REMO Committee Meeting AGENDA

MODL Council Chambers, Hybrid Meeting

10 Allée Champlain Drive Cookville NS and Via Audio & Video Teleconference

Monday, February 10, 2025 – 10:00 a.m.

Page

1. **Call to Order**
2. **Approval of Agenda – Added Items**
3. **Approval of Meeting Notes of July 15, 2024 (circulated)**
4. **Business Arising From Previous Meetings**
   - 4.1 Shelter Generator Quotes 2
   - 4.2 Date/time of future REMAC meetings – the third Monday of alternate months does not work for all members. Please bring calendars so we can set future meetings.
5. **New Business**
   - 5.1 2025-01-27 Letter from Minister Masland, Moving towards Consistent and Impactful Emergency Response 15
   - 5.2 Strategic Plan Report 19
   - 5.3 REMO 2025-26 Budget 31
6. **NS DEM Updates**
7. **REMO Coordinator Updates**
8. **Added Items**
9. **Next Meetings:**
   - All Councils: Wednesday, February 19, 2025, 6:00 a.m. – 8:00 p.m. All Council REMO Budget Presentation on Teams only
   - Municipal Councils: Discussions between February 20th and March 11th
   - REMO Advisory: Wednesday, March 12, 2025, 11:00 a.m. – 12:30 p.m.
10. **Adjournment**

**** This meeting will be held as a hybrid meeting, in-person and virtually through Microsoft Teams. The link and phone number are available through the meeting invite. ****

Any problems connecting, please contact Angela at (902) 930-3480

BRIEFING NOTE TO REMO ADVISORY
FOR INFORMATION

PURPOSE

- Staff were requested to obtain a quote for fixed or portable generator for shelter locations.

BACKGROUND

- Lunenburg REMO does not have any large facilities that can act as a shelter based on provincial standards which has a generator, washrooms, showers, and commercial kitchen.
- Last year, Michelin Social Club received funding from the provincial generator grant, TOB, and MODL to purchase and install a generator. Upstairs could be a comfort centre, and the auditorium could be a shelter but would not accommodate a large number of residents.
- Some fire halls could be shelters, however Red Cross runs the shelters and it would be better having one facility to reduce staff and supply requirements.
- Locations considered for as a shelter included Forest Heights Community School, Nova Scotia Community College, Parkview School, HB Studios, and Bridgewater Baptist Church.
- NSCC has indicated they are working on obtaining a generator in coming years.

KEY CONSIDERATIONS

- REMO staff were asked to obtain quotes for a fixed or portable generator that could be moved to different buildings if they were wired with transfer switches.
- MODL engineers and L&B Electric visited several facilities and began quoting on a generator to support Forest Heights School. The quotes provided included a stationary generator $255,000, and towable generator $415,560.
    - Due to the size of the towable generator, it would be considered a vehicle and require the largest tow truck to move it. REMO would need permits to move it as it is classified as transporting dangerous goods due to the quantity of fuel.
    - The generator needed to supply power to Parkview School will be significantly larger and would require Nova Scotia Power to assist with the power requirements.
    - REMO did not request a quote for other locations after the first quote was received.

FINANCIAL IMPLICATIONS

- The MODL engineers worked with L&B Electric to obtain initial quotes, there was no cost taken from the existing budget which was earmarked at $20,000.00.
- If there is a direction to move forward, there would be a cost for future services or generator.

RECOMMENDATION/NEXT STEPS

- It is recommended that the REMO Advisory Committee send a letter to the Minister of Emergency Management requesting consideration of funding to support a generator for NSCC and Forest Heights School so there can be a shelter in both ends of Lunenburg County.

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Date: December-02-24
Company **Lunenburg County REMO**
Attn: Jamie Burgess
Phone: 902-930-1085
Fax:

E-mail:

RFQ #: Verbal
Quotation #: 0881089277G_H
Please refer to this number when ordering

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ESTIMATE ONLY

Item	Description	Qty	Unit Price	Subtotal
1.00	L&B Backup Generator Installation **Sommers DGVSW 250 ST T3 Standby Diesel Generator** **Diesel Generator 250kWe** **347/600V 3Ph** **Silent Enclosure** **Volvo Tier 3 Engine, 6 Cylinder, Turbocharged** **Stamford 17Wdg PMG Alternator** **Dimensions: 152" Length x 57" W x 81" H** **Weight: 6173 Lbs / 2800 Kg** **Double Wall Sub Base Fuel Tank** **660 USG - 52 Hrs Run Time @ 100% Load** **Fuel Spill Box, Rupture Alarm, Overfill Alarm** **Notes:** **- Fuel not included** **- Freight to site included** **- Commissioning Included (Sommers & L&B Techs)** **Expected Ship Date: To be determined**	1	$150,000.00	$150,000.00

Item	Description	Qty	Unit Price	Subtotal
2.00	L&B Backup Generator Installation **Complete Electrical Installation** **Includes:** **All Labor and Materials for 250 Kw Generator Installation.** **All Labor and Materials to Install 800 Amp Transfer Switch (may be able to downsize to 600 but will need approval from proper authorities)** **Installation as per CEC and NSPC standards.** **NSPC Inspection and Truck Fees** **CSA Special Inspection Fees if applicable** **Concrete Mounting Pad for Generator** **Jersey Barriers or Bollards for Vehicle Protection** **All Excavation work (trenching and pad related)** **Boom Truck fees** **Note:** **- All wiring to be done with Copper wire** **- Installation is to be done during regular business hours (Mon - Fri 8am-5pm).** **- Installation is pending approval from NSP and CSA Inspection**	1	$85,000.00	$85,000.00
3.00	L&B Backup Generator Installation **Asco 300 Series Automatic Transfer Switch** **800 Amp, 600 Volt, 3 Ph** **Nema 1 Enclosure**	1	$20,000.00	$20,000.00
			Subtotal	$255,000.00

Terms & Conditions

(L&B Electric Ltd Standard Terms & Conditions apply)

Proposed Shipping Date	Weeks After Receiving Order	**Payment Terms**	DEPOSIT REQUIRED UPON ORDER PLACEMENT
Shipping Method	L&B TRUCK	**Shipping Terms**	PREPAID
F.O.B.	FOB DESTINATION	**TAXES**	ADDITIONAL

This Quotation is valid until 1/01/25.

Thank you for your inquiry!

Best regards,

Greg Hopkins
Technical Services Coordinator
L&B Electric Ltd
E-mail: Hopkins@lbserv.com
Tel: 902-521-9321
Fax: 902-543-1428

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STANDARD TERMS AND CONDITIONS

(reference to "company" means L & B Electr ic Ltd.)

ACCEPTANCE: It is expressly understood and agreed that all customer's orders include agreement and acceptance to all the seller's terms and conditions printed herein. Unless otherwise expressly stated, this quotation supersedes all previous quotations and agreements related to this transaction and shall expire without notice thirty days after it's date of issue. All quotations, unless specifically expressed otherwise in writing, shall expire thirty days after it's date of issue

DELIVERY: Except as may be otherwise specified in this quotation, delivery will be FOB originating manufacturer's plant. Shipping dates are estimates which are not guaranteed and are based upon receipt of all necessary information. The company shall in no event be liable for delays caused by fire, acts of God, strikes, labour difficulties, acts of government or military authorities, delay in transportation or in procuring materials, or causes of any kind beyond the Company's control.

WARRANTY: Unless otherwise stated, the company warrants that all products or parts manufactured by the company and as described by it's invoice, will be free from defects in materials and workmanship. All parts and products sold by the company while representing Toshiba International Corp, Leeson Electric (Canada) Ltd., Benshaw Canada Ltd., Cutler-Hammer Industrial Controls, Eaton Yale Ltd., Emerson Electric Canada Ltd and/or others will be subject to the warranty and sales conditions of these companies including all warranty decisions. Unless otherwise stated, the warranty period shall be 12 months from date of sale invoice. The company, shall at it's own option, replace or repair FOB the original manufacturer's location or as otherwise specifically stated, any product or part which is found defective within the terms of the foregoing warranty, provided that such products and parts have at all times been operated or used under the normal operating conditions for which they were designed. THE COMPANY HEREBY DISCLAIMS ALL OTHER EXPRESS OR IMPLIED WARRANTIES INCLUDING WITHOUT LIMITATION ALL IMPLIED WARRANTIES THE FOREGOING OBLIGATION TO REPAIR OR REPLACE SUCH PRODUCTS OR PARTS SHALL BE THE SOLE AND EXCLUSIVE REMEDY OF THE COMPANY TO THE PURCHASER, IT'S CUSTOMERS AND USERS. THE COMPANY SHALL HAVE NO OBLIGATION TO REPAIR OR REPLACE SUCH PRODUCTS OR PARTS UNLESS RECEIVED AT IT'S BRIDGEWATER, NOVA SCOTIA OFFICE WRITTEN NOTICE OF SUCH DEFECT WITHIN THE ABOVE STATED WARRANTY PERIOD.

LIABILITY: Except as specified in the foregoing paragraph entitled "WARRANTY", the Company shall have no obligation or liability whatsoever to the purchaser, including without limitation, any claims for consequential damages or labour cost, by reason or any breach of the express warranty described therein. The purchaser further hereby agrees to indemnify and hold the Company harmless from and against all losses, damages, obligations, liabilities, suits and causes or action (other than the cost of replacing or repairing the defective products as specified in the foregoing paragraph "WARRANTY") arising directly or indirectly from the acts, omissions, or negligence of the purchaser in connection with or arising out of the testing use, operation, replacement or repair of any product described in the quotation or invoice and sold or furnished by the Company to the purchaser.

TAXES: The purchaser shall reimburse the Company for any sales, use, occupation, excise, or other taxes arising out of sales, fabrication, repairs, installation of products to the purchaser upon receipt of the Company's invoice for the amount of the tax, at the

option of the Company, the purchaser shall provide the seller with a tax exemption certificate acceptable to the appropriate taxing authorities.

TERMS OF PAYMENT: Unless otherwise agreed upon in writing, terms of payment are cash, in Canadian Dollars, in full, within 30 days from the date of shipment. The Company reserves the right, at it's discretion, to charge interest on all overdue accounts at a rate of 18% per annum (changeable from time to time) All orders are subject to the approval of the Company's Credit Dept. and the Company may require full or partial payment in advance. Pro rata payments shall become due as shipments are made, except where shipments are delayed by the Purchaser for any reason, in which event payments shall become due from the date on which the Company is prepared to make shipment. If manufacture is delayed by the Purchaser, the Company may elect to require payment based on the contract price and percentage of completion. Any property held for the Purchaser shall be at the risk and expense of the Purchaser.

SECURITY INTEREST: WITH NO EXCEPTIONS, ALL OWNERSHIP RIGHTS AND TITLE TO THE PROPERTY, PARTS AND PRODUCTS, AS DESCRIBED IN THE INVOICE SHALL REMAIN WITH THE COMPANY UNTIL PAYMENT IN FULL (ACCORDING TO THE INVOICE AND RELEVANT PURCHASE ORDERS AND QUOTATIONS) HAS BEEN RECEIVED AND PROCESSED BY THE COMPANY.

RETURNED EQUIPMENT: All equipment, parts and products returned, for warranty evaluation or any other reason, must have authorization from the Company. Without this authorization, shipment may be refused. Returned items must be packed to prevent damage in shipment to the Company. All equipment, parts and products returned for credit or refund, must have prior authorization from the Company. Unless otherwise agreed, returns of this nature will be subject to a "restocking" or "return" charge, the amount to be the sole determination of the Company. Unless otherwise agreed all returns, for whatever reason, shall be shipped to the Company at its Bridgewater, Nova Scotia office, freight prepaid and insured for full value these costs paid by the Purchaser.

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Item	Description	Qty	Unit Price	Subtotal
1.00	L&B Backup Generator Installation **Sommers 300KWe T4I Towable Diesel Generator** **Diesel Generator 300kWe** **120/208V, 277/480V, 347/600V 3Ph** **Silent Enclosure** **Perkins Tier 4I Engine, 6 Cylinder, Turbocharged** **Stamford 311Wdg PMG Alternator** **Double Wall Sub Base Fuel Tank / Trailer** **535 USG - 48 Hrs Run Time @ 100% Load** **Fuel Spill Box, Rupture Alarm, Overfill Alarm** **Notes:** **- Fuel not included** **- Freight to site included** **- Commissioning Included (Sommers & L&B Techs)** **Expected Ship Date: To be determined**	1	$320,650.00	$320,650.00

Item	Description	Qty	Unit Price	Subtotal
2.00	L&B Backup Generator Installation **Complete Electrical Installation** **Includes:** **All Labor and Materials for 300 Kw Generator Connection/Installation plug box** **All Labor and Materials to Install 800 Amp Transfer Switch (may be able to get a 600 Amp approved by authorities)** **Wiring of a 400 Amp Generator Connection box/plug on the outside wall of the school for easy connection to generator** **Installation as per CEC and NSPC standards.** **NSPC Inspection and Truck Fees** **CSA Special Inspection Fees if applicable** **Note:** **- All wiring to be done with Copper wire** **- Installation is to be done during regular business hours (Mon - Fri 8am-5pm).** **- Installation is pending approval from NSP and CSA Inspection**	1	$75,000.00	$75,000.00
3.00	L&B Backup Generator Installation **Asco 300 Series Automatic Transfer Switch** **800 Amp, 600 Volt, 3 Ph** **Nema 1 Enclosure**	1	$20,000.00	$20,000.00
			Subtotal	$415,650.00

Terms & Conditions

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Proposed Shipping Date	Weeks After Receiving Order	**Payment Terms**	DEPOSIT REQUIRED UPON ORDER PLACEMENT
Shipping Method	CUSTOMER PICK UP	**Shipping Terms**	PREPAID
F.O.B.	FOB BRIDGEWATER	**TAXES**	ADDITIONAL

This Quotation is valid until 1/01/25.

Thank you for your inquiry!

Best regards,

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Emergency Management
Office of the Minister

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902-424-5550 Fax 902-424-0581 • novascotia.ca

January 17, 2025

VIA EMAIL

To: Mayors, CAOs and Wardens

Re: Moving towards Consistent and Impactful Emergency Response

Over the last few years Nova Scotia has endured generational hurricanes, wildfires and floods that have had a devastating impact on our communities and the residents we serve. That is why in the Spring 2024 the Government established the Department of Emergency Management and the Nova Scotia Guard.

In the short time I have been in the role as Minister for the Department of Emergency Management, there have been two activations of the Provincial Coordination Centre (PCC). I have witnessed how important our emergency management planning and response is to the safety of our citizens. I also know the importance of reflecting on lessons learned after each event. To this end, I am requesting that municipalities put the following protocols in place during an emergency response.

Activation of Emergency Operations Centres

Effective emergency management requires a common tiered response across all levels of government to ensure roles and accountabilities are clear. With that in mind, I felt it would be helpful to highlight how the PCC supports its various emergency management partners through its different levels of activation.

- At level 1, the PCC is **monitoring** an emergency or developing situation that may move beyond the ability of local responders to address at the municipal level. We have key staff and partners engaged so that if needed we can respond to an emergency.
- At level 2, the PCC is at **partial activation** when there is a moderate event expected, or if a current situation escalates to the point where it involves more communities or a greater risk to the public.
- At level 3, the PCC enters **full activation** when a major event involving multiple locations is happening or anticipated. At this point, many agency and government representatives are involved.

To ensure a consistent response across the Province we are requesting the following:

When the PCC activates to a level 2; municipalities in the affected area(s) also activate their local Emergency Operations Centres.

- By doing so, we can ensure that municipalities and the province are well positioned to respond rapidly and effectively to unfolding events. Recent experience has demonstrated that cell

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phones and other means of communication can be interrupted during emergency events necessitating use of the redundant communications systems found in our emergency operations centres. Best practice dictates that activation at Level 2 cannot be virtual.

When the EOC is activated, a monitored phone number is available to citizens for the duration of the activation

- When a level 2 activations occurs, it means residents may be in greater need of support that is of an important but non-urgent nature. This may include requests for help with snow removal, receiving medications or checking in on loved ones. To support residents with these types of requests it is important that they have access to a 24-hour local municipal phone number during an emergency. Any requests that cannot be met at the local level can be elevated through a Request for Assistance through the PCC. The municipal emergency contact number will be shared with our partners at 211 Nova Scotia, in the event they receive requests, and can redirect them accordingly.
- Urgent requests for immediate threat to life and property (fire/police/medical) should continue to be directed to the provincial 911 system.

Over the coming months, the department will be opening Regional Emergency Operation Centres which will support municipal REMOs through collaborative planning, training, exercising and community outreach. By introducing the protocols above, we take a step forward in building a collaborative and enhanced emergency management response across the province. My staff are available to discuss the above points with you should you have questions.

Sincerely,

Kim Masland
Minister of Emergency Management

BRIEFING NOTE TO REMO ADVISORY
FOR INFORMATION AND DIRECTION

PURPOSE

To inform and seek approval to respond to the impacts of letter from Minister Masland regarding NS Department of Emergency Management (NS DEM) Moving towards Consistent and Impactful Emergency Response as it relates to Lunenburg REMO.

BACKGROUND

- Mayors, Wardens, and CAOs received a letter dated January 17, 2025, from Minister Masland titled *Moving towards Consistent and Impactful Emergency Response*.
- The letter requests that municipalities:
  1. activate in person when the province activates to a Level 2 partial activation, if there is an event affecting our region.
  2. have a monitored, 24-hour phone number available for citizens to call during the activation if they need assistance.
  3. be prepared to support residents with things like snow removal, receiving medications, and wellness checks.

This letter was received without the NS DEM consulting with municipalities as to their expectations or requirements. Several other municipalities have requested the NS DEM have consultations with CAOs and EMCs so NS DEM can provide guidance and timelines to the request.

KEY CONSIDERATIONS

Below are the considerations and impacts of the letter.

1. If REMO needs to activate for Level 2 partial activations when there is something affecting our region, there is an increased need to get additional staff trained and ready to support in the Emergency Coordination Centre (ECC).
   - Our current triggers state a Level 2 response can be physical or virtual, with a minimum of three staff comprised of ECC Manager, Information Officer, Liaison Officer.
   - In past situations, the on-call rep acts as the Liaison Officer, share information for social media with the Information Officer, and the ECC Manager is available if needed. Generally, these situations have been virtual.
   - This could increase the staff overtime, accommodation and feeding costs for those staffing the ECC, for all the shifts when the PCC is activated.
2. REMO has a public facing on-call phone number (902-930-1085) which is posted on the website, social media, as well as all documentation. This is answered by the on-call rep 24/7/365. REMO also has answering service provided by Scotia Business.
   - As part of the July 2023 floods after action report, it was determined that our partners were getting caught in voicemail due to the increased public calls. REMO has introduced a phone number for our partners during activations so we can expedite information flow.
   - For residents who may have limited access to internet, as an alternative method of sharing information and updates to the public, REMO has a number where public can call to listen to the lasted recorded message with updated information. During clear sky days REMO will record general preparedness information should the public call. This number is 902-530-REMO (7366) and we will begin sharing this information this month.

- We do not anticipate any new impacts from the provincial request.

3. Lunenburg REMO follows the Government of Canada's 72-hour Get Prepared campaign which promotes Know the Risks, Make a Plan, Get a Kit.
   - By requesting REMO be available to support residents with snow removal, medications, and wellness checks it removes the personal preparedness aspect for residents and will put more responsibilities on the municipalities.
   - On a day-to-day basis, police complete wellness checks. In the past, we have used Ground Search and Rescue during an activation.
   - In a shelter situation when residents are evacuated, Red Cross assists with medications. To put this on the municipality poses many questions such as how do we track medications, confidentiality, who pays, pharmacies may be closed, do we have one partnering pharmacy to assist, do all pharmacies need to be involved for their customers, etc.
   - Municipalities, aside from the significant snow fall in Cape Breton last year, never assisted residents with snow removal. NS Guard will play a part in this, but generally this has not been a requirement of municipal preparedness.
   - Human resources are needed for personal snow removal, medications, or wellness checks.
   - Generally, if we are in a blizzard with significant snow fall or hurricane with many trees down which is why residents may not be able to get out to obtain medications or clear properties, if the roads are blocked or closed, the municipality will likely not be able to access homes either. Aside from towns who are responsible for their streets, the province is responsible for clearing and maintaining provincial roads. Currently we would put a request to the Provincial Coordination Centre (PCC) if a road is blocked.

FINANCIAL IMPLICATIONS

- If there is a requirement for physical staffing for a Level 2 response as well as a requirement for assisting residents with snow removal, medications, and wellness checks, there will be an added need for ECC staff and accompanying funds to pay for such services.
- For staff, any overtime is paid by the municipal unit, whereas other services and supplies would be paid for by REMO. These requests would impact both municipal and REMO budgets.

RECOMMENDATION/NEXT STEPS

- It is recommended that REMO Advisory Committee send a letter to the Minister of NS DEM requesting a meeting between NS DEM, CAOs, and EMCs for consultation to provide guidance to understand the request.

Report To: **Regional Emergency Management Advisory Committee (REMAC)**

Submitted By: **Alex Dumaresq, Deputy CAO, MODL**

Date: **February 10, 2025**

Re: **Examination of Staff Resource allocation**

Background

REMO was established by agreement of 4 councils to work together to provide coordinated emergency planning and response. In 2017, the Town of Lunenburg joined the organization, expanding the service to all citizens in the County. REMO's daily operations focus on the following areas itemized below

Planning

- Creation and updating all emergency & contingency plans
- Consulting with Planning Committee and stakeholders
- Approval of plans and policies at Advisory Committee meetings

Training & Exercising

- Training and exercising key staff to be prepared for activations
- Training and keeping AECs updated on roles for on-call coverage
- Attending training by the province and other entities to stay up to date
- Be Ready training for municipal staff

Building network and relationships with partners

- Identifying and maintaining stakeholder partnerships
- Government departments
- First responders
- Community halls/comfort centres
- Potential suppliers & resources during emergencies
- Large facilities and businesses
- Working with and keeping updated with the provincial Dept of EM (DEM)

Public Outreach and Education

- Public presentations
- Emergency Preparedness Week
- 72-hour preparedness promotion
- Social media and web presence

Governance & Administration

- Coordinating and supporting REMAC
- Tracking expenditures vs budget
- Information management among five units

Emergency Response

- Oversight of on-call rotation
- Serve as “duty officer”
- Critical role in guiding ECC operations

Special Projects

- As time permits (e.g. Vulnerable persons registry, volunteer roster)

Resources

Currently staffing is one regional manager and a (vacant) coordinator position. In addition, during exercises and activations REMO draws upon CAOs & Deputy CAOs from partner units as well as Assistant Emergency Coordinators (AECs).

Issues

Some persistent concerns outlined in this section led to the addition of the coordinator position to the 2024/25 REMO budget.

Increasing Severity & Frequency of Events

2023 was a busy year for emergency response in MODL. Over 30 days were spent in active monitoring, partial activations, and one full activation. The flooding in July of 2023 resulted in the full activation and necessitated several declarations of local states of emergency, a voluntary evacuation and two mandatory evacuations. Over the past decade Nova Scotia has

been experiencing stronger winter storms, more direct landings of hurricanes, more and longer extended power outages, flash flooding and historic forest fires.

In response to these increased threats the province is in the process of changing its response to emergency management. In the last year, the province has created a standalone department responsible for emergency management, increased local responsibility for public alerts, and directly criticized local EMO for insufficient public notification. Most recently, the Department of Emergency Management sent communication outlining higher expectations for Local EMOs to respond - including dedicated public lines, and reciprocal in-person activations. There are strong indications that local REMOs can expect greater demands to be placed on them from the Provincial department.

Activation Gap

Lunenburg REMO uses the Incident Command System (ICS) as an organizing schema for activations. This internationally recognized system has standardized roles and systems for emergency management and is important for interagency cooperation and communication. Historically, Lunenburg REMO has been relatively lucky and has managed smaller events largely through virtual and partial activations. As the frequency and severity of emergencies has increased, the need for a larger number of trained and available staff for positions in an Emergency Coordination Centre (ECC) has increased.

Based on recent activations and training, municipal staff working with REMO have determined that between 24-50 individuals are required to fully activate over multiple shifts. It is important to note that the majority of these positions have been and will remain municipal staff (e.g. CAOs and AECs), who have undertaken additional training and responsibility for exercises and activations. There are 2 specific needs to address the activation gap: first municipal units must commit more staff for exercises training and activations; second, greater backup and redundancy for the regional manager is required to ensure that there is expert emergency management advice available to staff operating an activated ECC.

Need for projects to improve Emergency Response & Preparedness

After action reports

Significant strides have been made to improve emergency response since 2019. The 2023 Flooding After Action Report listed over 100 recommendations to improve the program and close the gaps. Recommendations covered the following areas: ECC positions depth,

competence, & resources; contingency plan revisions; communications; Inter-agency information sharing & collaboration across shifts; and volunteer & elected official training.

In addition to the after-action reports, the Advisory Committee has discussed a range of special projects that could be undertaken to the benefit of emergency planning and preparedness. Some of these projects include: ECC Role Specialization and Training; Evacuation Shelters; Volunteer Roster; Vulnerable Persons Registry; REMO app for Alerts; Evacuation Routes; and REMO Radio Station.

The Provincial government has at various times completed assessments or required self assessments of municipal emergency managements. Appended to this report is a copy of the most recent self assessment completed by Lunenburg REMO. The assessment reveals that we have the basic elements of a program in place and continue to work towards having a comprehensive program in place.

Discussion

To summarize the above background and issues, REMAC has considered the following conditions or baseline assumptions:

1. There is an increasing need for emergency response driven both by changing climate and by increasing public expectations
2. REMO needs more resources than present allocation of a Regional Manager and AECs
3. Emergency response works best through regional cooperation

Following the Budget approval process in 2024, the Municipality of Chester raised concerns about both the budget approval process and the need to consider alternative allocations of resources.

Budget Approval Process

Currently the agreement requires a budget to be presented to the REMAC for recommendation to the partner units. The agreement states that the budget is approved once at least 2 councils approve it, provided they make up at least 51% of the budget. It was noted that the number of units (2) was not increased when the Town of Lunenburg joined. It was also noted that the budget is one of the largest decisions that the REMAC committee makes and, on occasion, some units have reported concern that they did not feel sufficient information was received by

them prior to the budget being formally passed by the organization based on the conditions set out in the agreement.

To address these concerns staff are recommending the following changes. First, REMAC should undertake a more comprehensive budget process as follows:

- Staff present a draft budget for REMAC to review and approve in draft form.
- REMAC should then host a meeting to which the members of all Councils are invited to review the draft budget. The meeting would provide an efficient approach to ensure that all councillors had access to draft budget information before it was passed, so they could raise concerns or questions to their REMAC representatives before the budget is recommended to partner Councils.
- Following the draft budget presentation REMAC will then re-consider the draft budget for recommendation to Councils.

Second, the agreement should be revised to require at least 3 units representing at least 51% of the funding before the budget is formally considered approved.

Arrangement of Resources

Option 1: Regional Staff, decentralized offices

Description: This would include the same staffing complement as in the 2024/25 budget: A Regional Manager, a Coordinator, and additional existing municipal resources (6 AECs, and the CAO group).

Allocation:

The Regional Manager would remain based out of the host unit offices in Cookville on the western side of the county. The Coordinator would be based out of Chester in the eastern side of the county. The AECs and CAO groups would be maintained to provide staffing for the on-call rotation and ECC activations.

Approximately 50% of the Coordinator's time would be spent on local preplanning activities, including identifying and maintaining stakeholder partnerships, supporting local community groups and larger residential facilities and commercial operations in emergency planning and preparedness, and public outreach and education. The remaining portion of the coordinator's time would be devoted to regional level activities (i.e. planning and running training/exercises,

special projects, on-call and activation work, incorporating local networks and community plans into REMO Contingency plans). Work plans for REMO are generated via the regional manager presenting to the CAO group in advance of the budget preparation and following after action reports.

Costing:

This model uses the existing cost allocation model of uniform assessment:

	Uniform Assessment	Share	Regional Costs	Total Cost
District of Lunenburg	3,493,034,076	49.6%	186,384	186,384
District of Chester	2,123,424,985	30.2%	113,303	113,303
Town of Bridgewater	851,153,903	12.1%	45,416	45,416
Town of Lunenburg	375,580,597	5.3%	20,040	20,040
Town of Mahone Bay	195,179,307	2.8%	10,415	10,415
Totals	**7,038,372,868**	**100.0%**	**375,558**	**375,558**

Analysis:

The Primary benefit of this model is that it is an enhancement of resources over what was available in 2023. It would permit more time for staff to work on training and exercises, special projects, and local pre-planning work. Critically, adding the position provides much needed redundancy for covering the Regional Manager functions during vacation, illness, and extended activations. The option is also a smaller budget commitment in comparison with Option 2.

In comparison with the second option, less resources are available for local pre-planning, activations, and special projects. This approach leaves a high level of responsibility for emergency management with municipal staff who have other full-time responsibilities. Any activation beyond active monitoring requires AECs and CAOs to take on important roles in the Emergency Coordination centre. In addition, there is less capacity for special projects to be completed under this option.

Option 2: Local Resources, Regional Coordination

Description: This represents an increase in staffing over the 2024/25 budget: A regional Manager, 3 local emergency coordinators, and additional existing municipal resources. Under this model, it can be expected that some units would eliminate the AEC position, however each unit would still be responsible for providing a number of staff who would be available for training exercises and activations beyond the CAO group.

Allocation:

The Regional Manager would remain based out of the host unit (i.e. MODL) offices in Cookville on the western side of the county. The local emergency coordinators would be based in 3 of the municipal partners, for example, one in the District of Chester, one in the District of Lunenburg and one in Mahone bay, serving the three towns. The AECs and CAO groups would be maintained to provide staffing for the on-call rotation and ECC activations.

Approximately 75% of the Local emergency coordinators' time would be spent on local pre-planning activities, including identifying and maintaining stakeholder partnerships, supporting local community groups and larger residential facilities and commercial operations in emergency planning and preparedness, and public outreach and education. The remaining 25% of the coordinator's time would be devoted to regional level activities (i.e. planning and running training and exercises, special projects, on-call and activation work, incorporating local networks and community plans into REMO Contingency plans).

Examples of local pre-planning work identified by units:

- Strengthening local stakeholder partnerships such as local fire commissions and departments community halls and comfort centres;
- Supporting larger residential facilities and commercial operations in emergency planning and preparedness (e.g. Maibec, Shoreham Village, Charing Cross Manor);
- Local hazard mapping including flood mapping and evacuation route planning in collaboration with municipal GIS staff;
- Explore potential evacuation shelter facility locations within MOC;
- Staff Training Support – Assist in disseminating Emergency management training to MOC dtsff who may be needed during activations.
- Engagement with Smaller Community Groups – Increase outreach to vulnerable community groups, such as the Blandford Seasiders Senior Club, to understand their emergency needs and explore engagement opportunities.
- Enhance collaboration with MOC first responders to strengthen emergency preparedness and response efforts.
- Support community groups and individual residents adopt the FireSmart model;
- Community presentations on 72-hour preparedness and the municipal role during an emergency;
- Securing local facilities that could house large livestock during an emergency;
- Assisting comfort centres during activation and securing volunteer rosters and grant applications.

It is important to note that these activities (with the exception of the flood and evacuation route mapping) currently form part of REMOs preparedness work. The addition of local coordinators would increase the total staff hours dedicated to this work and would improve local institutional knowledge.

Costing:

This model uses the existing cost allocation formula for regional costs and then assigns proportional local costs, i.e.: 1 position costs to MODL, one to MODC, 50% of a position to TOB and 25% each to TOL & TOMB.

	Uniform Assessment	share	Regional Costs	Local Costs*	Total Cost
District of Lunenburg	3,493,034,076	49.6%	140,635	97,715	238,350
District of Chester	2,123,424,985	30.2%	85,492	97,715	183,208
Town of Bridgewater	851,153,903	12.1%	34,269	48,858	83,126
Town of Lunenburg	375,580,597	5.3%	15,121	24,429	39,550
Town of Mahone Bay	195,179,307	2.8%	7,858	24,429	32,287
Totals	**7,038,372,868**	**100.0%**	**283,376**	**293,146**	**576,522**

For ease of comparison, both cost options are presented here in a single table:

Unit	Option 1	Option 2
District of Lunenburg	186,384	238,350
District of Chester	113,303	183,208
Town of Bridgewater	45,416	83,126
Town of Lunenburg	20,040	39,550
Town of Mahone Bay	10,415	32,287
Totals	**375,558**	**576,522**

Analysis:

Benefits:

- The primary benefit is more resources are available to REMO and to individual communities for emergency preparedness and management. Currently local pre-planning work is being conducted by the Regional Manager. With more resources available to do this community planning and education work, the Regional Manager would have more time to devote to enhancing the functionality and training of the ECC and to address special projects and after-action report recommendations.
- An additional benefit is the increased professionalization of ECC staff. With four full time staff working in emergency management this approach reduces the demand on the CAO group and AECs who have other municipal duties. If desired, active monitoring and

some partial activations could be run without requiring non-EMO staff to take on ECC roles. It is important to bear in mind that continued involvement of municipal staff in the emergency management will be required; most events requiring more than active monitoring will require more than the proposed 4 EM staff.

- Given the additional capacity provided through this option, it is more likely that REMO could address after action report recommendations, special projects, and new expectations from the provincial department.

Issues:

- The cost to hire an additional 2 positions is a barrier potential barrier to pursuing this option.
- The funding formula is more complex and requires agreement from the Towns on how they would share the costs and time of the split regional coordinator.
- There is some potential for management challenges for the new positions given that they will have reporting responsibilities to both their local unit(s) as well as the REMO manager. As a result, there is some risk of losing the benefits of regional coordination.

Alternatives

Rather than selecting one option over the other, REMAC could adopt a staged approach whereby a coordinator is hired regionally and embedded in Chester. In 2 years, an assessment of progress on local pre-planning, training of municipal staff for ECC work, and addressing after action report recommendations could be completed so that the REMAC could determine if the addition of 2 more local coordinators is advisable.

The funding model for option 2 is not the only option available. Alternative approaches could be identified and examined (e.g. the shared local coordinator costs could be allocated using the same cost sharing formula that exists for REMO).

Conclusions

There is an increasing need for emergency response. Experience in Lunenburg County has demonstrated that emergency response works best through regional cooperation. REMO needs more resources than present allocation of a Regional Manager and AECs. REMAC must advise councils on the best route and appropriate budget to do so.

BRIEFING NOTE TO REMO ADVISORY
FOR INFORMATION

PURPOSE

Nova Scotia Dept of Emergency Management created a voluntary, municipal evaluation self-assessment to evaluate the municipal/regional emergency management programs and staff continue to monitor it as a gauge for planning purposes.

BACKGROUND

- In 2012, NS EMO created a self-assessed municipal evaluation to be completed every four years. In 2016, NS EMO changed the evaluation to be completed every two years by NS EMO as many self-assessments were graded high creating a misleading assessment. In 2020, NS EMO returned to a voluntary self-assessment format, reviewed annually.
- The 2016 assessment ranked REMO as 'extremely prepared' and the only gap indicated was that the EMC and Emergency Coordination Centre staff did not have training at the ICS 300 level. The high score created a misleading representation of the actual emergency management program. For instance, points were allocated because a document was produced to fulfill the requirement, however items such as accuracy, up to date information, if plans were followed, etc. were not considered in the score.
- In 2020, staff added a column for percentage complete to grade the item instead of answering yes/no.
- Since 2020, staff have continued updating the 2020 Municipal Self-Evaluation as a tool to identify gaps and planning.
- There are three levels of assessment and process since 2020 is below.

Type of Plan	2020	2024
Essential Plan	79%	98%
Enhanced Plan	42%	78%
Comprehensive Plan	35%	68%

FINANCIAL IMPLICATIONS

- No financial implication outside of the regular budget and some work will include input from the CAOs and AECs.

RECOMMENDATION/NEXT STEPS

- This was provided to REMO Advisory Committee as awareness of REMO meeting the provincial evaluation requirements set out by the province. It may assist in budget discussion and future workplan requests by REMAC.

Attachment: Municipal Emergency Management Program Assessment Tool

Municipal Emergency Management Program Assessment Tool

In order to determine future emergency management needs, a local government should understand its current capacity and capabilities. The Nova Scotia Emergency Management Office is providing municipalities with a self-assessment tool to assist municipalities in determining their capacity to respond, and activities they may wish to undertake to enhance their current capacity. The self-assessment tool encompasses three levels of preparedness: Essential (meets basic requirements of the Emergency Management Act), Enhanced (more advanced EM program elements) and Comprehensive (all-inclusive and complete EM program). Municipalities are encouraged to complete the self-assessment and discuss with their Emergency Management Preparedness Officer (EMPO).

A tool designed to assist municipalities to assess the effectiveness of their Emergency Management Program

Municipality: Lunenburg County Emergency Management Organization (Town of Bridgewater, Town of Mahone Bay, Town of Lunenburg, Municipality of Chester, Municipality of Lunenburg)

Municipal Emergency Management Coordinator: Angela Henhoeffer

Chief Administration Officer or Clerk: Alex Dumaresq (MODL), Tammy Crowder (BW), Tara Maguire (MOC), Dylan Heide (TOMB),Jamie Doyle (TOL)	**% Complete or Grade**	**Work Progression**
Essential Plan		
Municipality has established and maintained a Municipal emergency by-law	50%	100%
Municipality has established and maintained a Municipal Emergency Management Organization	75%	100%
Municipality has appointed a co-ordinator of the Municipal Emergency Management Organization and prescribed the duties of the co-ordinator (EMC) which shall include the preparation and co-ordination of Municipal emergency management plans	100%	100%
Municipality has appointed a committee consisting of members of the municipal council to advise it on the development of emergency management plans	100%	100%
Municipality has prepared and approved a Municipal emergency management plan	70%	90%
Essential Plan Grade	**79%**	**98%**
Enhanced Plan		
Municipality participates in a Regional Emergency Management Organization	75%	100%
EMC duties are set out in Municipal emergency management plan or bylaw	80%	80%
There is an alternate EMC trained and appointed by the Municipality	90%	100%
There is a clear process to determine the duties and responsibilities of the EMC and alternate	90%	100%
Activation triggers are defined for comfort centres and reception centres	50%	100%
Municipal emergency plans are reviewed and tracked annually by the Municipal Emergency Management Organization	20%	90%
A Municipal emergency management plan has been approved and signed by council within the last five years	0%	90%
A Municipal emergency management plan considers the **following critical infrastructure**, including applicable civic addressing, impacts and mitigation strategies for the municipality in the event of a threat to, or failure of, the critical infrastructure	10%	100%
Comfort centres/ evacuation reception centres	50%	0%
Fuel (heating oil, propane, diesel, gasoline)	10%	10%
Municipal utility (water, sewer, etc.)	10%	10%
Power	10%	10%
Telecommunications	10%	10%
Potential cyber security impacts and mitigation strategies for the municipality (e.g. computerized critical infrastructure)	0%	100%

A Municipal emergency management plan considers vulnerable populations (ex. persons with disabilities, medical conditions, frail elderly)	0%	0%
Municipal emergency management plans includes a notification process for emergency management personnel and stakeholders	50%	100%
There is a process in place for Council to monitor its Emergency Management Program	70%	70%
Municipality has an annual exercise and training program	70%	100%
The Municipality regularly participates in exercising and training with NSEMO	0%	100%
Post-exercise and post-event debrief sessions are held accordingly, lessons learned are documented, and an After-Action Report is written	50%	100%
Lessons learned and the After-Action Report are shared with NSEMO	100%	100%
There is a public information/awareness and education strategy in place	50%	100%
There is a Municipal emergency communications plan/media plan	70%	100%
The Municipal Emergency Management Committee of Council meets regularly to discuss the Emergency Management Program	85%	100%
An Emergency Coordination Centre (ECC) is designated and exercised	50%	100%
ECC activation triggers are defined in a Municipal emergency management plan	80%	100%
Standard Operating processes for the ECC are documented	60%	60%
A hazard risk/vulnerability assessment (HRVA) has been completed for the Municipality	50%	100%
Results of the HRVA are being used to improve the Municipal Emergency Management Program	50%	100%
There is a clear process for reviewing and updating HRVA	0%	100%
Municipality has a clear internal policy to request that NSEMO issue an emergency alert (Alert Ready System)	10%	100%
There are mutual aid agreements/MOUs with neighbouring municipalities	5%	80%
Enhanced Plan Grade	**42%**	**78%**
Comprehensive Plan		
The Municipality has a full time Emergency Management Coordinator (EMC)	100%	100%
The Municipality has contingency arrangements if the main ECC is unavailable	20%	80%
Municipality has designed/implemented additional emergency management projects/capacity such as the following:		
Vulnerable populations registry	0%	0%
Extreme heat plan	10%	10%
Comfort centre guidelines	50%	100%
Other (Name)		
The Municipal emergency management plans consider the federal-provincial-territorial 2019 Emergency Management Strategy for Canada	0%	0%
Contact information in the Municipal emergency management plans are updated a minimum of twice per year	20%	100%
Municipal Emergency Management Advisory Committee meets at least three times per year	100%	100%
Municipal Emergency Management Planning Committee meets at least three times per year	0%	100%
Municipality communicates preventative action options/recommendations to residents	50%	90%
Comprehensive Plan Grade	**35%**	**68%**

Instructions: The completion of this self-assessment by the Municipal EMC is voluntary. It is intended to show municipalities the status of their Emergency Management Program. Please feel free to contact your Emergency Management Preparedness Officer to discuss this assessment tool. Municipalities are also encouraged to forward the completed assessment tool to emo@novascotia.ca

2025-26 REMO Budget
DRAFT

		Option 1: Status Quo Enhanced - Manager in MODL, EMC in Chester Working Regionally		Option 2: 1 Manager, 3 EMCs (Chester, MODL, shared with Towns)	
		Total	Change from Last Year Core Budget	Total	Change from Last Year Core Budget
TRAINING/ TRAVEL					
01-2250000-140	TRAVEL	7,000.00	1,000.00	12,000.00	6,000.00
01-2250000-141	STAFF CONFERENCE/TRAINING/PROFESSIONAL DEVELOPMENT	8,000.00	0.00	13,000.00	5,000.00
	ECC TRAINING (ICS, ECC, Be Ready, Evacuation, SOLE, Scribe, section	9,000.00	(1,000.00)	9,000.00	(1,000.00)
01-2250000-249	MOCK EXERCISES	6,500.00	1,500.00	6,500.00	1,500.00
01-2250001-201	SUPPLIES - FIELD SUPPLIES (ECC)	3,000.00	(2,000.00)	3,000.00	(2,000.00)
	TOTAL TRAINING/ TRAVEL	**33,500.00**	**(500.00)**	**43,500.00**	**9,500.00**
ADMINISTRATION					
01-2250000-119	REMO-HONORARIUM	197,482.00	(3,918.00)	336,646.00	135,246.00
01-2250000-129	REMO-BENEFITS	43,500.00	4,762.00	85,300.00	46,562.00
01-2250000-201	OFFICE EXPENSES (REMO)	7,200.00	(6,800.00)	21,200.00	7,200.00
01-2250000-210	ADMINISTRATION-INSURANCE	1,700.00	0.00	1,700.00	0.00
01-2250000-225	RADIO EQUIPMENT	3,400.00	0.00	3,400.00	0.00
01-2250000-226	OTHER EQUIPMENT	5,000.00	(16,500.00)	5,000.00	(16,500.00)
01-2250000-230	TELEPHONE-LOCAL SERVICE	4,520.00	4,520.00	4,520.00	4,520.00
01-2250000-231	CELLULAR PHONE (REMO)	4,000.00	(3,180.00)	7,000.00	(180.00)
01-2250000-239	TELEPHONE-INTERNET SERVICES	5,400.00	2,000.00	5,400.00	2,000.00
01-225-0005-230	TELEPHONE-EMO INFO LINE	156.00	156.00	156.00	156.00
01-2250000-235	ADVERTISING-GENERAL	10,000.00	(6,000.00)	10,000.00	(6,000.00)
01-2250000-236	ADMINISTRATION-ACCOUNTING	1,000.00	0.00	1,000.00	0.00
01-2250000-248	ADMINISTRATION-RENTAL	1,300.00	0.00	1,300.00	0.00
01-2250000-254	LICENSE FEES	5,200.00	3,400.00	5,200.00	3,400.00
01-2250001-236	ADMINISTRATION-CLERICAL	3,500.00	0.00	3,500.00	0.00
	TOTAL ADMINISTRATION	**293,358.00**	**(21,560.00)**	**491,322.00**	**176,404.00**
PROJECTS					
01-2250000-272	WEBSITE	2,700.00	200.00	2,700.00	200.00
01-2250000-290	SPECIAL PROJECTS	5,000.00	(20,000.00)	5,000.00	(20,000.00)
		0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00
01-2250001-235	ADVERTISING-SPECIAL	15,000.00	5,000.00	8,000.00	(2,000.00)
	TOTAL PROJECTS	**22,700.00**	**(14,800.00)**	**15,700.00**	**(21,800.00)**
GRANTS & CONTINGENCY					
01-2250006-295	GROUND SEARCH & RESCUE GRANT	10,000.00	0.00	10,000.00	0.00
01-2250000-299	CONTINGENCY	16,000.00	2,000.00	16,000.00	2,000.00
	TOTAL GRANTS & CONTINGENCY	**26,000.00**	**2,000.00**	**26,000.00**	**2,000.00**
	TOTAL REMO BUDGET	**375,558.00**	**(34,860.00)**	**576,522.00**	**166,104.00**