

**\*\*This meeting will be held in-person ONLY as it will be at the Lunenburg Fire Department and it's not set up for virtual access.**

# **REMO Committee Meeting Agenda**

## **Lunenburg Fire Hall**

25 Medway Street, Lunenburg, NS

**Monday, November 17, 2025, at 10:30 am.**

Time & Page

- 1. **Call to Order**
- 2. **Approval of Agenda**
- 3. **Approval of Notes of July 21, 2025 (circulated)**
- 4. **Introduction of Rebecca Baccardax, Community Readiness Coordinator**
- 5. **Business Arising from Notes**
  - 5.1. REMO Governance – A. Dumaresq ..... 1
- 6. **Correspondence**
  - 6.1. 2025-07-23 DEM-Correspondence re Lunenburg REMO Generators ..... 7
  - 6.2. 2025-08-26 DEM-Correspondence re Standards Consultation ..... 9
- 7. **New Business**
  - 7.1. REMO Readiness Grant ..... 28
- 8. **NS DEM Updates**
- 9. **REMO Coordinator Updates**
- 10. **Added Items**
- 11. **Next Meeting – Monday, January 19. 2026 at 10:00 am**
- 12. **Adjournment**

Amend the Inter-Municipal Emergency Services Agreement entered into on January 18, 2017, as follows:

\*\*\*\***Note:** the following are text amendments to show changes in the Agreement. Legal Counsel will put in proper form. \*\*\*\*

### **Structure and Municipal Resources**

Amend

8.1 The REMO shall consist of:

- a) a Regional Emergency Management Advisory Committee.
- b) a Regional Emergency Management Planning Committee.
- c) Regional Emergency Management Coordinator and other staff ,as may be required and as approved by the parties, to assist the Regional Emergency Management Organization,
- d) A Chief Administrative Officer or delegate with decision making authority from each municipal unit party to this agreement
- e) Assistant Emergency Management Coordinator, one from each municipal unit party to this agreement;
- f) An additional minimum of four staff from each municipal unit party to this agreement who are adequately trained in the Incident Command System and able to assist REMO during an activation of the Emergency Coordination Centre by assuming an ICS role in the ECC. (See appendix A for ICS structure /roles)

Add

8.2 To ensure REMO is adequately resourced for Emergency preparedness and the coordination of response and recovery of an emergency, each party to this Agreement shall provide the resources as required in Clause 8.1. Where a party fails to provide the resources specified in clause 8.1, resulting the inability of REMO to effectively prepare and respond to an emergency and ensure recovery, the matter shall be referred to the Regional Emergency Management Advisory Committee for consideration and application of sanction.

Add

8.3 The Chief Administrative Officers shall advise the Advisory Committee of a municipal units failure to meet the requirements of Clause 8.1 and 8.2.

In consideration a sanction pursuant to Clause 8.2, the Advisory Committee shall have regard for:

- a. the degree to which a party has failed to meet its obligation
- b. the intentions of the party to meet its obligation and the associated time frame to do so

Sanctions that the Advisory Committee may consider include:

- A written request from the parties impacted to the offending party, requesting that the municipal unit provide the required resources so as to ensure a regional approach to emergency management; or
- A monetary sanction sufficient to compensate the parties for having to provide sufficient resources in planning or response, as set out in Appendix B .

Amend

11. All parties agree that the staff of the Regional Emergency Management Coordinator Organization as approved by the parties shall be an employee of the Municipality of the District of Lunenburg and shall serve as the a staff member of REMO

Amend

20. 1 The parties shall share the cost of operations of the REMO based on an annual budget funded by the municipal units as follows:

Municipal Unit Contribution= Base Rate (20% of Budget) + Municipal Units percentage of Total Uniform Assessment of the Partner Units (80% of Budget)

Base Rate = 20 % of Total REMO Budget

% of Uniform Assessment =  $\frac{\text{Total Uniform Assessment of the Municipal Units}}{\text{Municipal Unit UA}}$

Amend

20.2 The Advisory Committee, after consultation with each municipal unit party to the Agreement, shall recommend an Operating and Capital Budget by March 15 th of the fiscal year prior to the fiscal year of the recommended budget. The approval of the Operating and

Capital Budget will be subject to the approval of a minimum of **three (3)** municipal units containing at least **40%** of the total Uniform Assessment of the municipal units.

**Renumber 20(c) and (d) as 20.3 and 20.4**

## Appendix A- Incident Command Structure

## Appendix B- Monetary Sanctions

The following monetary sanctions shall be used by the REMAC when considering Sanctions for failure of a partner municipal unit in providing resources, as provided for in Clause 8.3 of this Agreement. :

1.0 **Failure to appoint staff to REMO as required in Clause 8.1**, being a CAO (or designate), AEC and four municipal staff , without justification satisfactory to the REMAC, shall result in a monetary sanction equal to:

A. \$520 per person per month that a unit has less than the minimum allocated, with the sanction to be applied commencing the month of the written notice from REMAC to the offending municipal unit.

Funds received by the REMAC as a result of these sanctions shall be placed in a REMO contingency account.

2.0 **Failiure to ensure appointed staff attend REMO training and or exercises**, without justification satisfactory to the REMAC, and upon having received a previous notice from the REMAC of the non-attendance:

A) \$520 per instance of non-attendance (per person and per event)

Funds received by REMAC as a result of these sanctions shall be placed in the REMO contingency account.

3.0 **Failure to have staff attend the ECC during an activation**, without justification acceptable to REMAC:

A) \$520 per staff per day, regardless of length of time the ECC is activated on a given day. (i.e.. A full day of activation requires three – eight-hour shifts, equalling three staff per day, which equates to a sanction of \$1,560 per day)

Funds received by REMAC as a result of these sanctions shall be allocated to the unit or units that had to fill the gap. If not applicable, the funds received shall be placed in the REMO contingency account.

4.0 Sanction rates are based on a day rate per staff. This rate shall be adjusted annually by CPI as calculated in the Host Municipal Units Personnel Policy,

**REMO 2025-26 Budget Options and Breakdowns**

Budget \$ 405,417

	UA 2024-25	UA %	Population (2021 Census)	Pop %	20% Base rate	40% based on UA	40% based on Population	Total
District of Lunenburg	3,493,034,076	49.6%	25,545	52.7%	\$ 16,217	\$ 80,481	\$ 85,435	\$ 182,132
District of Chester	2,123,424,985	30.2%	10,693	22.1%	\$ 16,217	\$ 48,925	\$ 35,762	\$ 100,904
Town of Bridgewater	851,153,903	12.1%	8,790	18.1%	\$ 16,217	\$ 19,611	\$ 29,398	\$ 65,226
Town of Lunenburg	375,580,597	5.3%	2,396	4.9%	\$ 16,217	\$ 8,654	\$ 8,013	\$ 32,884
Town of Mahone Bay	195,179,307	2.8%	1,064	2.2%	\$ 16,217	\$ 4,497	\$ 3,559	\$ 24,272
<b>Totals</b>	<b>7,038,372,868</b>		<b>48,488</b>		<b>\$ 81,083</b>	<b>\$ 162,167</b>	<b>\$ 162,167</b>	<b>\$ 405,417</b>

**REMO 2025-26 Budget Options and Breakdowns**

Cost Sharing	2025/26 Proposed Budget - Option 1: Manager + 1 EMC				2025/26 Proposed Budget - Option 2: Manager + 3 EMCs				Option 3: Option 1 + Chester charges REMO 33% of their EMC			
	UA 2024/25	share	Contribution	De/Increase from 2024-25	UA 2024/25	share	Contribution	De/Increase from 2024-25	UA 2024/25	share	Contribution	De/Increase from 2024-25
District of Lunenburg	3,493,034,076	49.6%	\$ 186,383.55	-\$ 17,798.82	3,493,034,076	49.6%	\$ 241,886.43	\$ 37,704.07	3,493,034,076	49.6%	\$ 201,202.13	-\$ 2,980.23
District of Chester	2,123,424,985	30.2%	\$ 113,303.07	-\$ 10,290.97	2,123,424,985	30.2%	\$ 182,521.17	\$ 58,927.14	2,123,424,985	30.2%	\$ 122,311.33	-\$ 1,282.71
Town of Bridgewater	851,153,903	12.1%	\$ 45,416.41	-\$ 4,949.22	851,153,903	12.1%	\$ 82,133.99	\$ 31,768.35	851,153,903	12.1%	\$ 49,027.29	-\$ 1,338.35
Town of Lunenburg	375,580,597	5.3%	\$ 20,040.47	-\$ 1,471.04	375,580,597	5.3%	\$ 38,899.92	\$ 17,388.41	375,580,597	5.3%	\$ 21,633.80	\$ 122.29
Town of Mahone Bay	195,179,307	2.8%	\$ 10,414.50	-\$ 349.95	195,179,307	2.8%	\$ 31,080.48	\$ 20,316.03	195,179,307	2.8%	\$ 11,242.52	\$ 478.06
<b>Totals</b>	<b>7,038,372,868</b>	<b>100.00%</b>	<b>\$ 375,558.00</b>	<b>-\$ 34,860.00</b>	<b>7,038,372,868</b>	<b>100.00%</b>	<b>\$ 576,522.00</b>	<b>\$ 166,104.00</b>	<b>7,038,372,868</b>	<b>100.00%</b>	<b>\$ 405,417.06</b>	<b>-\$ 5,000.94</b>
											EMC Sal +Bens	33%
											\$ 90,482.00	\$ 29,859.06

July 23, 2025

**VIA EMAIL:** [Angela.Henhoeffer@lunenburgremo.ca](mailto:Angela.Henhoeffer@lunenburgremo.ca)

ATTN: David Mitchell  
Chair, Lunenburg REMO Committee  
10 Allee Champlain Drive  
Cookville, NS B4V 9E4

Dear David Mitchell:

Thank you for your letter dated February 18, 2025, regarding support for generator installations at shelter facilities. I apologize for the significantly delayed response in addressing your question.

Although the Province has previously provided funding for community generators as part of a program through the Department of Communities, Culture, Tourism and Heritage, there is currently no funding available from the Province to support installations at shelter facilities. We recommend you monitor the Communities, Culture, Tourism and Heritage funding programs in the future for any opportunities that may arise.

With regard to the specific NSCC and Education facilities you referenced, we recommend you contact the Departments of Advanced Education and Education and Early Childhood Development to inquire about any plans they may have, or cost sharing opportunities they may provide, to equip the sites with backup power.

Regards,



Sandra McKenzie  
Deputy Minister, Emergency Management

- c. Mark Furey, Executive Director, Regional Operations  
Andrew Mitton, Director, Regional Operations

## **BRIEFING NOTE TO REMAC – SHELTER GENERATORS**

### **PURPOSE**

- Lunenburg REMO is aware of three large generators being repurposed and the offer is available for reuse in the community.

### **BACKGROUND**

- The minimum standard for a shelter is to have a generator, and currently no facilities in the county meet this requirement. REMO staff were asked to explore generator options for the Chester side of the county in the event of a large evacuation requiring a shelter.
- After obtaining quotes for generators to support a potential shelter site, REMAC directed staff at the February 10, 2025 meeting to send a letter to Minister Masland requesting assistance or collaboration. The attached response confirms that no funding is available for shelters.
- Lunenburg REMO has recently learned of three generators that may be available for repurposing for a shelter or other facility.
  - As part of their expansion project, Shoreham Village has offered two generators (175 kW and 200 kW) for donation. While the generators themselves would be free, additional work would be required if we accept them—such as an electrical engineering review, testing, and confirming suitability for the intended facility. This may include assessing hours of use, age, inspection, cleaning, and tune-up. Additional costs could include transportation, installation, and potentially a facility load assessment. Availability is anticipated between December 2026 and Spring 2027 pending project completion.
  - MODL also has a 300KW generator scheduled for replacement from their Cookville WWTP and may become available Fall 2026.

### **KEY CONSIDERATIONS**

- NSCC Lunenburg Campus has confirmed that their existing generator is no longer functional, therefore their facility cannot be used as a shelter during a power outage. They are scheduled to receive a new generator, but this is expected to be at least two years away due to other campus expansions being prioritized.
- Given that no facilities in the county currently meet the generator requirement for a shelter, REMAC may wish to consider whether there is interest in retrofitting a facility with one of the available generators to support displaced residents during a disaster.

### **FINANCIAL IMPLICATIONS**

- Costs are expected but currently unknown; an electrical engineer should assess the generator suitability before estimates can be determined.
- Assigning one generator to NSCC should not have a large financial impact on REMO since it would serve their broader facility needs in addition to shelter operations.

### **RECOMMENDATION/NEXT STEPS**

- It is recommended that the REMAC consider this opportunity, as acquiring the generator itself would come at no cost; however, funds for an engineering assessment are not currently budgeted and would be required to move this forward.



**Emergency Management  
Office of the Minister**

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August 26, 2025

**VIA EMAIL:** [David.Mitchell@bridgewater.ca](mailto:David.Mitchell@bridgewater.ca)

ATTN: David Mitchell, Chair  
Lunenburg County REMO

Dear David Mitchell:

Thank you for your letter dated July 28, 2025, on behalf of the Lunenburg County Emergency Management Organization, regarding Regional Emergency Management Organization (REMO) standards and the consultation process.

Nova Scotia has seen an increase in the frequency and severity of critical incidents, including Hurricane Fiona, wildland fires in Barrington/Shelburne and Tantallon, deadly flash floods, and extreme snowfall in Cape Breton. It has become clear that the model for emergency management in Nova Scotia was inadequate to keep Nova Scotians safe amid existing and emerging needs.

The *Emergency Preparedness and Nova Scotia Guard Act* was tabled in March 2024 and proclaimed in force in September (except Section 7 on Critical Service Providers). The legislation requires municipalities to participate in Regional Emergency Management Organizations (REMOs) and supports regulations regarding many aspects of municipal emergency management.

The Department understands that financial assistance is necessary to support implementation of the new standards. That is why we are investing close to \$1 million annually to cost share on projects for two years of 75% funding grants, a third year of 50% funding, and a fourth year of 25% funding. And as this grant stream decreases for individual REMOs, the funding will be redirected to collaborative province-wide initiatives with a similar intent.

We are also investing significant resources in staffing regional offices to support REMOs and conduct community outreach to build resiliency to emergencies at the local level. DEM is contributing to strengthened regional preparedness and response by investing significant resources in the creation of six staffed regional offices in the province. These offices will not only act as Emergency Operations Centres at the regional level but will also support outreach programs that will help build more resilient communities. At the same time, the Provincial Coordination Centre is becoming a 24/7 monitoring operation to better support DEM's partners during after-hours emergencies.

Municipalities are still the first line of response to local emergencies, which has been a consistent message from me and the former Minister, Hon. John Lohr. Research on best

practices has guided the work of DEM in building a framework for stronger, more responsive, and accountable municipal emergency management programs. During this process, DEM has engaged both CAOs and EMCs.

In March 2025, the Deputy Minister of DEM met with the Executive of the Association of Municipal Administrators of Nova Scotia (AMANS) to discuss the Department's work on restructuring provincial and municipal approaches to emergency management. AMANS was asked to put out a call to all municipal Chief Administrative Officers (CAOs) to invite them to sit on a standing CAO Table for emergency management. In addition to the sixteen CAOs who accepted the invitation, the table has representation from AMANS and NSFM at each meeting.

Standards for REMOs were the first item on the CAO Table's agenda at its initial meeting May 14, 2025. AMANS has been asked to share these deliberations and has been sent documents from meetings to be shared with all CAOs. As you note, EMCs were also presented with an initial overview of the standards at a meeting May 21, and a second meeting with deeper discussion was held July 21, 2025, where DEM spent over two-hours receiving line-by-line feedback on the document.

All comments gathered from CAOs and EMCs, either at meetings or in writing, have been compiled and will be used to develop a second updated draft of the REMO Standards. This draft will be shared with the CAO table in September and then more broadly for final comments in the early fall with all CAOs and EMCs, with an anticipated final version to be implemented later in 2025. As follow up to your letter, the Department will also reach out AMANS to request approval to send the next version of the standards to CAOS and EMCs at the same time to ensure sufficient time for consultation among CAOs and EMCs. We appreciate your suggestion to host a joint CAO-EMC meeting to review the next iteration and will make every effort to arrange for this in the fall.

The Department of Emergency Management will continue with this approach in developing REMO Standards primarily through the Deputy Minister's CAO Table and in discussion with EMCs. We will continue to partner with AMANS to distribute relevant materials to all CAOs.

Sincerely,



Honourable Kim Masland  
Minister of Emergency Management

cc: Sandra MacKenzie, Deputy Minister, NS DEM  
Mark Furey, Executive Director, NS DEM  
Honourable Susan Corkum-Greek, MLA  
Honourable Becky Druhan, MLA  
Honourable Danielle Barkhouse, MLA  
Lunenburg REMO Advisory Committee  
Tom MacEwan, CAO, Municipality of Lunenburg  
Tara Maguire, CAO, Municipality of Chester  
Tammy Crowder, CAO, Town of Bridgewater

Dylan Heide, CAO, Town of Mahone Bay  
Marvin MacDonald, Acting CAO, Town of Lunenburg  
Angela Henhoeffler, Regional Emergency Manager

# **Regional Emergency Management Organizations (REMO)**

## **Provincial Standards**

October 7, 2025

Nova Scotia Department of Emergency Management

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## **Preamble**

Since 2019, Nova Scotia has witnessed an increase in the number and severity of weather events. Lessons learned during the response to and recovery from these disasters has underscored the importance of effective municipal emergency management programs.

The Department of Emergency Management (DEM) has the goal of pursuing excellence in emergency management in Nova Scotia through creating a culture of preparedness and building resiliency beginning at the community level and extending to provincial programs and operations.

Municipalities are responsible for the local response to emergencies. The Regional Emergency Management Organization (REMO) model is the best way for municipalities to effectively share resources to support a consistent and intentional approach to emergency management programming.

Using findings from research into best practices and lessons learned locally, across Canada, and globally, as well as input from municipal partners themselves, DEM is setting the direction for province-wide resiliency by providing standards for REMOs. These regional organizations will support all five elements of emergency management programs: prevention, mitigation, preparedness, response, and recovery. The REMO standards are set out within three categories: structure, planning, and operations.

## **Citations**

These standards may be cited as the REMO Standards for Nova Scotia.

## **Effective Date**

These REMO Standards for Nova Scotia will come into effect on [date TBC].

## **Roles, Responsibilities, and Standards**

### **Department of Emergency Management**

#### **1. All aspects of emergency management**

The *Emergency Management Act* and *Emergency Preparedness and Nova Scotia Guard Act* give the Minister of the Department of Emergency Management authority over all things respecting emergency management planning, preparedness, mitigation, response, and recovery in Nova Scotia.

#### **2. Other Ministerial authority**

The Minister also has the legislated power to:

- a. Supervise relevant legislation and regulations;
- b. Coordinate emergency management plans;
- c. Make surveys and studies;
- d. Conduct public information programs;
- e. Conduct training and exercises;
- f. Procure supplies for emergencies;
- g. Authorize implementation of emergency management plans;
- h. Enter into agreements respecting emergency management plans;
- i. Lead, direct, and support a coordinated response to and recovery from emergencies, critical incidents, or other times of need;
- j. Delegate authority to a person or class or persons;
- k. Declare a State of Emergency for all or part of the Province, which gives organizations supporting the emergency response broad powers and authority to support an effective emergency response;
- l. Require municipalities to submit emergency management plans for review;
- m. Establish procedures for the prompt and efficient implementation of emergency management plans;
- n. Require any person to develop emergency management plans in conjunction with the Department or municipalities to remedy or alleviate any hazard to persons or property;
- o. Require municipalities to participate in a Regional Emergency Management Organization;
- p. Make orders to ensure public safety and compliance with legislation and regulations;
- q. Make regulations including standards for Regional Emergency Management Organizations, emergency management programs and business continuity plans.

#### **3. Support by the Department of Emergency Management (DEM)**

The Department of Emergency Management supports Regional Emergency Management Organizations (REMOs) and member municipalities through:

- Provision of templates and guidance for required documents and processes, including Emergency Management Plans, activation triggers, THIRA / HRVA, By-laws, Standard Operating Procedures, After-Action Reports, etc.;
- Provision of training and exercising opportunities through its regional and provincial staff, activities, and processes; and
- Regular review of municipal / REMO emergency management and business continuity programs to identify strengths and opportunities for improvement and prioritize gaps in capabilities to be addressed.

#### **4. DEM may assume direction**

The Department of Emergency Management has the authority to assume direction and control an emergency, critical incident, or other time of need at any time that a REMO is unwilling or unable to do so.

### **Municipalities**

All municipalities in Nova Scotia are required to:

#### **5. Participate in REMO**

All municipalities must actively participate in their designated Regional Emergency Management Organization (REMO) and ensure it meets the Provincial REMO Standards and Regulations;

#### **6. Have a By-Law**

Municipalities must have an Emergency Management by-law in place. Members of the same REMO may have the same by-laws but must ensure each council approves the municipal by-law and that it receives the required Ministerial approval. By-laws must, at a minimum:

- Describe and provide details for key aspects of a comprehensive emergency management program, including, at a minimum:
- Confirm participation in a Regional Emergency Management Organization (REMO);
- Detail roles and responsibilities of elected officials, municipal staff, and key regional partners with roles in the REMO;
- Provide for a dedicated full-time position for the Regional Emergency Management Organization, shared by member municipalities (see position requirements in Appendix B);
- Require a joint Regional Emergency Management Plan;
- Require the review, revision, updating, and approval of all aspects of the Regional Emergency Management Program by the REMO Planning Committee and DEM every two years;

- Establish a REMO Emergency Operations Centre (EOC) or Emergency Coordination Centre (ECC) that follows provincial standards;
- Outlines a process for the REMO to seek municipal approval to enter into mutual aid agreements with organizations and/or other municipalities.

## **7. Oversee REMO**

Member municipalities must ensure their REMO meets required minimum capabilities set out by the Department of Emergency Management.

## **Regional Emergency Management Organizations**

Regional Emergency Management Organizations (REMOs) must meet the following capabilities through implementation plans clearly laid out in by-laws, plans, and standard operating procedures:

### **8. Regional Emergency Management Plan**

Prepare and coordinate the Regional Emergency Management Plan that includes, at a minimum, the details for:

- Leading emergency operations on behalf of the partner municipalities in the REMO;
- Coordinating all emergency management services and resources for the REMO;
- Ensuring the participation of REMO and municipal staff, and key elected officials, in regional and provincial emergency management and business continuity exercises and training as required by the Department of Emergency Management;
- Ensuring the designated emergency management lead and/or alternate(s) can be contacted by DEM or other emergency management partners at all times;
- Identifying a Chair and Alternate for the Regional Emergency Action Committee (REAC);

### **9. REMO EOC / ECC**

Provision must be made to establish, operate, and maintain of a REMO Emergency Operations Centre or Emergency Coordination Centre (REMO EOC / ECC) that meets minimum requirements established in Appendix B of these standards.

### **10. Emergency Management Program**

A regional emergency management program must be outlined in by-laws, plans, and other supporting documents that, at a minimum:

- Aligns with Provincial legislation, regulations, standards, guidance, and standard operating procedures;

- Contains a clear description of the REMO's components, goals, and how the program will be implemented, reviewed, and updated;
- Includes a Threat Hazard Identification and Risk Assessment or Hazard Risk Vulnerability Assessment to be reviewed and updated as necessary every two years and a new THIRA / HRVA conducted every ten years;
- Plans for communication redundancies including the provision and use of backup communications in the event of the loss of phone, cellular and/or internet service. The plan must include consideration of how the REMO will inform staff, elected officials, the public, address media queries and social media content, and inform DEM of developments at the REMO level;
- Details procedures for evacuations and shelter-in-place procedures, including consideration of any egress challenges;
- Describes the roles and responsibilities for all REMO and municipal staff, elected officials, and key municipal EM partners who will be involved in the emergency response, outlining a clear chain of command for decision-making;
- Describes in detail the process and authority for direction and control of emergencies by the REMO, CAOs, elected officials, and staff within the EOC / ECC;
- Plans for required participation by key elected officials, staff, and partners in regionally- and provincially-led training and exercises. All training and exercise plans must comply with DEM standards and requirements. At a minimum, there will be an annual facilitated discussion or tabletop and a full-scale exercise in each region every four years;
- Details how a Vulnerable Persons Registry (VPR) will be operated in compliance with Provincial legislation, regulations, standards, and guidance.
- Provides for regular review of the REMO EM program by the REMO Planning Committee every two years in consideration of Nova Scotia legislation, regulations, standards, guidance, and lessons learned from events and exercises;
- Outlines the process for identifying and tracking lessons learned from exercises and events, the preparation of after-action reports for significant events and exercises, and implementing recommendations;
- Contains a public alerting plan that includes the identification of REMO alert requestors or issuers and authorizers, as well as participation in relevant public alerting training;
- Details the process and plan for delegation of authority to ensure continuity of operations;

- Provides a recovery plan that includes planning for emergency social services and psychosocial supports for residents affected by the disaster;
- Identifies and plans for impacts to regional critical infrastructure and essential services through hazard-specific plans;
- Includes consideration for the use of provincial DEM platforms (e.g., WebEOC) with DEM training provided; and
- Identifies capability thresholds at which point the REMO may request assistance or resources from DEM Regional Operations, the Provincial Coordination Centre, or other sources.
- Provides for review every two years by DEM and the REMO of its Regional Emergency Management Program to identify strengths and gaps to be addressed.

### **11. Business Continuity Plan**

REMOs and member municipalities must have a Business Continuity Plan (BCP) in place that aligns with Provincial legislation, regulations, standards, and guidance. At a minimum, this plan will:

- Consider critical business functions of the member municipalities, and how the REMO will support the timely restoration of essential services to residents following a business disruption or emergency event;
- Outline the key components of the Regional Business Continuity Management Program that considers planning, education/outreach, training, and exercising for business disruptions;
- Include a risk assessment, impact analysis, and disaster response procedures that consider natural, human-made, and cyber security / technology events; and
- Be reviewed by DEM every four years to identify strengths and gaps to be addressed.

### **12. Mutual Aid Agreements**

REMOs may form mutual aid agreements or memoranda of understanding with other municipalities, non-governmental organizations, or other entities to support regional emergency management planning, preparedness, response, and recovery operations. Such agreements will be in addition to the supports and services available to the region through the Nova Scotia Guard.

### **13. Activation Triggers**

REMOs will develop activation triggers for their EOC / ECC detailing at which levels it will activate in the event of an emergency. The triggers will also outline deactivation / demobilization processes. Provision must be made to activate the REMO EOC/ECC in

the event of the activation of the DEM Regional Emergency Operations Centre (REOC / ECC) or Provincial Coordination Centre at Full Activation, or upon the request or recommendation by DEM leadership or staff.

Activation triggers will include, at minimum, consideration of:

- Wildland fires with municipal risks/impacts
- Evacuations
- Floods
- Hurricanes
- Severe winter storms
- Extreme heat
- Extreme cold
- Prolonged power outages
- Drinking water shortages / drought

#### **14. Public Alerting**

REMOs and member municipalities must follow policies and procedures as established by DEM for requesting or issuing public alerts. This include identifying authorized requestors and issuers and notifying DEM. REMO staff, elected officials, municipal first responders, designated municipal staff and key regional emergency management partners must participate in public alerting education as required by DEM.

#### **15. Notification**

REMOs and partner municipalities must ensure the prompt notification of DEM of:

- An actual or developing emergency or potential emergency that threatens the safety, well-being, or property of the residents in a manner that requires or may require the support from the Department of Emergency Management or other provincial resources;
- Impacts to the Region or a member municipality from an emergency;
- Activation of a REMO EOC / ECC ;
- The opening of a comfort centre or reception centre by a REMO; and
- The potential or actual requirement for assistance from DEM including support from the Nova Scotia Guard.

## Appendix A: Definitions

In these Regional Emergency Management Organization Standards, terms are defined as follows:

<b>Business Continuity Management</b>	Holistic management process that identifies potential threats to a department and the impacts on business operations (especially critical business functions) that those threats, if realized, might cause. It provides a framework for building organizational capacity and developing resilience, supporting an effective and efficient response to disruptive events.
<b>Business Continuity Plan (BC Plan)</b>	A documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in a disruptive event, which will enable the department to recover and continue to deliver its critical products and services at an acceptable predefined level.
<b>Critical Business Function</b>	High priority business activities, programs and services that are essential in meeting the department or government mandate, and which have the highest priority in terms of business continuity and recovery time objective.
<b>Critical Infrastructure</b>	The processes, systems, facilities, technologies, networks, assets, and services essential to the health, safety, security or economic well-being of Nova Scotians and the effective functioning of government.
<b>Emergency</b>	A present or imminent event in respect of which the Minister or a municipality believes prompt co-ordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of people in the Province.
<b>Emergency management</b>	The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery
<b>Emergency management plan</b>	A document to define programs and procedures that is intended to mitigate the effects of an emergency or disaster and to provide for the safety, health or welfare of the civil population and the protection of property in the event of such an occurrence.

<b>Emergency management program</b>	A risk-based program consisting of elements covering prevention, mitigation, preparedness, response, and recovery activities.
<b>Regional Emergency Operations Centre (REOC / ECC )</b> <b>(Provincial)</b>	The Department of Emergency Management (DEM) will operate Regional Emergency Operations Centres (REOC / ECC s) that and will contain the necessary working space and communications capacity to enable effective coordination of emergencies at the Regional level by DEM. Outside of emergencies, these facilities will house the regional staff and programs to support REMOs. These provincial facilities are referred to as REOC / ECC s in plans, standards, and guidance.
<b>Regional Emergency Management Organization Emergency Operations Centre or Emergency Coordination Centre (REMO EOC / REMO ECC )</b> <b>(Municipal)</b>	Each REMO will establish and operate a REMO Emergency Operations Centre. This is also a physical location with the space and equipment necessary to maintain effective coordination of emergencies and communication with the Provincial REOC / ECC and PCC. These facilities are differentiated with the name REMO EOC / ECC in plans, standards, and guidance.
<b>Hazard</b>	A potentially damaging physical event, phenomenon, or human activity that may cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation.
<b>Incident management</b>	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.
<b>Mitigation</b>	Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.
<b>Municipality</b>	A city, incorporated town, or municipality of a county or district.

<b>Preparedness</b>	Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.
<b>Provincial Liaison Officer</b>	A representative of Joint Task Force Atlantic who is located at EMO and acts as that vital link between civilian and military operations.
<b>Regional Emergency Action Committee (REAC)</b>	The REAC is comprised of Provincial department representatives and stakeholders, including REMOs, NGOs, and private-sector representatives.
<b>State of emergency</b>	A state of emergency declared by the Minister, pursuant to the <i>Emergency Management Act</i> .
<b>State of local emergency</b>	A state of local emergency declared by a municipality or renewed by it, pursuant to the <i>Emergency Management Act</i> .

## **Appendix B: Municipal Emergency Management Roles and Minimum Standards for Responsibilities**

### **Leadership & Program Compliance**

Role: Provide strategic leadership and ensure REMO compliance with provincial legislation and standards.

Minimum Standards / Deliverables:

- Maintain compliance with the Nova Scotia Emergency Management Act and related regulations.
- Submit updated Emergency Management Program documents to DEM at least every two years.
- Provide semi-annual reports to CAOs and municipal councils with policy recommendations.
- Participate in 100% of required provincial or regional emergency management committees.

### **Emergency Planning & Coordination**

Role: Lead the development and coordination of regional emergency management plans and partnerships.

Minimum Standards / Deliverables:

- Review and update the Regional Emergency Management Program annually.
- Update sub-plans (evacuation, communications, hazard-specific) at least every two years.
- Conduct THIRA (Threat and Hazard Identification and Risk Assessment) every two years and complete full reassessment every 10 years.
- Maintain active and current Mutual Aid Agreements and MOUs with partners, reviewed at least every 3 years.

### **Emergency Operations & Response**

Role: Lead emergency activations and ensure the operational readiness of the Regional Emergency Coordination Centre.

Minimum Standards / Deliverables:

- RECC meets or exceeds all DEM facility and operational standards.
- Maintain 24/7 contact readiness and ensure 2+ trained alternates available at all times.
- Document and submit incident reports within 15 business days post-event.

- Participate or lead in all major regional emergency activations.

### **Training, Exercises & Evaluation**

Role: Develop and implement a regional training and exercise program to ensure preparedness.

Minimum Standards / Deliverables:

- Conduct at least:
  - 1 tabletop or facilitated discussion annually.
  - 1 full-scale exercise every 4 years.
- Ensure compliance with DEM training standards for municipal staff and volunteers.
- Complete After-Action Reports (AARs) and Improvement Plans (IPs) within 30 days of exercises or incidents.

### **Public Awareness & Communication**

Role: Lead public education and maintain emergency communications systems.

Minimum Standards / Deliverables:

- Deliver a minimum of 4 public outreach events or campaigns per year (one per quarter).
- Ensure at least 2 trained authorized public alert issuers per municipality.
- Maintain redundant internal and external communications systems, tested quarterly.
- Update public emergency communication procedures annually.

### **Recovery & Mitigation**

Role: Coordinate disaster recovery and promote risk reduction and climate adaptation initiatives.

Minimum Standards / Deliverables:

- Complete initial impact assessments within 5 business days of an event.
- Submit Disaster Financial Assistance (DFA) applications within provincial timelines.
- Incorporate mitigation strategies into planning documents within 12 months of relevant assessments or events.
- Identify and submit at least one funding application per year for emergency management improvements.

### **Business Continuity & Administrative Management**

Role: Ensure continuity of essential municipal services and maintain administrative records.

Minimum Standards / Deliverables:

- Develop and review the Regional Business Continuity Plan every 4 years.
- Assist municipalities in identifying critical functions and ensure plans are updated biennially.
- Maintain accurate records and reports of all emergency management activities and updates.
- Submit a comprehensive annual report to all CAOs and municipal councils by March 31st each year.

### **Inter-Municipal & Provincial Liaison**

Role: Serve as the key point of contact with DEM and facilitate inter-municipal coordination.

Minimum Standards / Deliverables:

- Attend all regional/provincial coordination meetings.
- Provide quarterly briefings to CAOs summarizing inter-agency developments or changes.
- Maintain and document regular communications (at least monthly) with DEM Outreach Officers.

### **Availability & Operational Readiness**

Role: Be available for emergency activations and on-call duties.

Minimum Standards / Deliverables:

- Participate in on-call rotation as scheduled, with response within 30 minutes of call-out.
- Maintain operational readiness of personal and regional response equipment.
- Complete a readiness checklist for REMO's facilities and systems.

### **Notes:**

- These deliverables represent minimum expectations and can be adjusted based on local needs, scale of operations, or performance plans.
- Performance against these standards should be reviewed annually in collaboration with CAOs and councils.

## **Appendix C: Minimum Requirements for REMO Emergency Operations Centres / Emergency Coordination Centres\**

A committee will explore technical requirements, equipment

- Size and location, number of people it can hold
- Capability for virtual or in-person activation with in-person preferred when there are impacts and the REOC or PCC are at full activation. (Communication redundancies are already a standard).
- (It was recommended that both virtual and in-person activations be exercised)

## **Appendix D: Standards for Use and Management of Vulnerable Persons Registries**

- Details to follow

**BRIEFING NOTE TO REMAC – REMO READINESS GRANT**

**PURPOSE**

- To inform REMAC of the REMO Readiness Grant from the province and effect on existing budget.

**BACKGROUND**

- As part of the new Department of Emergency Management (DEM) Standards, in order for municipalities to meet the standards, DEM offered a REMO Readiness Grant. For new REMOs it will assist in organizing their REMO, and those in existence like ours, to enhance our program to meet the standards.
- Each municipal unit was allocated \$20,000 per year (for Lunenburg REMO \$100,000 per year) for 4 years and the breakdown of offset is as follows:

	<b>Province</b>	<b>REMO</b>
<b>Year 1</b>	75%	25%
<b>Year 2</b>	75%	25%
<b>Year 3</b>	50%	50%
<b>Year 4</b>	25%	75%

**KEY CONSIDERATIONS**

- We applied for the grant and received confirmation that we were approved for year 1 of the grant. This is for the current fiscal year so we will have to offset the grant by \$25,000.
  - Since this was not allocated in the existing budget and the Community Readiness Coordinator did not start until September, funds could be reallocated within the budget to account for this offset and not a further request to the units.
- In years 1 and 2, we requested the following:
  - A consultant to provide a training package and materials for each position in the ECC based on how Lunenburg REMO will utilize the Incident Command System, train the staff, and provide a functional exercise at completion.
  - Upgrade the Alternate ECC in Chester with Satellite phone antenna and Trunk Mobile Radio Base
  - One Bell and Eastlink landline in both ECCs as redundancy
  - Three extra laptops for staff and scribes in the ECC.
- In all years, any remaining funds will be put toward the Community Readiness Coordinator salary unless other projects come up.
- The grant was for four years but they will reissue a request each year if we wish to change the items on our proposal to reflect current standards.

**FINANCIAL IMPLICATIONS**

- This has been the only REMO grant received for approximately two decades so we took advantage of the opportunity to receive up to \$275,000 over four years.
- The grant requires an offset by REMO of 25% in years 1 and 2, in year 3 a 50% offset, and in year 4 a 75% offset. Staff will add this to upcoming budgets.

- For the year 1 grant, the fund must be used by March 31, 2026. Since this was not allocated, it is recommended to reallocate funds in the existing budget from the Community Readiness Coordinator line to offset the \$25,000 in DEM grant.
- Future budgets will reflect the grant offset amount.

**RECOMMENDATION/NEXT STEPS**

- It is recommended REMAC approves the grant offset to reallocate funds from the Community Readiness Coordinator in the existing budget. In future budgets, the offset will be reflected.

**ATTACHMENT(S):** Approval of Readiness Grant from NS DEM



**Emergency Management  
Office of the Minister**

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Duke Tower, 5251 Duke Street, Halifax, Nova Scotia, Canada B3J 1P3 • Telephone 902-424-5620 • [Minister.EmergencyManagement@novascotia.ca](mailto:Minister.EmergencyManagement@novascotia.ca)

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November 6, 2025

Angela Henhoeffler

Via email: [angela.henhoeffler@LunenburgREMO.ca](mailto:angela.henhoeffler@LunenburgREMO.ca)

Dear Angela Henhoeffler:

I'm pleased to advise that your application to the REMO Capacity Grant Program was successful. Lunenburg Co. REMO has been approved to receive the amount of \$100,000 for 2025-26.

Please note, if your grant application requested multi-year funding, this letter confirms current year funding approval only. Applications seeking funding in 2026-27 and beyond will be evaluated and confirmed later.

We ask you acknowledge receipt of this grant and indicate your acceptance by completing these steps:

1. Sign the enclosed Letter of Agreement and return it to [REMOgrants@novascotia.ca](mailto:REMOgrants@novascotia.ca) . The letter must be signed by an authorized representative of each municipal unit receiving the grant funding.
2. Submit a workplan that outlines key activities, timelines and budget allocation for the approved project.

We also ask you to be aware of reporting requirements detailed in the Letter of Agreement:

1. Submit an interim progress report by February 27, 2026.
2. Submit a final report no later than 60 days following project completion.

The REMO Capacity Grant Program helps municipal units build capacity and work to achieve provincial standards. We recognize municipal units may be in transition while forming or joining REMOs, and that future needs can change. Please be in touch with the department if your grant application needs to be updated.

Sincerely,

Hon. Kim Masland  
Minister of Department of Emergency Management