.
 - Determine incident objectives and recommended strategies.
 - Determine status of current tactical assignments.
 - Identify current organization, location of resources, and assignments.
 - Confirm resource ordering process.
 - Determine location of current Staging Areas and resources assigned there.
 - Determine incident objectives and recommended strategies.
 - Determine location of current Staging Areas and resources assigned there.
- Identify current organization, location of resources, and assignments.
- Confirm resource ordering process.
- Obtain a preliminary situation briefing from the ECC Manager, Planning Section Chief or other ECC Command and General Staff as appropriate.
- Coordinate with the ECC Liaison Officer regarding the need for Agency Representatives in the Operations Section.
- Review responsibilities of groups operating within the Section; develop a plan/process detailing strategy for carrying out ECC Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase

- Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control.
- Establish operational period.
- Establish and demobilize Staging Areas.
- Provide Situational Awareness:

- Provide SA with the Operations Section ECC objectives prior to each ECC Action Planning meeting.
- Provide regular Section Status Reports to the ECC Manager and Situational Awareness Unit.
- Ensure that the Situational Awareness Unit as well as the Resources Unit in the Planning Section are provided with information on a regular basis or as the situation requires, including Status Reports and new incoming incident reports.
- Prepare for and participate in the ECC Manager's Action Planning meetings and other relevant Command and General Staff meetings
- Determine if there is a need for Public Safety Field Communications to provide additional mobile communications to the on-scene responders.
- Assess life safety:
 - Adjust perimeters, as necessary, to ensure scene security.
 - Evaluate and enforce use of appropriate protective clothing and equipment.
 - Implement and enforce appropriate safety precautions.
- Evaluate situation and provide update to Planning Section:
 - Location, status, and assignment of resources.
 - Effectiveness of tactics.
 - Desired contingency plans.
- Ensure that all resource needs are coordinated through the ECC Logistics Section.
- Brief the ECC Manager and other Command and General Staff members on all major incidents.
- Ensure alternate staff are identified for the position for upcoming shift(s).
- Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):
- Develop and manage tactical operations to meet incident objectives.
- Determine need and request additional resources.
- Keep Resources Unit up to date on changes in resource status.
- Ensure coordination of the Operations Section with other Command and General Staff:
 - Ensure Operations Section timekeeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up to date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.

- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.
- Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments
- Attend Planning Meetings
- Attend periodic briefings for with ECC Manager if requested, for Agency Executive, elected officials, or their representatives.
- Ensure [Activity Log ICS 214](#) and other necessary files are maintained.

Demobilization Phase

- Deactivate any organizational elements when no longer required. Ensure that all paperwork is completed, and logs are closed.
- Ensure that any open actions are assigned to appropriate agency and/or EM staff as appropriate.
- Ensure personnel in the Operations Section are following the Demobilization Plan (if applicable).
- Provide input towards the After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

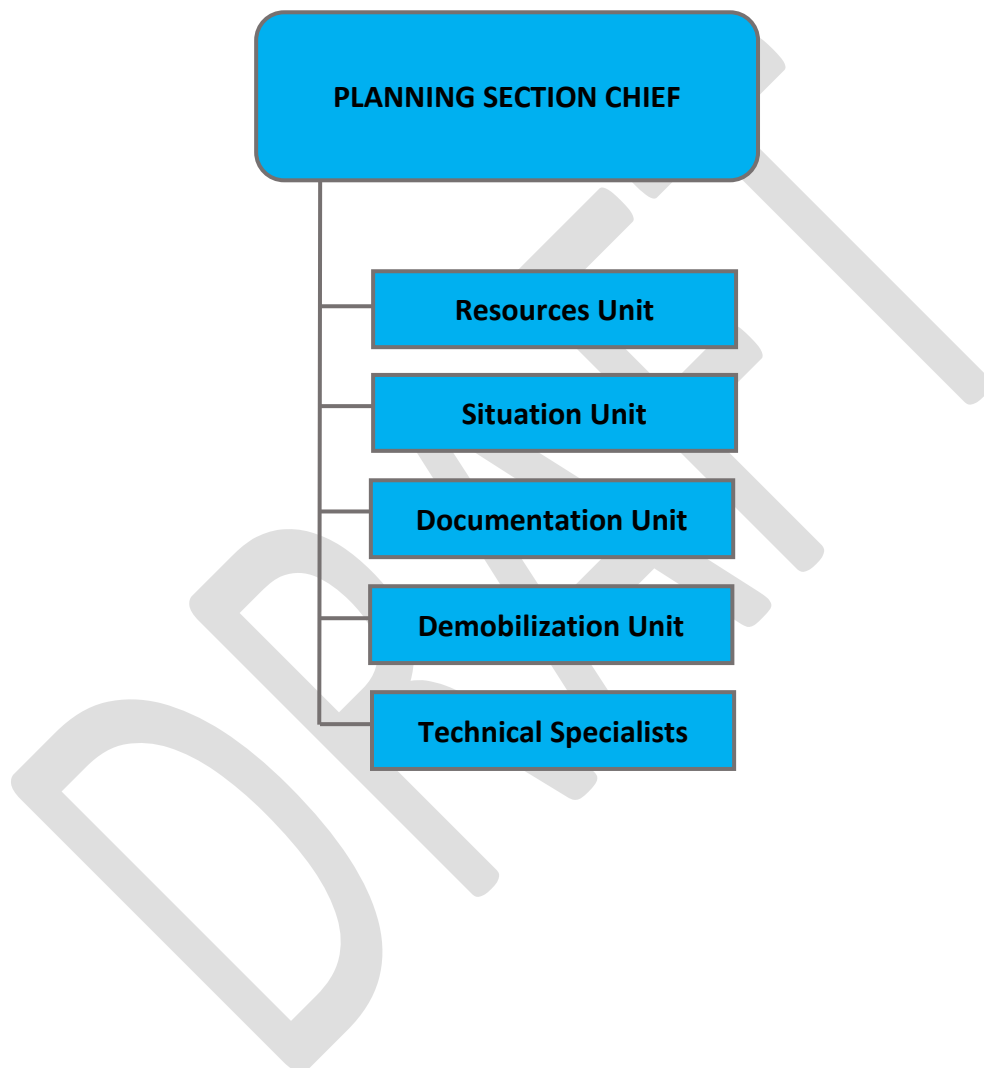
Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Organization Assignment List ICS 203](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Operational Planning Worksheet 215](#); [Air Operations Summary 220](#); [Crew Performance Rating 224](#); [Work Analysis Matrix 234](#); [Incident Personnel Performance 225](#); [Resource Order 260](#)

Resources: Resource Directory, Comfort Centre Contact List, TMR

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5.7 PLANNING SECTION



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5.7.1 Planning Section Chief

Reports to: ECC Manager

The role of ECC Planning is to fully understand the incident, know where resources are, anticipate future resources, edit/create specific contingency plans adjusting assumptions and objectives as required, conduct Advance Planning activities, maintain all files on all ECC activities, and create demobilization plan

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Determine current resource status ([Incident Briefing ICS 201](#)).
 - Determine current situation status/intelligence ([Incident Briefing ICS 201](#)).
 - Determine current incident objectives and strategy.
 - Determine whether ECC Manager requires a written Incident Action Plan (IAP).
 - Determine time and location of first Planning Meeting.
 - Determine desired contingency plans.
- Meet with the Operations Section Chief; obtain and review any major incident reports.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.
- Review responsibilities of Units in the Planning Section; develop plans for carrying out all responsibilities.
- Keep the ECC Manager and Situational Awareness informed of significant events.
- Create an update for partners/stakeholders and Council using the [Incident Status Report](#)
- Ensure that sufficient staff are available for a 24-hour schedule, or as required.

Operational Phase

- Provide regular Section Status Reports to the ECC Manager and Situational Awareness Unit.
- Conduct periodic briefings with Section staff and work to reach consensus among staff on Section objectives for forthcoming operational periods.
- Ensure that the Planning Section develops and distributes an advance planning report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall priorities of the ECC.
- Ensure alternate staff are identified for the position for upcoming shift(s).

- ❑ Ensure that the Documentation Unit takes notes of key activities throughout the incident, maintains files on all ECC activities and provides reproduction and archiving services for the ECC, as required.
- ❑ Establish and maintain resource tracking system.
- ❑ Complete [Incident Briefing ICS 201](#), if not previously completed, and provide copies to Command, Command Staff, and General Staff.
- ❑ Compile and display incident status summary information. Document on [Incident Status Summary ICS 209](#) (or other approved agency forms):
 - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
 - Provide copy to Public Information Officer.
- ❑ Obtain/develop incident maps.
- ❑ Establish information requirements and reporting schedules for ICP and field staff.
- ❑ Prepare contingency plans:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.
- ❑ If evacuations need to occur, accurately complete the [Evacuation Warning Form](#). Work with the Planning & Logistics to confirm facility, PPE, roads, PIO to share info, and Operations to deliver.
- ❑ Work closely with each Unit within the Planning Section to ensure the Section objectives, as defined in the current Action Plan are being addressed.
- ❑ Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- ❑ Conduct Planning Meetings according to following agenda:

Sample Briefing Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Ops Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Ops Section Chief
5	Specify tactics for each Division/Group.	Ops Section Chief
6	Specify resources needed for each Division/Group.	Ops/Planning Section Chiefs

7	Specify facilities and reporting locations.	Ops/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Admin Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

- Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:
 - Establish information requirements and reporting schedules for use in preparing the IAP.
 - Ensure that detailed contingency plan information is available for consideration by Operations and Command.
 - Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
 - Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
 - Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.
- Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.
- Coordinate preparation of the Safety Message with Safety Officer.
- Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
- Instruct Planning Section Units in distribution of incident information.
- Provide periodic predictions on incident potential.
- Establish a weather data collection system, when necessary.
- Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- Ensure Section has adequate coverage and relief.
- Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- Ensure preparation of demobilization plan, if appropriate.
- Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
- Provide briefing to relief on current and unusual situations.

- ❑ Ensure that all staff observe established level of operational security.
- ❑ Ensure all Planning functions are documenting actions on [Activity Log ICS 214](#)
- ❑ Submit all Section documentation to Documentation Unit.
- ❑ Provide technical services, such as environmental advisors and other technical specialists to all Sections as required.
- ❑ Ensure that displays associated with the Planning Section are current, and that information is posted in a legible and concise manner.

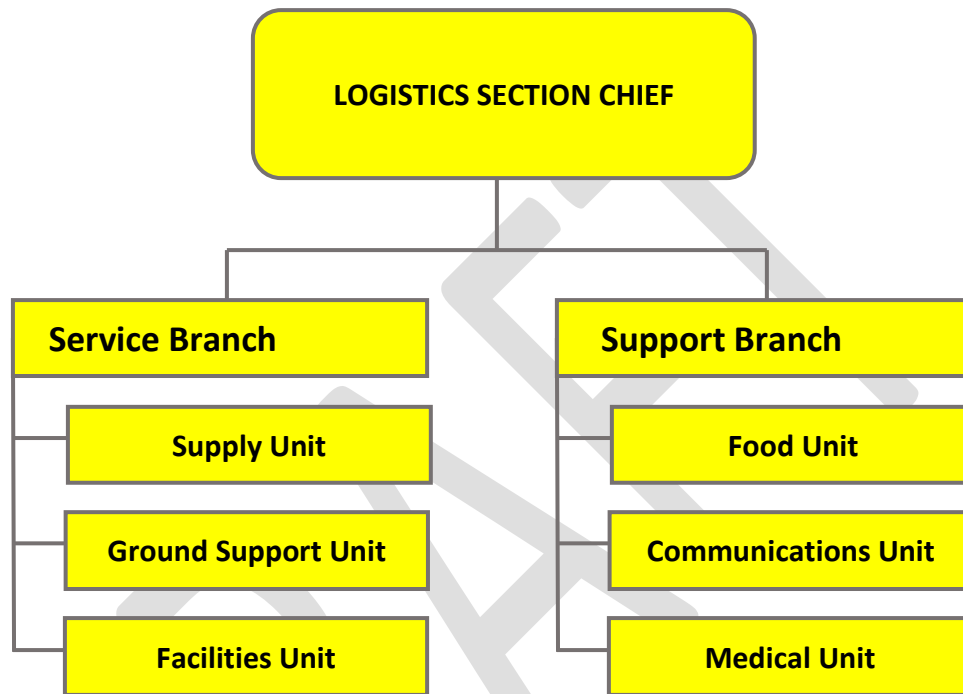
Demobilization Phase

- ❑ Ensure Demobilization Plan for the ECC is complete, approved by the ECC Manager and distributed to all Sections.
- ❑ Oversee the preparation of the After-Action Report by the Recovery Unit.
- ❑ Determine demobilization status of all Planning Units and advise the ECC Manager.
- ❑ Complete all logs and documentation and forward to the Documentation Unit.
- ❑ Ensure any open actions are assigned to the appropriate Planning staff or other Sections to follow-up on.
- ❑ Ensure that all expenditures and financial claims have been submitted through the Finance/Administration Section.
- ❑ Review After-Action Report prior to submitting to the ECC Manager and Command and General Staff for approval.
- ❑ Provide input towards the After-Action Report.
- ❑ Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Incident Objectives 202](#); [Organization Assignment List 203](#); [Assignment List 204](#); [Organizational Chart 207](#); [Incident Status Summary ICS 209](#); [Incident Check-In 211L](#); [General Message Form 213](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [T-Card Package 219](#); [Incident Personnel Performance 225](#); [Daily Meeting Schedule 230](#); [Resources at Risk 232](#); [Incident Open Action Tracker 233](#); [Resource Order 260](#); [ECC Incident Briefing 401L](#); [ECC Objectives Tracker 402L](#); [ECC Status Report 403L](#); [ECC Master Log 404L](#); [ECC PACE Objectives Worksheet 405L](#); [Pre-Evacuation Contact Form](#); [Evacuation Warning Form](#)

Resources: Website administrator procedures
emo@modl.ca Prepare 72hr!
 Twitter 210Aberdeen

5.8 LOGISTICS SECTION



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5.8.1 Logistics Section Chief

Reports to: ECC Manager

The role of the ECC Logistics is to coordinate the set up and maintenance of the ECC including ECC resource needs, information technology support, administration support, and food services.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Determine current resource status ([Incident Briefing ICS 201](#)).
 - Determine current situation status/intelligence ([Incident Briefing ICS 201](#)).
 - Determine current incident objectives and strategy.
 - Review desired contingency plans for future resource needs.
 - Report to the ECC and obtain a briefing from ECC Manager:
- Meet with the Operations Section Chief; understand what needs/resources were ordered and identify any immediate resource needs
- Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.
- Post WIFI for ECC staff to use
- Determine need for/acquire Administration Support to set-up and maintain office equipment, maintain an electronic summary of the event, and take minutes during situational updates/meetings (as per Support Role)
- Identify the need for and acquire extra space, breakout rooms, or meeting space

Operational Phase

- Ensure that position logs and other necessary files are maintained.
- Meet regularly with Section staff and work to reach consensus on Logistics Section objectives for forthcoming operational periods.
- Provide the Planning Section Chief with the Logistics Section objectives prior to each Incident Action Planning meeting.
- Attend and participate in Incident Action Planning meetings.
- Provide regular Section Status Reports to the Director and the Situational Awareness Unit.
- Ensure that the Supply Unit coordinates closely with the Procurement Unit in the Finance/Administration Section and that all required documents and procedures are completed and followed.

- ❑ Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.
- ❑ Ensure that transportation requirements, in support of response operations, are met.
- ❑ Ensure that all requests for facilities and facility support are addressed.
- ❑ Ensure that all resources are tracked and accounted for in cooperation with the Resources Unit within the Planning Section, as well as resources ordered through mutual aid.
- ❑ Provide Section staff with information updates via Section briefings, as required.
- ❑ Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, objectives for the next operational period, and any other pertinent information.
- ❑ Identify high cost resources that could be demobilized early and advise other Command and General Staff members.
- ❑ Ensure that displays associated with the Logistics Section are current, and that information is posted in a legible and concise manner.
- ❑ Ensure alternate staff are identified for the position for upcoming shift(s).
- ❑ Obtain briefing from Incident Commander:
 - Review situation and resource status for number of personnel assigned to incident.
 - Review current organization.
 - Determine which incident facilities have been/should be activated.
- ❑ Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.
- ❑ Confirm resource ordering process.
- ❑ Assess adequacy of current [Radio Communications Plan ICS 205](#).
- ❑ Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.
- ❑ Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:
 - Provide summary of emergency situation.
 - Provide summary of the kind and extent of Logistics support the Section may be asked to provide.
- ❑ Notify Resources Unit of other Units activated, including names and location of assigned personnel.
- ❑ Attend Planning Meetings
- ❑ Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- ❑ Participate in preparation of Incident Action Plan (IAP):
 - Provide input on resource availability, support needs, identified shortages, and response timelines for key resources.

- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure [Radio Communications Plan ICS 205](#) is prepared.
- Ensure [Medical Plan ICS 206](#) is prepared.
- Assist in the preparation of Transportation Plan.
- Review IAP and estimate section needs for next operational period, order relief personnel if necessary.
- Research availability of additional resources.
- Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
- Ensure coordination between Logistics and other Command and General Staff.
- Ensure general welfare and safety of Section personnel.
- Provide briefing to relief on current activities and unusual situations.
- Ensure that all personnel observe established level of operational security.
- Ensure all Logistics functions are documenting actions on [Activity Log ICS 214](#).
- Submit all Section documentation to Documentation Unit.

Demobilization Phase

- Ensure coordination with the ECC Operations Section before commencing demobilization.
- Determine demobilization status of the ECC Logistics Section and advise the ECC Manager.
- Complete all logs and documentation and forward to ECC Documentation Unit.
- Ensure any open actions are assigned to appropriate ECC Logistics staff or other ECC Sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the ECC Finance/Administration Section.
- Provide input towards the After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Radio Communications Plan ICS 205](#); [Communications List 205a](#); [Medical Plan ICS 206](#); [Resource Status Change 210](#) ; [General Message Log ICS 213](#); [ECC Resource Request 213L](#); [ECC Activity Log 214L](#); [Radio Requirements Worksheet 216](#); [Communications Resource Availability 217](#); [Support Vehicle Inventory 218](#); [Incident Personnel Performance Rating 225](#); [Resource Order 260](#) ; [Communications Log 309](#)

Resources: [Activation Procedure Virtual Set-up ECC Computers & Passwords](#)

5.8.2 Communications Unit Leader (Amateur Radio Member)

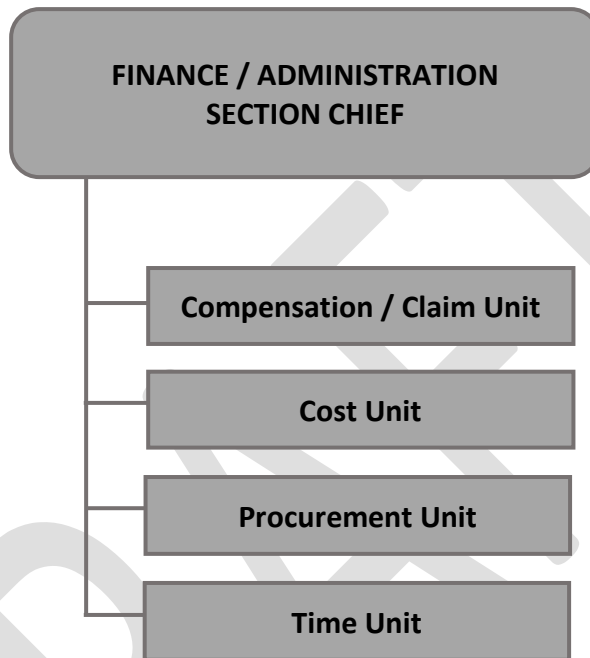
REMO has a small group of volunteers with Amateur Radio expertise that dedicate time and efforts to emergency preparation and response. These individuals, with one coordinator, maintain the radio room and equipment as part of REMO assets as well as the TMR radios in coordination with Public Safety Field Communications Nova Scotia. Certain emergencies may require telecommunications expertise. In such cases, the duties of the Communications Coordinator shall include but not be limited to:

- Receive role assignment
- Respond to the ECC, virtually or physically, set up telecommunications to receive, transmit, and record information
- Set up radio equipment as required
- Provide telecommunications support within the ECC, on site, or within an evacuation shelter, or other location as needed and directed by the ECC Manager
- Coordinate radio frequencies and monitor mutual aid channels
- Supervise the Radio Room within the ECC
- Establish telecommunications with Com Public Safety Field Communications Nova Scotia
- Provide liaison with Amateur Radio Club and volunteers as required
- Attend situational updates/meetings
- Maintain an electronic summary of messages received and transmitted during the event.
- Maintain a timed log of all requests and actions taken

Forms: [Generic Position Checklist](#), [Radio Communications Plan ICS 205](#); [Communications List 205a](#); [General Message Log ICS 213](#); [ECC Resource Request 213L](#); [ECC Activity Log 214L](#); [Radio Requirements Worksheet 216](#); [Communications Resource Availability 217](#);

Resources: REMO Radio Assets (Radio Room & Portable) TMR

5.9 FINANCE / ADMINISTRATION SECTION



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5.9.1 Finance / Administration Section Chief

Reports to: ECC Manager

All CAOs within the agreement shall respond to the ECC as required. In single municipality events, the CAO of jurisdiction will be supported by the other CAOs as required and appropriate. In a large event, decisions will be made for procurement and payment and distribution of costs determined.

Activation Phase

- Report to the ECC and obtain a briefing from ECC Manager:
 - Receive Role Assignment.
 - Determine current resource status for cost tracking ([Incident Briefing ICS 201](#)).
 - Determine current situation status/future equipment and personnel resource needs for cost, time, and procurement tracking.
 - Review desired contingency plans for understanding of costing.
- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Establish an Internal Order Number (IO#) and post in visible location for all to reference.
- In consultation with ECC Manager determine spending limits, if any, for ECC Logistics, Operations, and the remainder of the ECC Command and General Staff.
- Ensure that all financial records are maintained throughout the event or incident.
- Ensure that all on-duty time is recorded and collected for all personnel (both Response and ECC personnel).
- Track all recovery documentation in case a Disaster Recovery Program (DRP) is initiated and ready for submission to the Disaster Recovery Program.
- Consult with ECC Manager for spending limits and notify all personnel.
- Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.
- Meet with all Unit Leads and ensure that responsibilities and procedures are clearly understood.
- In conjunction with Unit Leads, determine the initial Finance/Administration Incident Action Planning objectives for the first Operational Period.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.
- Ensure alternates are identified for your position to allow for 24 hour extended operations.
- Ensure there is continuity of the payroll process for all employees.

Operational Phase

- Ensure that position logs and other necessary files are maintained.
- Provide regular Section Status Reports to the ECC Manager and Situation Unit.
- 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 Incident Action Planning meetings.
- Provide cost estimates to ECC Incident Action Planning Process.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.
- Brief all Unit Leads and ensure they are aware of the ECC priorities particularly those affecting the ECC Finance/Administration Section, as defined in the ECC Incident Action Plan.
- Keep the ECC Manager, ECC Command and General Staff aware of the current fiscal situation and other related matters, on an ongoing basis.
- Ensure the ECC Cost Accounting Unit maintains all financial records throughout the event or incident.
- Ensure the ECC Resources Unit tracks and records all agency staff time.
- Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- In coordination with the ECC Logistics and Operations Sections, ensure the Procurement Unit processes purchase orders and develops contracts in a timely manner.
- Ensure the ECC Resources Unit processes all Workers' Compensation claims, resulting from the incident, in a reasonable timeframe, given the nature of the situation.
- Ensure the ECC Resources Unit processes all time sheets and travel expense claims promptly.
- Ensure that all cost documentation and potential Disaster Recovery Program (DRP) costs are accurately maintained by the ECC Cost Unit during the response and submitted on the appropriate forms to NS EMO.
- Ensure the ECC Resources Unit tracks and records all agency staff time.
- In coordination with the ECC Logistics and Operations Sections, ensure the Procurement Unit processes purchase orders and develops contracts in a timely manner.
- Ensure the ECC Resources Unit processes all Workers' Compensation claims, resulting from the incident, in a reasonable timeframe, given the nature of the situation.
- Ensure that compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation and documentation recorded accurately and thoroughly.
- Ensure the ECC Resources Unit processes all time sheets and travel expense claims promptly.
- Ensure alternate staff are identified for the position for upcoming shift(s).

- Obtain briefing from Incident Commander:
 - Incident objectives.
 - Participating/coordinating agencies.
 - Anticipated duration/complexity of incident.
 - Determine any political considerations.
 - Obtain the names of any agency contacts the Incident Commander knows about.
 - Possibility of cost sharing.
 - Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.
- Obtain briefing from agency administrator:
 - Determine level of fiscal process required.
 - Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
 - Assess potential for legal claims arising out of incident activities.
 - Identify applicable financial guidelines and policies, constraints and limitations.
- Obtain briefing from agency Finance/Administration representative:
 - Identify financial requirements for planned and expected operations.
 - Determine agreements are in place for land use, facilities, equipment, and utilities.
 - Confirm/establish procurement guidelines.
 - Determine procedure for establishing charge codes.
 - Important local contacts.
 - Agency/local guidelines, processes.
 - Copies of all incident-related agreements.
 - Determine potential for rental or contract services.
 - Is an Incident Business Advisor available, or the contact information for an agency Financial/Administration representative?
 - Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
 - Ensure that proper tax documentation is completed.
 - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
- Ensure all Sections and the Supply Unit are aware of charge code.
- Attend Planning Meeting:
- Provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.

- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.
- Gather continuing information:
 - Equipment time – Ground Support Unit Leader and Operations Section.
 - Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
 - Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
 - Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
 - Arrival and demobilization of personnel and equipment – Planning Section.
 - Daily incident status – Planning Section.
 - Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
 - Status of supplies – Supply Unit Leader and Procurement Unit Leader.
 - Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
 - Use agreements – Procurement Unit Leader and local administrative personnel.
 - What has been ordered? – Supply Unit Leader.
 - Unassigned resources – Resource Unit Leader and Cost Unit Leader.
- Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
 - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted

personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).

- Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
 - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- Assist Logistics in resource procurement:
 - Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- Ensure coordination between Finance/Administration and other Command and General Staff.
- Coordinate Finance/Administration demobilization.
- Provide briefing to relief on current activities and unusual events.
- Ensure all Logistics Units are documenting actions on [Activity Log ICS 214](#).
- Submit all Section documentation to Documentation Unit.

Demobilization Phase

- Determine demobilization status of the ECC Finance/Administration Section and advise the ECC Manager.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to ECC Documentation Unit.
- Ensure any open actions are assigned to appropriate ECC Finance/Administration staff or other ECC sections to follow-up on.
- Provide input towards the After-Action Report.
- Complete [Activity Log ICS 214](#) and documentation and forward to the ECC Documentation Unit.

Forms: [Generic Position Checklist](#), [Incident Briefing ICS 201](#); [Resource Summary 210](#); [General Message Form 213](#); [ECC Resource Request 213L](#); [Activity Log ICS 214](#); [ECC Resource Request 214L](#); [Incident Personnel Performance 225](#); [Resource Order 260](#);

Resources: Municipal suppliers List, REMO Payment Voucher, Contracts, Limits

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5.10 Position Expectations Matrix

Expectations of ->	Incident Commander	Safety Officer	Information Officer	Liaison Officer	Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance Section Chief
Incident Commander	<ol style="list-style-type: none"> Attend all meetings/briefings on time, fully prepared. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting. Essential Elements of Information: Thorough, constant and effective sharing of information. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity. Take every opportunity to promote the ICS process and teach others how to use it. Be an exemplary model of behavior and performance and take decisive and immediate action when others in your functional area are not performing to expected standards. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions. Take care of yourself; get adequate rest and nourishment. Ensure your staff do the same. Don't let setbacks or failure get you down. You didn't cause the incident; you are here work with everyone else to bring order out of chaos, sometimes that takes a while. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed. 	<ol style="list-style-type: none"> Be fully engaged in the planning process and provide an appropriate and timely feedback. Identify, manage, instruct and mitigate all hazards on the incident. Keeps IC informed on trends/causes of accidents and illnesses. Promote an attitude of 100% compliance with safety rules throughout the entire organization. Provide a relevant and effective safety message in each Incident Action Plan (IAP). 	<ol style="list-style-type: none"> Keep incident personnel up-to-date on major current affairs, both on and off the incident. Coordinate with Liaison Officer in relations with Stakeholders. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media. Ensure that the IC is appropriately prepared (not only mentally, but in appearance and emotion) when going in front of the camera. 	<ol style="list-style-type: none"> Address cooperating agency/stakeholder concerns and issues in a positive manner. Track down, identify, and coordinate with all involved agencies and nongovernmental organizations. Provide a positive impression of incident to other agencies/stakeholders. Exercise effective leadership and coordination of the Agency Representatives. Coordinate with the PIO in relations with stakeholders. Keep other IMT members constantly aware of issues of cooperating/assisting agencies. 	<ol style="list-style-type: none"> Recommend strategies to reach objectives. Keep IC and other Command & General Staff informed on planned tactics to ensure timely input and support by entire IMT. Resource ordering within boundaries of fiscal, environmental, and other constraints. Report unusual events, activities, as well as provide daily updates on the situation. Insist that all known safety procedures be followed in all tactical planning and execution. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration. 	<ol style="list-style-type: none"> Exercise effective leadership and organization of all incident meetings and briefing. Ensure that the entire organization follows the established planning process, on time and accurately. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process. 	<ol style="list-style-type: none"> Manage the ordering process to ensure all incident needs are met. Whenever possible, anticipate and maintain supplies ahead of the need. Coordinate with supporting ECC to ensure effective and cordial relations. Work closely with Operations to ensure complete logistical support and coordination with tactical operations. Ensure the IC has the best facilities, equipment, and resources to manage the incident. Do it all in a timely manner. 	<ol style="list-style-type: none"> Advise and counsel all Command & General Staff about fiscal, contract, and other administrative matters. Be prepared to provide cost analysis if requested by IC or responsible agency. Attend all briefing and strategy sessions; provide input. Coordinate with all staff members and cooperating agency representatives. Possess good knowledge and ability to operate Finance Section effectively. Coordinate with all responsible agencies to ensure their administrative requirements are met.
Safety Officer	<ol style="list-style-type: none"> Emphasize safety in all communications and actions. Support recommendations for changes in tactics for safety reasons. 		<ol style="list-style-type: none"> Be sensitive to any accidents or other safety problems on the incident. Coordinate what is released to public, both media and locals. 	<ol style="list-style-type: none"> Provide specific information regarding problems with assisting and coordinating agencies. Identify potential safety problems regarding above. 	<ol style="list-style-type: none"> Maintain a close working relationship in development of tactics. Understand of possible hazards. Be flexible enough to change tactics that cannot be mitigated. Provide information on unusual hazards occurring in field. No surprises. 	<ol style="list-style-type: none"> Be included in strategy and tactics meetings. Provide briefings on situation, critical/sensitive areas, resource types and status. Be included in briefings. Provide updates/feedback on safety responses. Provide information on personnel/resources availability. 	<ol style="list-style-type: none"> Supply personnel/equipment needs. Coordinate with Medical Unit. 	<ol style="list-style-type: none"> Process accident reports in a timely manner. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations. Coordinate accident/injury information from Compensation/Claims Unit.
Information Officer	<ol style="list-style-type: none"> Approve press releases in a timely manner. Cooperate with media requests. Cooperate with public information meetings. Provide direction on his/her media expectations. 	<ol style="list-style-type: none"> Summarize safety issues. Provide a daily report of any accidents/injuries. 		<ol style="list-style-type: none"> Identify key agencies, their roles, and any issues. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate. Help with communication strategy 	<ol style="list-style-type: none"> Provide information on resources, special activities, status of incident. Be open to allowing media access. Provide press-worthy items. 	<ol style="list-style-type: none"> Summarize development of incident. Provide information on resource status. Help with communication strategy. Provide press-worthy items. 	<ol style="list-style-type: none"> Review Communication Plan. Provide transportation. Provide facilities and communication equipment for information office, both at ICP and other locales. 	<ol style="list-style-type: none"> Provide current incident costs. Provide press-worthy items.
Liaison Officer	<ol style="list-style-type: none"> Advise and counsel on issues presented by assisting and cooperating agencies. Provide overall mission and direction. Show willingness to engage with stakeholders when necessary. 	<ol style="list-style-type: none"> Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations. Provide input on "safety readiness" of above. 	<ol style="list-style-type: none"> Mention cooperating and assisting agencies and organization in press releases. Distribute information material so it can be given to above. Provide coordination/ notification of public meetings and press conferences. 		<ol style="list-style-type: none"> Ensure safety and welfare of all personnel. Share information and rationale on use of other agency personnel. Establish availability of special resources that may be available from cooperating agencies for Operations utilization. 	<ol style="list-style-type: none"> Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations. Coordinate with status of above resources, e.g. planned demobilization. 	<ol style="list-style-type: none"> Provide transportation, facilities, and communication equipment. Provide status of ordered resources. Provide medical status of any personnel injured or ill from cooperating and assisting agencies. 	<ol style="list-style-type: none"> Report excessive hours. Report injuries and/or accidents to non-agency personnel. Provide information on agency specific pay-offs.

Expectations of ->	Incident Commander	Safety Officer	Information Officer	Liaison Officer	Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance Section Chief
Operations Section Chief	<ol style="list-style-type: none"> Supply objectives. Point out any constraints on strategy/tactics. These may include environmental, political, and financial. 	<ol style="list-style-type: none"> Have a close working relationship in development of tactics. Provide notification of any hazards or safety problems. Provide mitigations and ramifications for tactics. Provide close scrutiny of operations in field. Order enough resources to ensure safety in field. 	<ol style="list-style-type: none"> Provide correct information to the public. Request permission to bring media out to incident (away from ICP). Ensure media are properly prepared (protective clothing, briefings) to go out to incident. 	<ol style="list-style-type: none"> Provide information on special circumstances of other agency employees. Coordination with other agency needs or problems and identification of resources available through cooperating agencies. Be the point of contact for above. 		<ol style="list-style-type: none"> Have a close working relationship in preparing the IAP. Provide resources requested. Provide input in strategy meeting. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies). Provide concise, accurate briefings. Provide completed ICS Form 215s for Planning Meeting. 	<ol style="list-style-type: none"> Provide adequate transportation. Provide adequate, high-quality, balanced food. Provide facilities for eating, sleeping, and OSC's work. Provide needed equipment and supplies to perform work. Arrange for medical care and emergency transport and medical plan. Demonstrate flexibility in changing requests. 	<ol style="list-style-type: none"> Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process. Report excessive work hours. Provide adequate commissary, as necessary. Keep Operations informed of any fiscal constraints that may influence tactics.
Planning Section Chief	<ol style="list-style-type: none"> Provide incident objectives. Provide Planning Meeting schedules/operational periods. Provide deadlines for IAP. Review and approve IAP. 	<ol style="list-style-type: none"> Participate in Strategy/Tactics Meetings and preparation of 215A. Continually update team on safety issues. Participate in IAP (Safety message and 204's). Participate in Operational briefings. 	<ol style="list-style-type: none"> Provide times of press briefings. Coordinate with information on ICS Form 209. Review information in press releases for accuracy. 	<ol style="list-style-type: none"> Review status of cooperating and assisting agency resources for accuracy. Provide information regarding any issues of above. 	<ol style="list-style-type: none"> Provide strategy and tactics. Provide timely notification of resource needs. Provide necessary info for maps, etc. Provide information needed to complete 204s. Provide debriefing from field at end of shift. Be on time and prepared for meetings. 		<ol style="list-style-type: none"> Confirm status of all resource orders. Provide feedback on resource availability. Timely submit Communication, Medical, Facility and Transportation Plans. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP. 	<ol style="list-style-type: none"> Provide fiscal input to the Incident Action Plan. Provide daily cost estimates. Provide financial/cost benefit analysis information.
Logistics Section Chief	<ol style="list-style-type: none"> Provide priorities for ordering personnel, supplies, and equipment. Provide support for logistics activities. Keep in loop for planned direction of incident with Planning to forward plan resource requirements. 	<ol style="list-style-type: none"> Coordinate/cooperate with Medical Unit. Provide notification of hazards in facilities, transportation, etc. Provide input to Medical Plan and medivac procedures. Coordinate/cooperate with Security in accident investigation. 	<ol style="list-style-type: none"> Order communication and facility needs in a timely manner. 	<ol style="list-style-type: none"> Communicate assisting/cooperating agency personnel special needs. Provide information as to ability of above to assist in Logistics. 	<ol style="list-style-type: none"> Provide timely requests for all needs. Provide timely notification of demob, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment). Provide coordination and information sharing up front. Show an understanding for impossible time requests. 	<ol style="list-style-type: none"> Timely ordering of resources. Close coordination on check in and demob of resources. Information sharing as to planned direction of incident. Accurate information as to number of resources on incident. 		<ol style="list-style-type: none"> Provide written orders for resources or supplies. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit and Time Unit. Provide information of time and/or procurement problems. Provide cost saving information.
Finance Section Chief	<ol style="list-style-type: none"> Provide general advice and counsel. Provide financial and political constraints. Provide feedback on performance and evaluation. Provide approval of excess duty time. 	<ol style="list-style-type: none"> Be an advisor. Provide information on accidents or injuries. Coordinate with Compensation/Claims Unit Leader. Ensure that all accident or injury reports are submitted to Finance in a timely manner. 	<ol style="list-style-type: none"> Prepare initial information summary as soon as possible after arrival. Ensure incident personnel are kept up to date on news and incident information. Provide coordination in event of injury or death on incident. 	<ol style="list-style-type: none"> Provide a contact for assisting/cooperating agency representatives. Provide a single contact for private organizations. Coordinate meetings to facilitate information exchange. 	<ol style="list-style-type: none"> Verify time worked by crews and equipment on incident. Conform to required work/rest cycles. Provide information on property damage or equipment loss or damage in order to start a potential claims file. Provide information on equipment on the incident, especially for the initial operational periods. 	<ol style="list-style-type: none"> Provide up-to-date information on resources assigned to the incident. Provide daily/shift copies of the Incident Action Plan. Provide current information on the incident particularly including any planned releases. Provide estimated containment and control times. Provide close coordination with demobilization. 	<ol style="list-style-type: none"> Ensure that hired equipment time records up to date. Provide facilities for Finance Section. Coordinate between Supply Unit and Procurement Unit. Coordinate between Ground Support Unit and Procurement Unit. Coordinate between Medical Unit and Compensation/Claims Unit Leader. Provide property accountability. 	

6 FORMS

★Frequently used

Form #	Form Name/Description	Completed By	Approved By
★ ICS 201	Incident Briefing	Incident Commander	
ICS 202	Incident Objectives	Planning Section Chief	Incident Commander
ICS 203	Organization Assignment List	Resource Unit	
ICS 204	Assignment List	Resource Unit	Planning Section Chief
ICS 205	Radio Communications Plan	Communication Unit	
ICS 205a	Communications List	Communication Unit	
ICS 206	Medical Plan	Medical Unit	Safety Officer
★ ICS 207	Organization Chart	Resource Unit	
★ ICS 208	Safety Message / Plan	Safety Officer	
ICS 209	Incident Status Summary	Situation Unit	
ICS 210	Resource Status Change Form	Communication Unit	
ICS 211	Check-In – use 211-L	Resource Unit	
★ 211-L	ECC Check-In Check-Out	Resource Unit	
ICS 213	General Message	All	
★ 213-L	ECC Resource Request	All	
ICS 214	Activity Log – use 214L	All	
★ 214-L	ECC Activity Log	All	
ICS 215	Operational Planning Worksheet	Operations Section	
ICS 215a	Safety Analysis	Safety Officer	
ICS 216	Radio Requirements Worksheet	Communication Unit	
ICS 217	Communications Resource Availability Worksheet	Communication Unit	
ICS 218	Support Vehicle Inventory	Ground Support Unit	
ICS 219	T-Card Pack (Resource Cards)	Resource Unit	
ICS 220	Air Operations Summary	Air Operations Branch	
ICS 221	Demobilization Checklist	Demobilization Unit	
ICS 224	Crew Performance Rating	All Crew Supervisors	

Form #	Form Name/Description	Completed By	Approved By
ICS 225	Incident Personnel Performance Rating	All Supervisors	
★ ICS 230	Daily Meeting Schedule	Situation Unit	
ICS 232	Resources at Risk Summary	Planning Unit	
ICS 233	Incident Open Action Tracker	Situation Unit	
ICS 234	Work Analysis Matrix	Operations Section Chief	
ICS 260	Resource Order	Resource Requestor	
★ ICS 309	Communications Log	Communication Unit	
★ 401-L	ECC Incident Briefing	Situation Unit	
★ 402-L	ECC Objectives	Situation Unit	
★ 403-L	ECC Status Report	Situation Unit	
★ 404-L	ECC Master Log	Master Scribe/Planning	
★ 405-L	ECC PACE Objectives Worksheet	Incident Commander Planning Section	

6.1 Activation/Deactivation Checklists in the ECC

Activation Checklist

1. Were you asked to deploy to ECC?
 - a. If yes, continue the following steps.
 - b. If no, please report immediately to the Resource Unit Leader or ECC Manager for assignment.
2. Sign-in on the ECC Check In/out Log.
3. Write your name on a Name Tag to wear during your shift.
4. Check in with the Resource Unit Leader for assignment.
5. Upon assignment, go to the specified workspace.
6. If assigned as Command or General Staff, a vest will be provided. All other positions will be provided a position lanyard.
7. All emails are to be sent and received via the ECC email system for legal purposes. You will be assigned your login credentials from the Resource Unit.
8. All notes, logs, and forms are property of the ECC for legal purposes and must be turned in at the end of every shift.

Deactivation Checklist

1. Ensure all computer files are saved to the ECC Server location.
2. Log out of the computer.
3. Turn in all notes, logs, and forms to the Documentation Unit.
4. Return workstation to pre-activation condition.
5. Return your vest or lanyard to Resource Unit Leader.
6. Sign-out on the ECC Check In/Out Log.

6.2 ECC Check-In/Check-Out Form (211-L)



ECC Check-In/Check-Out			
Incident Name:			Date: (YYMMDD/2400hr)
Operational Period: FROM:(YYMMDD/2400hrs)	TO: (YYMMDD/2400hrs)	Check-In Location:	

Print Name	Agency/ Organization	Check-In 2400 hrs	ECC Assignment	Cell Phone	Check-Out 2400 hrs
			Section/Position		
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					



1. Incident Name:		2. Date of Request (dd/mm/yy):		3. Time of Request (0000 24 hrs.):		4. Resource Request Number		
Request	5. Order							
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, unit of measure, etc.)			Date Required	
	6. Purpose of Resource:							
	7. Suitable Substitutes and/or Suggested Sources:							
8. Requested Delivery/Reporting Location: (Assigned site location or Report to Location):								
9. Requested by:		10. ECC Position:		11. Priority: <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low		12. Internal Order No.	13. Section Chief Signature:	
Logistics (Supply Unit)	14. Logistics Order Number:		15. Name of Vendor:			16. Name of Point of Contact and Position:		
	17. Point of Contact Phone/Email:					18. Cost:		
	19. Order placed by:					20. ECC Position:		
	21. Approval Signature of Logistics Rep:					22. Date (dd/mm/yy):	23. Time (0000 24 hrs.):	
	24. Resource Status:							
	Received by		Date/Time		Assigned to		Released to	
Finance	25. Name of Spending Authority Approver:					26. ECC Position:		
	27. Finance Section Signature:					28. Date/Time:		

DISTRIBUTION: Requestor Logistics Finance Planning (Documentation)

Resource Request (ECC 213-L)

Purpose. The Resource Request (ECC 213-L) is utilized to order resources and track resource status.

Preparation. The ECC 213-L is initiated by the resource requestor and initially approved by the appropriate Section Chief or Command Staff. The Logistics and Finance/Admin. Sections also complete applicable sections of the form.

Distribution. This form is maintained in order to track resource status and assist with determining incident costs.

Block #	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date of Request	dd/mm/yy format Self explanatory
3	Time of Request	24-hour format Self explanatory
4	Resource Request Number	Enter Resource Request Number (if applicable).
5	Order	Specify quantity, item description, delivery required by date.
6	Purpose of Resource	Describe the application the resource will be used for.
7	Suitable Substitutes and/or Suggested Sources	Enter possible substitute items if exact requested resource is not available. Provide supplier information if known.
8	Requested Delivery/Reporting Location	Enter location requested for resource delivery or report to location.
9	Requested by	Requestor's name
10	ECC Position	Requestor's position in ECC
11	Priority	Select Urgent, Routine or Low priority.
12	Internal Order Number	Enter appropriate Internal Order Number for Finance coding.
13	Section Chief Signature	Obtain appropriate Section Chief signature for request.
14	Logistics Order Number	Enter Logistics Order Number (if applicable).
15	Name of Vendor	Name of Company resource is being sourced from.
16	Name of Point of Contact and Position	Enter name of resource supplier point of contact and position title.
17	Point of Contact Phone/Email	Enter resource supplier's phone/Email contact information.
18	Cost	Enter pricing information obtained regarding the request.
19	Order placed by	Enter name of individual placing order for requested resource(s).
20	ECC Position	Enter position in ECC of individual placing order.
21	Approval Signature of Logistics Rep	Signature of an authorized Logistics Section representative.
22	Date	dd/mm/yy format Self explanatory
23	Time	24-hour format Self explanatory
24	Resource Status	Enter applicable resource status fields.
25	Name of Spending Authority Approver	Name of individual authorizing.
26	ECC Position	Enter position in ECC of individual authorizing.
27	Finance Section Signature	Signature of an authorized Finance/Administrative Section representative.
28	Date/Time	dd/mm/yy format 24-hour format Self explanatory

6.5 Incident Briefing Template (401-L)



INCIDENT BRIEFING No:		
Incident Name:	Date:	Time:
Reporting Period From – To:	Situational Awareness	
Location of Incident:		
Situation Summary:		
<p>** New Information appears in Red Text**</p> <p>Background</p> <p>***** *****</p> <p>Plan to Execute –</p>		
Lead Agency		
Municipality Unit. . .		
Who is Involved?		
Updates from Municipal Units		
Fire/EMS		
RCMP		
Public Works		
Transit		

Community Services	
Legal	
Finance	
Current and Planned Objectives	
<p>**Red Bold indicates ongoing. All others Complete** ***More detailed tasks associated with objectives can be seen in ECC Action Plan***</p>	
Future Planned Activities	
Current Organization Structure	
See Attachment	
Prepared By:	Position in ECC: Situational Awareness

6.6 ECC Objectives Tracker (402-L)



Incident Name:		Date:		Time: (2400 hr)	
Operational Period: From:		To:		SitRep #:	
Prepared by:		Released By:		Position in ECC:	

Priority	Ongoing	Complete
-----------------	----------------	-----------------

#	SMART Priority Objectives: What high level priorities are necessary to complete during the next operational period?	ECC Function to Complete Tactics	ECC Function Responsibility	Complete/ Ongoing	Completion Time
1					
1.1					
1.2					
1.3					
2					
2.1					
2.2					
2.3					
3					
3.1					
3.2					
3.2					
4					
4.1					
4.2					
4.3					
5					
5.1					
5.2					
5.3					
5.4					
5.5					
5.6					
6					

6.1					
6.2					
6.3					
6.4					
7					
7.1					
7.2					
7.3					
7.4					
8					
8.1					
8.2					
8.3					
8.4					
9					
9.1					
9.2					
9.3					
9.4					
9.5					

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6.7 Incident Status Report (403-L)



INCIDENT STATUS REPORT		
Incident Name:	Date:	Time:
Operational Period:		Section/Function/Agency:
Current Situation: (incidents, actions taken, resource status....)		
<p style="text-align: center; opacity: 0.3; font-size: 48px; transform: rotate(-30deg);">DRAFT</p>		
Outstanding Issues/Challenges/Problems:		
<p style="text-align: center; opacity: 0.3; font-size: 48px; transform: rotate(-30deg);">DRAFT</p>		
Anticipated Priorities/Activities: (for future operational periods)		
<p style="text-align: center; opacity: 0.3; font-size: 48px; transform: rotate(-30deg);">DRAFT</p>		
Prepared By:	Position in EEC:	

6.9 ECC PACE Objectives Worksheet (405L)



INCIDENT NAME: _____

DATE /TIME/ OP: _____

Desired Objective <i>What do we want to do?</i> <i>When do you want it?</i>	Optional Strategies <i>How to achieve the objectives</i>	Tactics <i>Assigning resources & tools to get it done</i>
	Primary:	Primary:
		Alternate:
		Contingency:
		Emergency:
	Alternate:	Primary:
		Alternate:
		Contingency:
		Emergency:
	Contingency:	Primary:
		Alternate:
		Contingency:
		Emergency:
	Emergency:	Primary:
		Alternate:
		Contingency:
		Emergency:

6.10 Pre-Evacuation Contact Form

Incident Name: _____

Date: _____ Time: _____



Name of Person Contacted:		Signature of Person Contacted			
Address Location of Contact:					
Phone Number at Contact Location					
Emergency Contact Name & Number once Evacuated	Name			Phone Number	
Number of Persons at Location	Adults			Minors	
	Males	Females	Males	Females	
Transportation Available	Yes			No	
Pets/Livestock	Pets ABLE to Evacuate with people			Pets UNABLE to Evacuate with People	
	Species	#	Species	#	
Special Needs or Assistance Required (explain)					
Contact Made By: (Print Name)			Signature:		

6.11 Evacuation Waiver Form



EVACUATION WARNING

Date (Month/DD/YYYY): _____ **Time of Notice:** _____ **AM/PM**

You may need to leave your home because of an emergency situation. It may not be safe to be in your home or emergency services may be unable to get to you. We provide this warning so that you may prepare yourself and your family to leave immediately if requested to do so. It is likely that mandatory evacuation will be required by _____ (time).

WHERE TO GO:

So that emergency responders know everyone is safely evacuated we require you to check-in at the nearest Reception Centre at _____ (full civic address and name of location) _____ (phone number). Information on where you can get necessary items or stay overnight will be provided at the Reception Centre.

HOW TO LEAVE:

Unless otherwise directed, we recommend you transport all family members and pets in your private vehicle. If you will require transportation assistance, contact _____ (phone number) immediately.

WHAT TO TAKE:

For your personal comfort and safety, we recommend you take the following items with you:

- Personal information for all family members (birth certificates; health cards; drivers license)
- Money (cash; cheques; debit cards, credit cards)
- Cell phone(s) and chargers
- Medications & medical aids such as wheelchairs, walkers, hearing aids, sleep apnea, oxygen, etc.
- House and personal insurance information
- Personal care items for 3 days
- Toys, games, favourite items, for children
- Car seats for children that require them
- Change of clothing for all family members
- Name and phone numbers of family members and important contacts

PETS: (Use one of the two paragraphs as appropriate to the situation)

a) If there is a pet sheltering option:

If possible, take your household pets with you in an appropriate carrying case. Take food and any medications your pets will need for at least 3 days. Leashes or restraining devices should be brought with your pets. Pets should have identifying collars as appropriate. If you need assistance evacuating your pets, please call

_____ (phone number) immediately – please be patient as lines may be busy. If you are unable to take your pets with you, be prepared to evacuate without them and emergency personnel will make all reasonable efforts to ensure their safety when it is safe to do so.

b) If there is not a pet sheltering option:

As a reminder, pets cannot be accommodated in the shelter. Please follow your family preparedness plan and take pets to a friend, relative or pet facility. If you have no plan, upon arrival at the Reception Centre noted above, you will be directed with further information.

UPDATES:

Updates will be provided at the Reception Centre noted above or via (radio, FB, Twitter, website, etc.) _____.

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6.12 Emergency Alert Broadcast Headings

To initiate an Emergency Alert through Alert Ready, the CAO or Police Chief must make sign off on the request. Note that it could take approx. two (2) hours from original notification of intent until alert the is issued so wherever possible, plan accordingly.

The process includes:

- EMC or designate to contact the EMPO (daytime hours) or Duty Officer (1-866-424-5620 after hours/weekends).
- Advise the situation that is occurring which you feel warrants an alert and whether you think it should be a Broadcast Immediately or Non-Intrusive alert.
- The NS EMO rep will start the process internally to get approvals.
- In the meantime, begin writing the script for the alert which include the following:

Headline: This should be a short headline for the Alert Message. Be as direct and actionable as possible while remaining short (Example: 160 characters MAY be a useful target limit for headline length).

Event Description: This should be the same as the 'Broadcast Text' shown below.

Instructions: It is the text where the user will describe the recommended action to be taken by recipients of the alert message (*e.g. shelter in place, evacuate, boil water, follow Facebook/Twitter for additional updates, etc.*)

Area Description: This field requires the user to describe the affected area of the alert message. (*Be specific with street names as not everyone is familiar with "neighbourhood names" think newcomers, tourists, etc.*)

Wireless Text: Enter exactly the message that you want made public by the Wireless Service Providers. This is the message that will be issued on all wireless compatible devices connected to an LTE network during an active alert. The text in this field should be within 600 characters limit for English and French combined.

Broadcast Text: Enter exactly the text you want made public by broadcasters and other Last Mile Distributers (LMDs). This is the message that will be issued on radio and televisions during an active alert. The text from this field is also used for audio generation. The text in this field should be within 900 characters limit for English and a 900 characters limit for French.

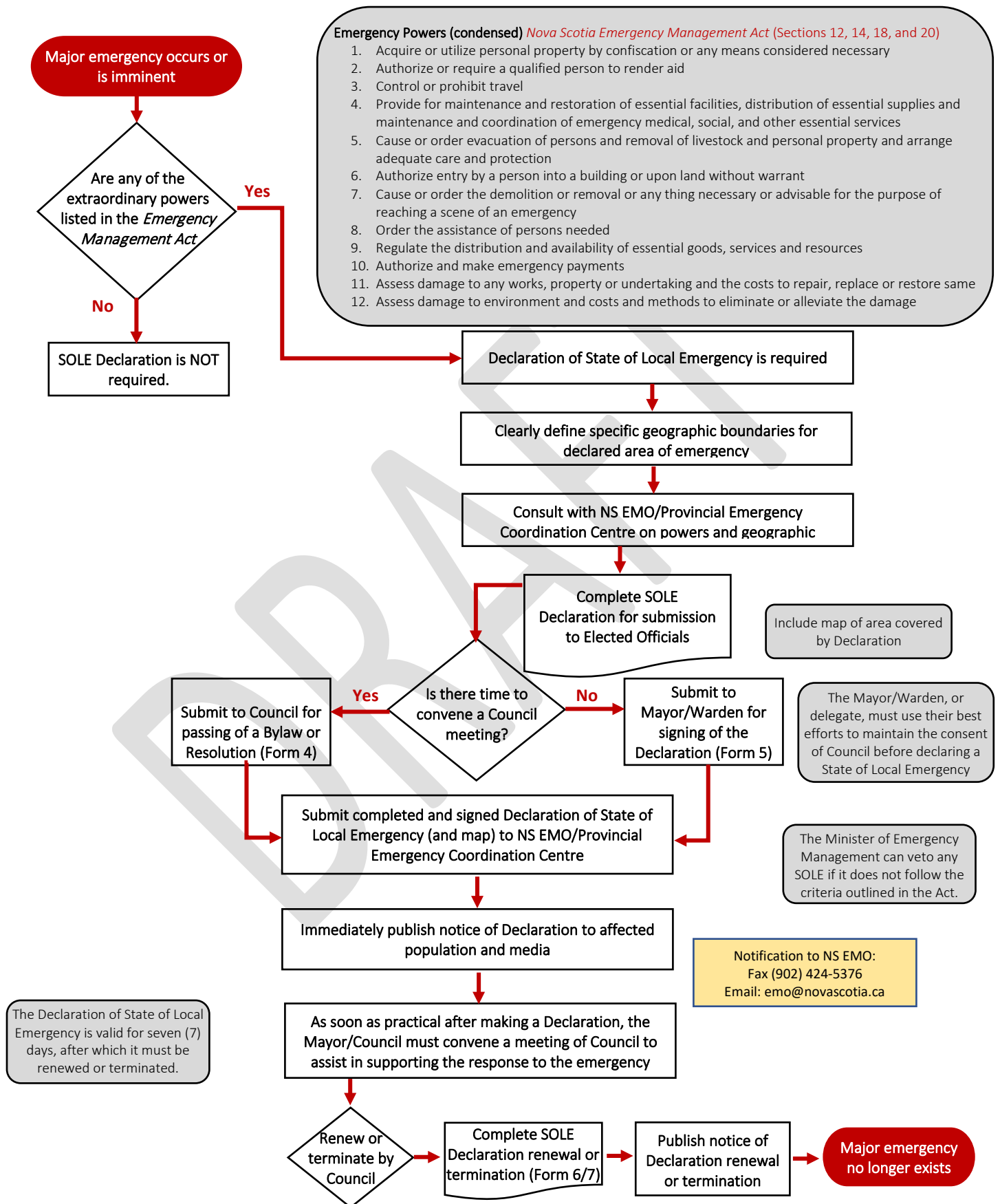
URL: This is an optional field. This should be a full, absolute URL for an HTML page or other text resource with additional or reference information regarding this alert. This would be used if your organization is using another website to provide additional updates (ie. Facebook, Twitter, organization webpage, press release, etc.).

- Once the script is written, email to the EMPO.

- Where possible have it sent from the email of the CAO, Police Chief, or Mayor/Warden, or provide their contact details in the email as NS EMO Executive Director needs to confirm their awareness and intent to send the alert.
- The NS EMO Executive Director will contact the CAO, Police Chief, or Mayor/Warden and will internally approve the alert to be sent or decline it.
- Once the emergency has resolved or imminent threat has been removed, contact the EMPO to cancel the alert.

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7 Declaring a State of Local Emergency (SOLE)



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7.1 FORM 4

DECLARATION OF A STATE OF LOCAL EMERGENCY

(Council of Municipality)

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes () No ()

Nature of the Emergency:

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Council, Municipality

Name

Position

[Authorized by Resolution No. _____
dated the _____ day of _____, 20__]

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7.2 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

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes ()

No ()

Nature of the Emergency:

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

AND WHEREAS the Council of the Municipality is unable to act;

AND WHEREAS the undersigned has (check appropriate box)

(a) Consulted with a majority of the members of the Municipal Emergency Management Committee

Yes ()

No ()

(b) Found it impractical to consult with the majority of the Municipal Emergency Management Committee

Yes ()

No ()

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Mayor/Warden's signature

Municipality of _____

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7.3 FORM 6

RENEWAL OF A STATE OF LOCAL EMERGENCY
(Council of Municipality/Mayor/Warden)

Section 20(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes ()

No ()

Nature of the Emergency:

AND WHEREAS the Declaration of a State of Local Emergency was signed on the ____ day of _____, 20__;

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, continues to exist or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 20(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above is renewed as of and from ____ o'clock in the forenoon () or afternoon () of the ____ day of _____, 20__.

THE RENEWAL OF A DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until ____ o'clock in the forenoon () or afternoon () of the ____ day of _____, 20__, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*;

THIS RENEWAL was authorized by the Minister responsible for the *Emergency Management Act*, pursuant to Section 20(2) of the Act by approval dated the ____ day of _____, 20__.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this ____ day of _____, 20__.

Council of Municipality

In the event the Council is unable to act:

Name

Mayor/Warden

Position

[Authorized by Resolution No. _____
dated the ____ day of _____, 20__]

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7.4 FORM 7

TERMINATION OF A STATE OF LOCAL EMERGENCY
(Council of Municipality)

Section 18(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS by a Declaration of a State of Local Emergency dated the _____ day of _____, 20____, as renewed on the _____ day of _____, 20____, a State of Local Emergency was declared for the following area:

Emergency Area:

The area generally described as

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes () No ()

Nature of the Emergency:

AND WHEREAS the undersigned is of the opinion that an emergency no longer exists in the Designated Area(s).

THE UNDERSIGNED pursuant to Section 18(2) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, hereby terminates the State of Local Emergency effective as of and from _____ o'clock in the forenoon () or afternoon () of the _____ day of _____, 20__.

DATED at _____, in the Municipality of _____, Province of Nova Scotia, this _____ day of _____, 20__.

Council of Municipality

Name

Position

[Authorized by Resolution No. _____
dated the _____ day of _____,
20__]

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8 Glossary of Terms

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, nongovernmental organizations may be included to provide support.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental 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, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

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 process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. 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. See **Supporting Agency**.

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

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.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

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.

Cascading Event: An event(s) that occur as a direct or indirect result of an initial event. For example, if a flash flood disrupts electricity to an area and, as a result of the electrical failure, a serious traffic accident involving a hazardous materials spill occurs, the traffic accident is a cascading event. If, as a result of the hazardous materials spill, a neighborhood must be evacuated and a local stream is contaminated, these are also cascading events. Taken together, the effect of cascading events can be crippling to a community.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. 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: The staff who report directly to the Incident Commander, including the Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases—avoiding the use of different words/phrases for same concepts—to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

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 the incident management effort.

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

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

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 the Incident Commander prior to 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 to 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.

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

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See **Group**.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect the safety, health or welfare of people or to limit damage to property.

Emergency Management/Response Personnel: Includes Federal, Provincial and provincial governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Coordination Centre (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 (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., federal, provincial, regional, provincial), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

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

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.

Federal: Of or pertaining to the Government of Canada.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

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

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: An organizational subdivision 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. See **Division**.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, 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: 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 Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) 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 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 the 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 construct specifically designed to provide 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. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

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 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.

Intelligence/Investigations: An organizational subset within ICS. Intelligence 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. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency

management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

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 (e.g., federal, provincial, territorial, local boundary lines) or functional (e.g., law enforcement, public health).

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

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

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

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System 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 incident objectives; developing strategies based on overarching incident 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.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations—Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support 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 a Unified Command.

Mutual Aid Agreement or 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.

Nongovernmental 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 Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Information.

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

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section 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, nongovernmental organizations, and the private sector.

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the *National Incident Management System*, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, pre-empting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and individuals 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.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an 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 Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

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.

Recovery Plan: A plan developed to restore an affected area or community.

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 Centre.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavourable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at pre-empting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Sector: On some large incidents, such as wildland fires, with challenging or difficult terrain and limited access, a Division Supervisor's ability to provide adequate tactical supervision may be exceeded. Divisions may be further sub-divided into Sectors. A Sector is a geographic area within a Division.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See **Assisting Agency**.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

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: Person 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.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See **Area Command**.

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 persons 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 (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

