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**Emergency Management Program – Framework**

Version 1.0

April 2021****

**Emergency Management Program - Framework**

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| Logo  Description automatically generated with low confidence | **Submitted by:**  Siksika Nation Emergency Management  PO Box 1436, Siksika  Alberta, T0J 3W0  Phone: (403) 734-4388 |
| A picture containing clipart  Description automatically generated | **Submitted to:**  Line 3 Indigenous Advisory and Monitoring Committee |

**Project Team**

Siksika Nation Emergency Management would like to thank those who contributed to the development of the Emergency Management Program Framework. The project team provided guidance, research and support and consisted of:

* Siksika Nation Emergency Management & Emergency Management Consultants
  + Stacy Doore – Director of Emergency Management
  + Jeff Beddome – Emergency Management Consultant
  + Flemming Kristensen – Emergency Management Consultant
  + Dan Rosichuk – Researcher
  + Joshua Mitchell – Researcher
* ATCO Frontec
  + Melissa Gagne – Disaster & Emergency Management Advisor
  + Claire Hosford – Disaster & Emergency Management Coordinator

**Statement of Limitations**

The information contained in this document is the application of the Siksika Nation Emergency Management Department’s professional expertise and where applicable professional opinion, subject to the accuracy and content of available information and the scope of work. The user of this information accepts full responsibility for any errors or omissions contained therein

# Overview

The document that follows presents a template for the development of a comprehensive Emergency Management Program (EMP) for **[First Nation / Community]**. It is intended to bring the various elements of an EMP together in one volume, making information on various elements of an EMP readily accessible. The template is also intended to be modular in its design, permitting various elements of it to be easily edited, updated, or entirely switched out without impacting the document as a whole.

Within the main body of the EMP Framework are sections that address policy, program governance, and program development and maintenance. The main body is followed by several appendices that may be standalone modules addressing activities such as Hazard Identification, Risk and Vulnerability Assessment, Incident Response Planning, Business Continuity Planning, Training, Exercising, Activation, Recovery, Administration and Public Engagement.

The EMP Framework serves to guide the operation of the program. It supports the development of a library of documents that become reference tools in an incident response. It is important that the various plans and other documents that result from using the framework do not become part of the framework. These should remain as standalone modules. That way they are easily edited, updated, and only necessary information is shared with those who have a role in a specific activity.

**Using the Framework**

This framework serves as guidance for the documentation of an EMP and is not intended to be used exactly as written. The Director of Emergency Management (DEM) responsible for the EMP should edit and update the text and tools provided in this template to suit the unique needs of **[First Nation / Community]**. For the purposes of this document, the term “Director of Emergency Management” refers to an individual within the **[First Nation / Community]** who is responsible for Emergency Management in a part-time or full-time capacity. If a designated Director of Emergency Management has not been appointed within the community, this term may refer to an Emergency Management Practitioner or Emergency Management Coordinator within the community, such as a Fire Chief or Senior Manager. The elements of the framework may be removed to streamline its content, but the DEM should be aware that some of the content serves to suggest and support concepts that may be helpful to their EMP that they do not have currently in place.

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| *Information that explains and guides the use of the template will appear in boxes throughout the draft. These should be edited out of the finished version of the document. Terms in* ***[bolded brackets]*** *should be replaced with community specifics.* |

# Clouds in skyIntroduction

The **[First Nation / Community]** Emergency Management Program (EMP) serves to guide and direct the **[First Nation / Community]** in its emergency management and business continuity activities. The program is reflective of emergency management best practices and aligns with Canadian Standards Association (CSA) standard Z1600-17, and National Fire Protection Association (NFPA) 1600. The EMP will assure compliance with applicable legislation, regulatory requirements, orders, directives, and policies.

This document defines **[First Nation / Community]** emergency management activities based on the Emergency Management Cycle: Mitigation, Preparation, Response, Recovery. This program captures what emergency management related activities are performed, how, by whom, how often and, to what specifications. The resulting products are stored as separate stand-alone documents. This assures ease in the maintenance of the program.

The standards and expectations set out in this program shall be applied consistently throughout the **[First Nation / Community]** emergency management processes and operations. The use of common forms, templates, documents, and other tools aim to ensure that the program is easily maintained. During an actual emergency incident, various departments of the **[First Nation / Community]** are able to respond promptly, efficiently, effectively and, provide coordinated support to each other.

This standard, and all emergency response plans, will not expire. They will be maintained, audited and revised as part of the ongoing EMP. The program is managed and maintained by the Director of Emergency Management with input from the **[First Nation / Community]** Emergency Management Team and approval from Chief and Council.

(Z1600-17 4,1, 4.4.1, 4.5)

# Revision Control

It is imperative that this program remain current. Therefore, any changes to this program must be recorded on this Revision Control Table. All individuals using any copy of this program must ensure that they are using the latest version, as per the master copy maintained by **[First Nation / Community]** Emergency Management.

All **[First Nation / Community]** Emergency Response Plans (ERPs) must likewise include and maintain a Revision Control Table.

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| **Revision #** | **Date** | **Author** | **Description of Change(s)** |
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# [First Nation / Community]’s Emergency Management Program

## Policy

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| *The below policy is an example. Mission and Scope are important to develop and have approved to set the standard for how the EM team functions, what it does, and sometimes more importantly, what it does not do.* |

**[First Nation / Community]** is committed to establishing, maintaining, and continually improving a comprehensive emergency management and business continuity program that is based on best practices, and strives to exceed the minimum expectations of governments and the communities we serve. Our program ensures the safety and well-being of our people, our land, the environment in which we all live, and the assets that support us. Our program also ensures that our operations are resilient to emergent incidents ensuring the minimum of disruption to the communities we serve.

We believe that effective emergency preparation and business continuity planning is a shared responsibility requiring the input of everyone who will be involved in its maintenance and implementation. Therefore, all **[First Nation / Community]** employees, members and other concerned parties will play an active role in all stages of the emergency planning process.

### Mission

The mission of the **[First Nation / Community]** Emergency Management Program is to provide a consistent program that enables a coordinated process to prevent and mitigate, prepare for, respond to and recover from any emergency or disaster affecting **[First Nation / Community].**

### Scope

The purpose of the **[First Nation / Community]** Emergency Management Program is to provide guidance on emergency operations, organizational structure, roles and responsibilities, and the coordination of resources necessary to execute the effective management of emergencies in the **[First Nation / Community]**. **[First Nation / Community]**’s Emergency Management Program prescribes activities intended to:

* prevent from occurring or mitigate the effects of,
* prepare for,
* respond to and,
* recover from

the effects of any emergent or disaster incident that challenge or exceed the community’s ability to manage.

### Emergency Management Program Standards

The **[First Nation / Community]** Emergency Management Program will adopt and follow a standard accepted as best practice for emergency management. Currently CSA Z1600-17 is acknowledged as best practice in Canada.

### Policy Approval and Change Management

This policy is approved by **[First Nation / Community]**’s Chief and Council and the Director of Emergency Management. Proposed changes should be sent to the Director of Emergency Management. This policy will be reviewed annually and will be reissued if a material change is made.

For more information on this policy please contact:

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| --- |
| Name |
| Director of Emergency Management |
| **[First Nation / Community]** |
| E: |
| P: |

## Leadership Oversight and Direction

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| *Policy sanctions that the EMP exists and, at a high level what it’s responsible for. A leadership level advisory committee supports and provides strategic guidance that ensures the program provides the service the community needs.*  *Typically, the committee will be made up of department leaders and elected officials, such as councillors. A community administrator such as the Tribal Manager, or Chief Operations Officer, and the Emergency Management Practitioner, such as the Director of Emergency Management should also be on the committee.* |

**[First Nation / Community]**’s Emergency Management Program requires support and guidance at the leadership level in order to achieve its objectives. The **[First Nation / Community]** Emergency Management Advisory Committee (EMAC) is comprised of:

* [Executive Leader or elected official] (Chair)
* [Executive Leader or elected official]
* [Executive Leader or elected official]
* [Executive Leader (Administrator)]
* [Department Leader/Senior Manager]
* [Tribal Manager]
* Director of Emergency Management

The EMAC provides strategic direction to the Emergency Management Program. It ensures that the required resources are available to achieve the programs outcomes and that the program complies with any legislated or regulatory requirements. Chief and Council provide support, direction and general oversight through the EMAC. The EMAC also conducts reviews of the emergency and business continuity management programs at regular planned intervals. The EMAC helps identify and develop Emergency Management bylaws, procedures, and policies for the community.

In the event of an emergent incident affecting the community that exceeds the community’s capacity to manage, the EMAC will convene to ensure required support to the Emergency Management Program is available, and community concerns are addressed. This includes ensuring that a process for expedited decision making, and financial expenditure and tracking is in place. The Chief shall act as the Chair of the EMAC and in the event of the Chief’s absence or inability to act, the chair of the EMAC shall transfer to members of Council present. Additional individuals, or the entire **[First Nation / Community]** Council, may be invited to join this group, at the discretion of the Chief or Chair based on the nature of the incident.

During an incident, the EMAC provides general support to the ECC and acts on behalf of the Chief and Council to declare a State of Local Emergency if required. The roles and responsibilities of elected officials do not include attendance at the ECC unless specifically requested by the DEM. The EMAC considers the strategy of a response, considering the long-term impact of an incident on people, critical infrastructure, environment, culture / tradition, finances, operations, businesses and industry. The EMAC does not duplicate or override the operating control of the ECC or the DEM.

(Z1600-17 Clauses 4.3.1, 4.3.2, 4.3.3, 4.5, 4.6.1, 4.6.2, 4.7, 8.1)

## Program Management and Oversight

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| *The Advisory Committee provides strategic direction to the Emergency Management Program. The Steering Committee described below should be made up of the managers of the various functions in the organization that would have a role in the program and would likely be in Command and General Staff positions in the Emergency Coordination Centre (ECC). Their job is to take the strategic direction and make it operational.*  *The below should be edited to reflect the needs of the community EMP.* |

The Director of Emergency Management is the Emergency Management Program’s coordinator and is responsible to manage and oversee **[First Nation / Community]**’s emergency management and business continuity activities. The execution of these activities will require collaboration with other business units.

The coordinator’s role is to guide and support the business units in the fulfillment of their parts in the program to ensure consistency and effective interoperability between business units. The Emergency Management Steering Committee (EMSC), described in Section 1.4, provides further support. These activities may include:

* HIRVA
  + Guiding and supporting Hazard Identification, Risk, Vulnerability Assessment (HIRVA) activities at the community and department levels.
* Plans
  + Designing a common emergency response plan system for application across the community.
  + Guiding business units in the creation, review and ongoing maintenance of the plans.
  + Ensuring immediate access is available to plans for any individual who has a role in a plan.
* Training
  + Based on the HIRVA and ERP plans, ensure that those with a role in a plan have the training they need to effectively execute their role.
  + Develop training plans as required and ensure the maintenance of perishable skills.
* Drills and Exercises
  + Develop a schedule of drills and exercises to provide opportunities to apply and maintain skills and knowledge acquired in training.
* Maintaining the resources to support the activation of the ECC.
  + Ensuring the readiness of the ECC to activate, including alternate locations.
* Supporting the ECC during activations
  + Facilitating the physical set up of the ECC.
  + Supporting ECC logistic needs.
* Supporting post exercise / post incident reviews.
  + Facilitating post event reviews.
  + Ensuring reports are produced and distributed.
* Developing and presenting recommendations to the Emergency Management Program Advisory and Steering Committees.
  + Based on ongoing reviews of the program, validating against best practices and applicable standards.
  + Based on post event review.

The Director of Emergency Management will be responsible to ensure that all program documents remain current, and will maintain a library of all program documents, including:

* HIRVAs.
* ERPs - these will be stored in a system that makes the current versions immediately available to all in the **[First Nation / Community]** who have a responsibility to act on those plans.
* Training, drill and exercise schedules, plans, and reviews.
* Post event and post incident reviews.
* All other program related documentation such as standards and references.
* Development, planning, and delivery of mitigation, prevention and preparedness projects and activities to increase community resilience. This involves the seeking and securement of external funding for these projects.

(Z1600-17 Clause 4.2, 4.4.6, 4.4.7)

## Program Operation

The Emergency Management Steering Committee (EMSC) is comprised of department representatives that have a direct involvement in execution of the community’s emergency management function. The EMSC is the primary group responsible for the development of plans, measures, and programs pertaining to the mitigation of, preparedness for, response to and recovery from any hazard, both natural and human induced.

The Incident Command System (ICS) will be the command, control, and coordination system for the Emergency Management Teams (EMT).,

This committee’s membership includes decision makers from the following: {Suggested role}

* Director of Emergency Management (Chair) {Incident Commander}
* Fire Chief {Operations / Section Chief}
* Emergency Medical Services {Operations}
* Health Services {Operations}
* Community Services {Operations: ESS}
* Operations (Public Works) {Operations /Section Chief}
* Police {Operations}
* Information Services {Logistics)
* Communications {Emergency Information Officer}
* Human Resources {Logistics}
* Finance {Fin / Admin Section Chief}
* Procurement {Logistics Section Chief}

It is the DEM’s responsibility to ensure that the Emergency Management Team is staffed according to the EMP. The members of EMT should possess the following:

* Availability and willingness to work collaboratively
* Ability to work within an ICS structured team environment
* Ability to work in a stressful environment
* Demonstrated leadership skills
* ICS Canada (100-400) Training, with a minimum of ICS 100
* Role specific orientation and training (e.g., Incident Command, Command Staff, General Staff, etc.)

During an emergency, this EMT or their alternates will convene in the ECC to support and coordinate the needs of the incident and support the response Incident Command Post. These individuals would be assigned roles in an Incident Command System Organizational Chart.

During an activation of the EMP, the Director of Emergency Management is the delegated authority of the **[First Nation / Community]** to manage the response to the incident. The DEM (or designate) will notify and update the TM and/or Chief when the EMP is activated in whole or in part. The TM or Chief will be the primary liaison for communications between the ECC and Council.

During ECC operations, the DEM is responsible for all key messages and elected officials and will communicate with Council’s primary liaison before speaking to media. Any communication with the media shall be aligned with the ECC’s key messages, which have been approved by the DEM. The DEM will act as (or delegate) a public spokesperson who will work with the ECC Emergency Information Officer (EIO) to create and provide information to the media. The Chief or EMAC chair often accompanies the DEM as the media spokesperson, but this may depend on the nature and timing of the information being provided and the level of media training they have.

Reporting to Council, the Tribal Manager is the administrative head of the First Nation and remains the administrative head even during an activation of the EMP. The Tribal Manager provides corporate resources and support where available and within his/her authority to direct Business Continuity in support of the Incident/ECC.

(Z1600-17 Clause 4.3.1, 4.3.2, 4.3.)

## Program Administration

The **[First Nation / Community]** has delegated the administration of the EMP to the Director of Emergency Management. It is this their responsibility to facilitate and support the “day to day” functions of the EMP and ensure the ability of the EMP to function at the community level during an emergent incident.

The Director of Emergency Managementwill manage the maintenance of the library of documents that are the products of the EMP including the tools and resources necessary for the **[First Nation / Community]**’s business units to produce Emergency Response and Business Continuity plans. It will also ensure that the documents are current by maintaining a schedule of review and refresh of the plans. The reviewal process will include the following components (see diagram below).

The Director of Emergency Managementwill ensure that the current plan documents are readily accessible to support a timely and efficient response during an emergency. It will also ensure the physical resources necessary for the ECC to function are in a state of readiness.

More detail on the administration of the EMP can be found in Appendix H. (Z1600-17 Clause 6.2.2)

## Department Role

The function of the Director of Emergency Managementin the EMP is to administer, oversee and support the program. The tasks associated with the creation of ERPs is the responsibility of the Emergency Management (EM) department while the development of business continuity plans should be completed in collaboration between individual departments and the EM department. This reflects the practical reality that the business units best understand their operation, their operating environment, and relationships, and best understand their core function and what it takes to keep that running in an emergency. The Director of Emergency Management works to continuously improve and streamline processes and remains available to guide and support the business units in the creation and maintenance of their business continuity plans.

## Governance

The **[First Nation / Community]** Emergency Management Plan is the governing document that outlines the policy, operations, and roles and responsibilities for the **[First Nation / Community]** and Emergency Management Steering Committee in carrying out duties related to the EMP. There are a number of technical and reference documents and plans that contain information and procedures relevant to the specific elements of the EMP that come into effect to support emergency management activities depending on the nature of the emergency. Examples of these documents include Hazard, Identification, Risk and Vulnerability Assessments, Business Impact Analysis’, Community Mitigation Plans, Training and Exercise Policies, Public Awareness and Education Plans, Emergency Social Services Plans, Hazard Specific Response Plans, Crisis Communication Plans and a Business Continuity Plans. The **[First Nation / Community]** will endeavor to create and maintain these supporting documents as resources allow.

The First Nation Emergency Management Program is approved by Chief and Council under the authority of the following:

* Government of Canada Emergency Management Act S.C. 2007,c.15
* Provincial Emergency Management Act
* The **[First Nation / Community]** Emergency Management Bylaw

The Freedom of Information and Privacy Act does not apply to the supporting documentation used for the purpose of preparing for or administering the **[First Nation / Community]** Emergency Management Program as per section 17.1 (2) of the Emergency Management Act.

# Planning

Comprehensive emergency management can be defined as the preparation for and the carrying out of all emergency functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. Emergencies and disasters cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, culture, tradition and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation of a certain activity to protect one aspect of society does not adversely affect another.

Just as all hazards need to be considered in developing response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed. Emergency management has four distinct phases that often overlap in practice but have specific goals and activities. These phases, commonly referred to as the Emergency Management Continuum include mitigation, preparedness, response, and recovery (Figure 1). Comprehensive emergency management also relies on all partners, both internal and external, to be engaged in the preparation for and the carrying out of all functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. Effective emergency management requires the coordination and collaboration among all levels of government, the private sector, and the community.

## Hazard Identification, Risk, Vulnerability Assessment (HIRVA)

The foundation of **[First Nation / Community]**’s Emergency Management Program is the Hazard Identification, Risk, Vulnerability Assessment (HIRVA). HIRVAs ensure that the program focuses resources on the hazards that are realistically present in an operating environment and have a significant probability or risk of affecting the community, with an understanding of how the community is vulnerable to the hazard. The HIRVAs then guide the program through the process of prevention, mitigation, preparation, developing an effective response, and a swift recovery.

HIRVAs provide guidance to the EMP to ensure the program’s limited resources are used effectively. The program recognizes that there are many variables in the **[First Nation / Community]** that necessitate that HIRVAs be completed for unique business units and operating locations. It is important that the HIRVA be completed by individuals familiar with those unique environments to ensure a comprehensive understanding of the environment is captured.

The detailed process for completing, reviewing, and updating HIRVA documents should be contained in a separate package and is attached as Appendix A. The Director of Emergency Management is available to provide support and advice in the development of the HIRVA. The specific documents that address all-hazard planning within the **[First Nation / Community]** include the HIRVA, ECC Response Plan and Hazard-Specific Report Plans. (Z1600-17 Clause 5.3, 6.1.2.2)

## Prevention

The best way to manage an emergency is to not have one. The HIRVA process brings a focus of thought and effort to the identified hazards. That focus may then identify prevention strategies and tactics that should be investigated and implemented where reasonable and practical. Where a prevention strategy is implemented, it should be noted in EMP documentation so that the effectiveness of the strategy can be assessed later. (Z1600-17 Clause 6.1.2)

## Mitigation

Where prevention is not possible, the next best solution is to reduce the impact of an emergency as much as possible. Activities designed to reduce the likelihood of an emergency and/or limit the severity or magnitude of the consequences are referred to as mitigation. The HIRVA process will guide where to best focus resources to mitigate against the impact of a hazard event. Where a mitigation strategy is implemented, it should be noted in EMP documentation so that the effectiveness of the strategy can be assessed later. (Z1600-17 Clause 6.1.3)

## Preparedness

Preparedness activities increase the capacity of the **[First Nation / Community]** and its residents to respond when a disaster occurs. A continuous cycle of planning, training, equipping, exercising, evaluating, and taking corrective action are efforts in ensuring effective coordination during a response.

Preparedness activities can be delivered for and with residents, businesses, industry, and provincial and federal entities. Some preparedness measures include annual emergency exercise, the establishment of mutual aid agreements, stocking EM sites with emergency equipment, creating critical services redundancies, and preparing family 72-hour emergency kits.

## Response

The information generated through the HIRVA process steers the development of ERPs. ERPs provide the guidance for immediate action to respond to and bring stability to an emergent incident. The plans should be developed to address the priorities of life safety, incident stabilization, protection of property and cultural values, protection of the environment, and protection of the reputation of community entities. These priorities are fixed and have been reinforced time and again in after action reviews and historical critiques of community responses to incidents in Canada and abroad.

As with the HIRVA process, the completion of ERPs at the business unit or response level are important to the success of their implementation in an incident. The details of the process are presented in Appendix B. The Director of Emergency Management is available to provide support and advice in developing ERPs.

Figure 1: Emergency Management Program Components

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(Z1600-17 Clause 5.1)

# Emergency Response Plans

The purpose of ERPs is to ensure a coordinated, efficient and effective response to an emergent incident. Focusing on effect rather than cause can help to streamline the process of plan development and reduce the number of actual plans necessary to support response efforts.

The plans should provide clear direction to support an efficient response, especially in the first few minutes. All employees who have a role in the plan should understand what is required of them and be able to confidently execute their tasks without referring to the plan document in the immediate response to an incident.

Because ERPs may contain information proprietary to **[First Nation / Community]** the documents should be considered confidential and handled with appropriate security measures applied. At the same time, it is critical that the documents be immediately accessible to those who need them. This includes specifically identified entities where appropriate.

The details to support the creation and maintenance ERPs, including protecting the documents is found in Appendix B. (Z1600-17 Clause 5.1)

# Business Continuity Plans

**[First Nation / Community]**’s is made up of several departments, that could be impacted by an emergency incident. This makes the need for continuity of operation plans clear. While core business continuity is considered in the various response operation plans, there remains a need to ensure the continuity of the peripheral business functions that support the core. This drives the need for Business Continuity Plan (BCP) creation for all departments. As with ERPs, the BCPs may contain information proprietary to **[First Nation / Community]** and should be handled with the same considerations for security and accessibility.

Appendix C provides the details relating to BCPs. (Z1600-17 Clause 5.5.6)

# Training

**[First Nation / Community]** is committed to the protection of its people, land, environment, and assets. An essential element of that commitment is ensuring that those with a role in emergency response have the information, training and skills required to ensure their safety, and effectively support the protection of the community. Continuing to create awareness in the community of the EMP and ERPs, working through identified risks and actioning roles and responsibilities will always remain best practice of emergency management whether in legislation or not.

Training and skill development activities will include the communication of the information all staff need to ensure their life safety, and the function specific training required for any employee with a specified role in an ERP or BCP. The processes of HIRVA and ERP/BCP creation will identify what those training needs are. Where there are overlaps with other business units, such as Fire, Health Safety and Environment (HSE), or Community Services, the EM Program will collaborate and seek to find the most efficient way to ensure training needs are met.

Appendix D details the training program. (Z1600-17 Clause 5.5.9)

# Drills and Exercises

Drills and exercises serve two essential functions in support of the EMP. First, exercises and drills provide an opportunity for individuals to apply the information and skills they have acquired through the training process. Second, exercises and drills validate the presumptions made in the HIRVA, and the strategies and tactics prescribed in the ERPs and BCPs.

**[First Nation / Community]** supports a program of exercises and drills. In the interest of making efficient use of limited resources, the EMP should seek to coordinate its exercise and drills with those conducted by other departments and neighboring jurisdictions, such as Fire, Operations, or Ground Search and Rescue. For example, if Fire Services is conducting a high occupancy structure fire exercise, the activation and execution of the evacuation ERP could coincide, satisfying two exercise agendas with one event.

Developing a Multiyear Training and Exercise program can help increase **[First Nation / Community]**’s response capacity through Incident Command System training and position specific training for Leadership and the Emergency Management team. In addition to training, an exercise schedule including key members of the Nation, surrounding partners and industry can increase the capacity to respond to incidents on or surrounding the Nation. Through forecasted training and exercising, the Emergency Management Department can focus on upcoming funding opportunities to enhance the program and ensure continuity and continuous improvement across the 3-to-5-year plan.

Appendix E provides details. (Z1600-17 Clause 7.2.1.1)

# Activation

**[First Nation / Community]**’s emergency management function is triggered by an incident that falls outside the norms of daily operation, and that has the potential to adversely affect people, land, the environment, or assets. The Incident Command System (ICS) provides guidance on defining activation levels on a scale of 1 to 5. Level 5 incidents are those that can be dealt with by the responding resources within a very short period-of-time. A minor workplace injury, with first aid provided would be an example of a level 5 incident. At the opposite extreme, a Level 1 incident is often referred to as the “Big One”. These are incidents that demand the full support and response of the entire emergency management organization to handle.

As the needs of the incident escalate, so does the need to activate additional layers of support. At the response, when the support needs exceed the capacity of the initial responders, a response Incident Command Post may be identified. This may be a desk, or the hood of a truck from where the Incident Commander directs the tactical response. This may then be supported by a Response ECC, where additional personnel coordinate additional resources, and manage secondary issues. When the needs of the issue exceed the response’s capacity to address, or issues that affect community level interest arise from an incident, the ECC may be activated. Triggers for the activation of either or both are noted in ERPs, but they could also be stood up on the direction of the Director of Emergency Management, should a set of incident circumstances indicate there is a need.

It is the DEM’s responsibility to ensure that the **[First Nation / Community]** primary and alternate ECCs are maintained in a state where they can be readily made available and functional. On an annual basis, the following should be inspected and or tested as a minimum:

* Functionality of telecommunications (e.g., phones, radios)
* Functionality of computer systems
* Documentation and plans for accuracy
* Administrative supplies
* Availability of infrastructure (e.g., fax, photocopier)

Appendix F contains further information. (Z1600-17 Clause 6.2.3.1, 6.3)

# Recovery

Recovery is the incident phase that is the transition from response and stabilization to normal or routine day to day operations. Indicators of the transition in the response are when emergency responders are packing up their tools, and when the incident response objectives have been met at the ECC.

Recovery will generate a new set of objectives that will need to be identified and addressed with the appropriate resources. Examples could range from being sure that the first aid kit is replenished, through to the process of rebuilding major infrastructure lost in a disaster incident. Recovery can take minutes or years.

There are fundamentals that should not be overlooked in recovery, and recovery plans that provide guidance should be developed and maintained. These plans should:

* Ensure whatever supplies that were used in a response are replenished.
* Any tools that were used are returned to a ready state.
* Ensure the personnel who were involved in the response receive the rest, recovery, and support they need to be able to return to their regular duties with the required physical and psychological fitness.

Of the fundamentals noted above, the care and support of personnel is the most important, yet often overlooked or taken for granted. At minimum, staff should be reminded of support resources available to them through the community’s support programs.

Where the incident presents factors that could have significant psychological or emotional effect (witnessing death or serious injury, or other traumatizing factors), people engaged in the response should be afforded an opportunity to participate in a post-incident debriefing intended to address those factors. This is not an operational debriefing or review and should be facilitated in a manner that prevents it from becoming one. It should be facilitated by someone who is trained in conducting this type of debriefing.

Appendix G contains additional information. (Z1600-17 Clause 6.4)

# Debriefing

Following any incident or event that triggers a plan or function of the EMP, such as an exercise or drill, a debriefing of that incident or event should be conducted. The primary purpose of this review should be the assessment of the effectiveness of any plans implemented, the identification of successes, weaknesses, and potential improvements.

There should be two phases in the review: an immediate (as soon as practical) in person review, and a follow-up written review. The immediate review, sometimes referred to as a “hot wash” should address three basic questions; what went right, what did not go so well, and how we can do better next time. The information gathered in the immediate review can then be used to develop questions in the follow-up.

Once the debriefing has been completed, the information should be used to produce an after-action report. This report should be presented to the EM Steering Committee for their review and attachment of their recommendations. It should then be forwarded to the EM Advisory Committee for their review, commentary, and approval. If the EM Advisory Committee directs changes, the Director of Emergency Management coordinates the implementation of changes.

Appendix G presents additional information.

(Z1600-17 Clause 7.2, 8).

# Appendix A: Hazard Identification, Risk & Vulnerability Assessment

Overview

Emergency management programs must ensure limited resources are used in the best way possible. This starts with understanding the hazards present in a community’s environment, the risk of those hazards impacting the community, and how vulnerable the community is to the impact. A Hazard identification, Risk and Vulnerability Assessment is the starting point. Simply put, hazards are things that can happen that have a negative outcome for the community, risk is the likelihood of it happening, and vulnerability describes how bad the impact would be for the community.

The HIRVA process identifies the hazards and assess the risk and vulnerability. Informed by the HIRVA, the community can then:

* Focus effort and resources on the hazards that present the greatest risk and vulnerability.
* Apply preventative and mitigative measures where possible.
* Develop emergency plans that ensure the appropriate preparedness, response, and recovery measures are in place for an identified hazard or effect that cannot be prevented.
* Ensure, based on evidence, the continued support an effective emergency management program in the face of organizational change.
* Demonstrate that it satisfies legal, regulatory, and moral obligations to identify hazards and manage risk and vulnerability.
* Refer to past and similar HIRVAs to support monitoring and continuous improvement of the **[First Nation / Community]** Emergency Management Program.

###### Hazards

Hazards come in various forms and can be grouped into three main categories. Within each category there are a number of sub-categories, each of which is comprised of specific incidents. Examples include the following:

1. Natural Hazards

Can occur with or without the influence of people and have potential direct or indirect impact on the community (people, property, the environment) as follows:

1. Geological hazards such as:
   * Earthquake, landslide, mudslide
2. Meteorological hazards such as:
   * Flood, drought, snow, ice, hail, extreme winds, extreme temperatures, lightning, geomagnetic storm
3. Biological hazards such as:
   * Viral (influenza, MERS, SARS, Corona Virus, etc.) pandemic, Mad Cow Disease, food poisoning, etc.
4. Human Hazards

These hazards arise as a direct result of human activity. Examples include:

1. Unintentional such as:
   * Hazardous material spill or release, explosion/fire, building/structure collapse, fuel shortage, air/water pollution, contamination, dam failure, financial system collapse
2. Intentional such as:
   * Terrorism, sabotage, civil disturbance, riot, strike or labor dispute, criminal activity, physical or information security breach, workplace violence
3. Technological Hazards

Technological Hazards are a subset of Human Hazards but are a significant enough group that they should be considered on their own.

1. Central computer, mainframe, software, or application failure (internal/external)
2. Support equipment failure (A/C, power distribution, etc.)
3. Telecommunications failure (phones, data network, cellular, wireless, etc.)
4. Energy/power/utility failure

At the **[First Nation / Community]** level, the range of hazards is broad, but at the site or department level the hazards identified would be more specific.

###### Risk

Risk is a projection of the likelihood of an incident caused by a particular hazard occurring. The HIRVA process requires a consistent way to evaluate and classify the hazards identified throughout the HIRVA process. **[First Nation / Community]**’s Emergency Management Program uses a 5 x 6 Risk Assessment Matrix (RAM) (Figure 2).

This matrix focuses on occurrence of past events in order to determine likelihood as well as 4 key areas of consequence: people, environment, reputation and property loss (including culturally significant sites). Detailed examples are provided in Table 1 to provide clarification and improve consistency of application.

Table 1: Rating and Descriptions of Vulnerabilities and Consequences

|  |  |
| --- | --- |
| **Consequences to People** | |
| **Rating** | **Description** |
| 0 | No illness or injuries |
| 1 | Mild illness or minor injuries that are first aid treatable and do not require a hospital visit |
| 2 | Minor illness or injuries that may require a hospital visit, and result in a short recovery period (days) |
| 3 | Serious illness or injuries that may require hospital admission and extended recovery (weeks to months) |
| 4 | Serious illness/injury/death affecting a limited number of people |
| 5 | Mass casualty/fatality incident. Numerous serious injuries requiring activation of EMS/Hospital mass casualty ERP |
| **Consequences to Environment** | |
| **Rating** | **Description** |
| 0 | No effect on the environment gasses may be slow to dissipate |
| 1 | Short term local impact: spill easily contained and cleaned up, gasses will dissipate quickly |
| 2 | Localized effect, spill containment may be challenging, clean-up may extend into more than one operating period |
| 3 | Prolonged local/regional effect. There may be longer-term cleanup and remediation efforts that demand extra resources and extends over several days, and a larger land area. Affected residents may be displaced for an extended period. |
| 4 | Prolonged regional effect. Clean-up & remediation may extend into weeks/months. Residents may face longer displacement. |
| 5 | Long-term effect. Clean up and remediation may take months, years, or may not be possible. Affected people/operations may be permanently displaced. |
| **Consequence to Assets** | |
| **Rating** | **Description** |
| 0 | No damage or loss |
| 1 | Minimal damage, easily repaired or replaced for less than $20,000 |
| 2 | Minor damage that may require a more complex repair plan or up to $100,000 in costs |
| 3 | Serious localized damage, loss of equipment/utility structures or homes up to $1,000,000 |
| 4 | Major damage demanding longer-term planning or increased complexity to effect repairs, with costs up to $10,000,000 |
| 5 | Catastrophic loss may include major infrastructure, requiring years to repair, and costs beyond $10,000,000 |
| **Consequence to Reputation** | |
| **Rating** | **Description** |
| 0 | No impact |
| 1 | Minor impact to local perception of organization that can be repaired |
| 2 | Limited impact that may extend beyond local, but will be short term |
| 3 | Considerable impact that will extend regionally and may be longer term |
| 4 | Significant exposure with national-level interest, that may be prolonged |
| 5 | Major exposure, drawing international interest, or that may cause irreparable harm. |

###### Vulnerability

Vulnerability is the measure of the affect exposure to a hazardous incident will have on people, the environment, or assets. The greater the vulnerability, the more serious the consequences.

###### HIRVA Methodology

Completing a HIRVA for the first time can be broken down into the following steps:

1. Logistics

Gather the necessary resources including:

* HIRVA template.
* Risk Assessment Matrix (RAM).
* People – smaller teams (3) of subject matter experts related to site hazards are necessary to accurately complete HIRVA.
* Facilitator – for first time creation of a site HIRVA there should be a subject matter expert to facilitate the process. This process can be complex and confusing to the untrained facilitator. Facilitators for the subsequent annual reviews need not be subject matter experts, but preferably part of the initial creation of the HIRVA.
* Meeting room with adequate audio-visual components large enough for the group to view.

Initial creation of a HIRVA ranges anywhere from 6 to 10 hours with an experienced facilitator. Consider multiple sessions if required.

Figure 2: Example Risk and Vulnerability Assessment Matrix

![Table, timeline

Description automatically generated]()

1. Hazard Identification

Identify the hazards (natural, human & technological) that can impact the site being assessed. This will generate a hazard inventory. Attempt to identify and document all the hazards first versus identifying one then working on it until completion, this will enhance focus and increase efficiency of process.

Start the process by clarifying that this assessment in not all encompassing; this process is to identify hazards and emergencies that would disrupt the Nation or community significantly. Meaning it does not cover all routine health and safety, environment, or process emergencies. The HIRVA process is focused mainly on Emergency Management; however, the hazards and risks identified throughout the process could affect or rely on controls from other groups or programs.

An example of a significant disruption: a vehicle collision at an intersection with two passenger cars would not lead to a significant disruption. A vehicle collision with a passenger car and a transport truck carrying chlorine gas resulting in a leak from the truck and near a long-term care facility could cause significant disruption.

1. Hazard Control

After all the hazards that will take the site significantly outside of normal operation have been identified, begin identifying all significant hazard controls *currently* in place. Avoid listing controls that are in the process of being implemented or proposed projects as this will inaccurately reduce the likelihood of occurrence.

There are 4 categories to apply hazard controls: Prevention/Mitigation, Preparedness, Response and Recovery. These categories are considered the ‘four pillars’ of emergency management and are highlighted to remind everyone that we should not just consider ‘responding’ to the emergency but applying a holistic approach with a focus on prevention or mitigation. These phases are defined as follows:

***Prevention / Mitigation***

Hazard controls in this category involve actions that eliminate the likelihood or reduce the severity of an event.

*Examples:* substitution for a less hazardous product, smaller sizes of containers for dangerous goods, clearing trees from near buildings, process automation controls, flammable storage segregation, etc.

***Preparedness***

Hazard controls in this category accept that in spite of mitigation and prevention, incidents will occur. By being prepared for the incident, the response will be more effective, and recovery may come quicker.

The Hazard Inventory may highlight needs for specific equipment and training required to address certain incidents such as firefighting, hazardous material containment, or high angle rescue equipment and, the training and exercising necessary to use the equipment properly. It may also highlight the need to identify and equip facilities such as shelter in place / safe rooms, Emergency Coordination Centres, and others.

***Response***

In response, the effort put into preparedness demonstrates its value. When the incident conditions that trigger response present, well-trained and equipped group of responders, working with a plan will deal with the effects of the incident quickly and efficiently. A quick and efficient response will minimize or prevent the likelihood of fatality or injury, minimize the loss of property, and limit the effect on the environment. The transition to recovery will come quicker.

Concurrent to the response, business continuity activities should be underway. Business continuity recognizes the need for the company’s core business activities to be minimally interrupted and that continuity does not have to wait for the response to be over.

***Recovery***

The concept of recovery is to get back to the ‘new normal’. This new normal recognizes the opportunity to learn from the experience, improve our procedures and set a new baseline of normal. In most cases within the **[First Nation / Community]**, recovery actions are situationally dependent and plans to recover are developed as the emergency is still in progress. This phase of emergency management aligns very closely with the Business Continuity program.

*Examples:* business continuity procedures, situational assessment, and plan development

1. Risk Evaluation

During the risk ranking phase, the Risk Assessment Matrix (RAM) must be used.

***Likelihood***

The most important thing to understand while ranking the ‘Likelihood’ is that the result must consider the controls already in place and effective.

For Example: For a ‘fire in office building’ hazard, one of the prevention controls would be a housekeeping program, a procedure indicating no heating with candles or open flame, and a routine inspection process. The likelihood with the previously mentioned controls would put the likelihood at somewhere between B or C. Without the controls in place, the likelihood would be somewhere between D or E. The department must get credit for what they are currently doing which will result in a reasonable outcome versus an alarming result.

***Consequence***

While determining consequence you must examine the 4 identified categories. These include impacts to people, environment, reputation, and assets. Use the descriptions within the RAM to identify the appropriate ranking.

When completing the HIRVA paperwork, identify the consequence by writing down the category and consequence in the following fashion:

* Severity level – consequence category
  + e.g., 3 – P (severity = 3 - consequence category = people)
  + e.g., 4 – E (severity = 4 - consequence category = environment)

***NOTE:*** *When completing the HIRVA paperwork, be sure to list all the categories where the severity is above 0.*

***Risk Ranking***

After likelihood and consequence have been determined, follow the columns to where they intersect on the RAM. If multiple consequence categories have been identified, use the category with the highest severity to get the risk ranking.

1. Follow Up Actions

Use the columns after the risk ranking to capture reasonable actions required to reduce the overall risk. Describe the action in enough detail to provide sufficient direction including the person’s name of who is responsible and the expected due date.

1. ALARA (As Low as Reasonably Achievable)

This last column is designed to review the entire hazard, controls and risk ranking and ask the assessors “have we done all we reasonably can to reduce the risk?”. If the answer is yes, fill the cell with a green color. If actions have been previously identified but there is more to be done, fill the cell with a red color. Add comments to this section as required.

# Appendix B: Emergency Response Plans

The HIRVA exercise provides insight to guide the creation of Emergency Response Plans. While some plan elements can be consolidated by focusing on consequences, e.g., a shelter in place plan or a response evacuation plan, the trigger causes must still be considered in planning to ensure response strategies and tactics for a particular hazard are addressed.

###### Confidentiality

These plans may contain information that is proprietary to the organization, and the personal information of employees and other contacts. It is critical that plan documents are kept secure, with only the minimal number of hard copies produced. Where there is a need to share documents to support mutual aid, only the portion of the document the partner organization needs to execute their role in the plan should be provided to them.

###### ERP Authority and Jurisdiction

* **[First Nation / Community]** ERPs will be established under the authority of **[First Nation / Community]** leadership (see the Emergency Management Program policy), in accordance with the **[First Nation / Community]** Emergency Management Program.
* **[First Nation / Community]** ERPs must be reviewed and approved by the Director of Emergency Management.
  + 3rd party activity, such as construction projects, in the community may call for specialized ERPs. ERPs for construction responses may be the responsibility of the Prime Contractor and must meet or exceed the intent of **[First Nation / Community]**’s Emergency Management Program and ERP specifications including appropriate notification / escalation of emergency situations to **[First Nation / Community].**
* **[First Nation / Community]** ERPs must be reviewed on an ongoing basis, as outlined in the ERPs Status Reports, which are to be maintained by the **[First Nation / Community]** ERP Administrator and Director of Emergency Management (or Designate).
* **[First Nation / Community]** ERPs must be designed and maintained (e.g., liaison, training, exercises) to integrate with local, provincial, or federal government agencies that may have jurisdictional involvement with an emergency or disaster impacting that response.

###### Emergency Response Plan Communications

1. 24-Hour Access Telephone Numbers

Each **[First Nation / Community]** ERP must reference a list of 24-hour access telephone numbers that may be applicable for the activation of the ERP. This list must be maintained at an operations level daily to ensure that emergency phone numbers remain current. The list of staff with access to these telephone numbers should be reviewed and confirmed yearly.

1. Call Out Procedures

**[First Nation / Community]** ERPs must include call out procedures. Emergencies or disasters may necessitate the call out of off duty employees for emergency response and recovery activities. Labour agreements pertaining to call out procedures must be considered during the emergency planning process.

1. Family Communication

It is equally important for responding personnel to know that their families are safe, thus allowing them to focus on response activities. Be prepared to assist employees with family notification if required. If communication to the family is required, a list of all emergency contacts must be kept and maintained by the response manager (or delegate). Procedures for accessing these contacts must be outlined in each response plan.

1. Notification Procedure (Internal)

Internal notification procedures must be established within all **[First Nation / Community]** ERPs to enable effective plan activation. Proposed procedures must be submitted to **[First Nation / Community]** Director of Emergency Management for review and approval before a notification procedure is implemented.

1. Notification Procedure (External)

External notification procedures must be established within all **[First Nation / Community]** ERPs to enable effective plan activation. Proposed procedures must be submitted to **[First Nation / Community]** Director of Emergency Management for review and approval before a notification procedure is implemented.

###### Tactical Response Procedures

Each **[First Nation / Community]** ERP is required to include specific tactical response procedures (e.g., evacuation/shelter, chemical spill, helicopter landing zones). Tactical response procedures are comprised of individual documents, each of which provides detailed, concise procedures used to respond to a given incident type. It will also provide additional response-specific information critical to the execution of the associated procedure. This may include maps, forms etc. The procedure will not provide a detailed explanation or justification for the actions. If this information is required to guide associated actions, this information will be available within a separate Appendix.

Each tactical response procedure document is limited to a single two-sided page document whenever possible, or a maximum of three pages. The format and structure of this document is as follows:

Procedure First/Second Page:

* Tactical Response Procedure title
* Checklist for each applicable position (list in order of expected information flow)
* Any additional response-specific information (e.g., muster locations)

Procedure Second/Third Page:

* Additional procedures checklist (as necessary)
* Notification summary table

###### Resource Contacts

In order to support immediate emergency response activities, additional resources may be required. To meet this need, an inventory of available resources must be made available within each response plan. These contacts must be checked and maintained by the response plan administrator on a regular basis.

1. Internal Contacts

**[First Nation / Community]** ERPs must list internal resources that may be required for initial activation of the response plan. These may include Emergency Coordination Center phone numbers, internal department numbers, emergency response vehicle numbers, etc.

1. External Contacts

**[First Nation / Community]** ERPs must list resources (e.g., outside specialists) other than equipment or mutual aid that may be required for the implementation of that plan. Examples of external resources that are required for initial activation of the response plan may include electrical distribution contacts, wildlife services, construction, and excavation equipment, etc. Each **[First Nation / Community]** ERP is required to include a Table of Contents that is consistent throughout all documents. To address the needs of a specific response, some ERPs will include additional response-specific information for use in response to an incident.

1. Replacement Personnel

Planning for the well-being of all response personnel is a fundamental concern. People tend to work beyond their normal capacities under very stressful conditions and may not recognize or acknowledge their own fatigue. It is therefore critical that the need for shift replacement personnel is anticipated and addressed within each ERP.

###### Organizational Structure

**[First Nation / Community]** ERPs must contain an emergency planning organizational structure to develop and maintain the emergency planning process for that response. In addition, some **[First Nation / Community]** ERPs may require specialized internal emergency response teams. Table 2 provides a notional distribution of roles and responsibilities for ERP development in the context of an ICS organization. As ICS guides, where a position is not assigned to an individual, the Incident Commander is accountable for the role’s responsibility.

Table 2: ERP Development Roles and Responsibilities

|  |  |
| --- | --- |
| **Role** | **Responsibility** |
| EM Advisory Committee | * Guided by policy. * Conscious of need for whole of community coordination. * Conscious of budget management. * Advises on strategic direction. * Reviews completed plans for alignment with expectations. |
| EM Steering Committee | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Aware of capacity and limits of their business units (available resources). * Reviews ERPs for workability. |
| Director of Emergency Management | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Coordinator and facilitator of ERP development, storage, maintenance, distribution, review. * Subject matter expertise to support ERP authoring. |
| Emergency Information Officer | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Reviews ERPs and develops appropriate communication tools to provided appropriate information to identified audiences. * Develops preformatted messaging, especially emergency warning notification messages. |
| Safety Officer | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Reviews ERPs and assess for safety risks. * Develops appropriate controls for identified risks. * Provides messaging for inclusion in ERPs. |
| Liaison Officer | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Reviews ERPs and assess for assisting and cooperating partners. * Identifies which partners are appropriate to contact based on ERP. * Develops and maintains information and methods to effect contact. |
| Operations Section Chief | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Develops operational ERPs for hazard response. * Works with operations response elements to ensure workability of plans. * Works with ESS to ensure synchronization of OPS strategic / tactical plans, with Consequence plans. * Collaborates with Safety Officer to ensure plans can be executed safely. * Collaborates with Plans. * Collaborates with Logistics to ensure availability of resources to support ERPs. * Collaborate with Fin / Admin to ensure coordination of ERP with Fin / Admin processes. |
| Fire, Police, EMS, Public Works, etc. | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Develops operational strategic / tactical elements of ERPs for hazard response. |
| ESS | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Develops strategy / tactics to address the consequences of an incident: * Information / supports for protracted shelter in place. * Information / support / execution of evacuation plan. * Collaborates with Safety Officer to ensure plans can be executed safely. * Collaborates with Plans. * Collaborates with Logistics to ensure availability of resources to support ESS ERPs. * Collaborate with Fin / Admin to ensure coordination of ERP with Fin / Admin processes. |
| Plans | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Documentation unit responsible for distribution and storage of plans. |
| Logistics | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Collaborate with OPS and ESS to ensure their ability to support the resource needs identified in plans. * Collaborate with Fin / Admin to ensure contracts required to facilitate resource needs are entered into and maintained. |
| Finance / Admin | * Guided by policy. * Guided by EMAC advice. * Guided by HIRVA. * Ensures that the Fin / Admin policies and processes are applied as required in ERPs. * Ensures Logistics is properly supported to ensure needs of each ERP are met. |

###### Emergency Information

The emergency information component within each **[First Nation / Community]** ERP provides critical support and a vital resource as the single source for media and public information on behalf of **[First Nation / Community].** The Emergency Information function should be activated as soon as possible upon notification of an incident. Upon notification, the Emergency Information Officer (EIO) needs to collect, evaluate, process, and disseminate the information pertaining to the situation, to ensure that a clear and consistent message is being articulated. The EIO’s role is to quickly convey critical and factual information in order to dispel rumors and maintain trust. The EIO also sets the overall direction/tone of the response and ensures messaging is consistent throughout the incident.

All **[First Nation / Community]** ERPs must coordinate with **[First Nation / Community]** (EIO) as follows:

* Emergency planning must, during the risk/hazard analysis process, take into consideration all potential emergency public information requirements.
* Emergency information will be identified within all **[First Nation / Community]** ERPs as an integral component of the corresponding ECC.
* **[First Nation / Community]** EIO must be used as a specialized resource when developing internal and external notification procedures.
* Procedures within all **[First Nation / Community]** ERPs for providing or receiving mutual aid must include notification of EIO.
* **[First Nation / Community]** EIO must be consulted regarding the emergency public information training needs in the Emergency Management Program to ensure identified personnel receive and maintain the necessary training. **[First Nation / Community]** ERPs must identify their emergency public information training needs and include a suggested training schedule.
* **[First Nation / Community]** ERPs must identify their emergency public information exercise requirements and include them within their schedule of exercises. EIO must be notified prior to any external debriefings, following actual incidents, involving **[First Nation / Community]** employees.
* **[First Nation / Community]** ERPs must include the emergency public information component within the internal and external audit process.

The following emergency information guidelines are established by the EIO, approved by theDirector of Emergency Management, and must be referred to within all **[First Nation / Community]** ERPs.

1. Emergency Information Guidelines

**[First Nation / Community]**’sfirst priority is the safety and well-being of responders, and members of the community located at or near an incident.

* **[First Nation / Community]** will provide timely, open, honest, and accurate information.
* **[First Nation / Community]** will drive the communications process proactively, rather than in a reactive manner.
* All media calls should be addressed as quickly as possible, with communication occurring early and often.
* While **[First Nation / Community]** may only release limited information to media and/or the public initially, it remains essential that the **[First Nation / Community]** be perceived as being present, responsive, and compassionate during the incident.
* Every opportunity will be taken to ensure that the community knows how they will be kept informed during an emergency.
* **[First Nation / Community]** will not make media statements in uncontrolled situations (e.g., public demonstration) unless the public or media needs to be alerted to an immediate public safety hazard. In this situation, when warranted, one trained on-scene staff member will act as information officer for the media until **[First Nation / Community]** EIO staff arrive at the incident command post. This person is responsible for handling the initial dissemination of information pertinent to the crisis and for informing media about the process for receiving subsequent information.
* **[First Nation / Community]** will maintain tight control over who speaks on behalf of the community. All media and public communications will be limited to one spokesperson.
* No person (other than the first responders providing basic initial information) will speak to the media for the duration of the crisis unless authorized by the EIO, with approval of the Director of Emergency Management.
* **[First Nation / Community]** will utilize the highest-ranking community official or other official where appropriate. Depending on the situation, that official should be visible early and at key announcements throughout the process.
* The **[First Nation / Community]** spokesperson will demonstrate caring and empathy toward people and always try to stay on message.
* If another agency (such as the RCMP) take charge of controlling the emergency, then they should also handle all media related to their actions. **[First Nation / Community]**’s Media Relations will coordinate Emergency Public Information with spokespersons from other agencies.

###### Emergency Response Team Structure

Any ERP requiring a specialized response team must identify all such emergency response teams, specifying the following:

* The role of the emergency response team.
* The scope of operation of the team.
* The training qualifications and standards.
* The person(s) responsible for leading the team, ensuring that training is complete and that the team is prepared to function within its scope of operation.

Further information of the administrations on ERPs including document distribution, hard copy distribution lists and maintenance can be found in Appendix H: Administration.

# Appendix C: Business Continuity Planning

Business Continuity Planning (BCP) at **[First Nation / Community]** is a simple process that allows for, in a time of crisis or emergency, the community to:

* ensure the safety and security of our people.
* provide for the continuation of critical functions (a critical function is defined as “a business activity or process that cannot be interrupted or unavailable for several business days without having a significant negative impact on the Nation”)
* keep our community informed.
* restore normal business operations as quickly and smoothly as possible.

There are three main scenarios that are considered:

* Loss of personnel (pandemic, severe weather, etc.)
* Loss of work area (through fire, flood, etc.)
* Loss of computer applications (loss of access to the data or system required to do our work)

If any of the three scenarios occurs, then the Crisis Management Team (CMT) will be activated.

Upon activation, the CMT will:

1. Assess the situation and determine if the event will disrupt operations for a duration of less than a week, a week to one month, or more than one month.
2. Based on the expected duration of the event, provide for the continuity of critical functions in accordance with the plans that critical function managers have already made.
3. Inform all employees of the event, the expected duration of the disruption, and what is expected of them. If they are involved in the provision of a critical function, they may be required to work at an alternate work location, or from home. If they are able to do their job from home, then they should be encouraged to continue to work regardless of the criticality of their function.
4. Coordinate activities required to restore normal business operations.

Most of the business conducted in **[First Nation / Community]** involves the **[main function].**

If we lose a number of our people, then work will be redistributed amongst the remaining staff to ensure that critical functions are maintained while our numbers are reconstituted. Should we lose short-term access to our office spaces, many of our people can do most of their work from home, greatly reducing the impact of a building loss and simplifying the business continuity problem.

In the event we were to lose access to our office building:

1. An assessment is done by the Crisis Management Team to determine the likely period of time that we will be out of the building.
2. Personnel would generally work from home for the first week.
3. They would work from rented short-term accommodation (e.g., a hotel conference room) from week two to the end of the first month; and
4. If it were clear that the building would not be habitable soon (for example, if there had been a major fire) then the Crisis Management Team, working through Administration, Public Works, and IT, would be establishing alternative long-term accommodation, and purchasing computer equipment and furniture. Personnel would continue to work from short-term accommodation until the new long-term accommodation was ready.

In the event that we lose access to our critical applications then we need to develop processes that will allow us to capture and complete transactions until our systems are available again. As an example, Accounts Payable may opt to use paper cheques until their payment systems are restored.

###### Plan Sustainment and Validation

Each year, Department Managers or designate (BCP Owners) are required to review their plans to:

1. Ensure that the contact information of their personnel is accurate.
2. Determine which of their personnel are able to work from home without additional support.
3. Examine those functions they have identified as critical to determine:
   1. Is it still critical?
   2. Has there been a material change to the function that would require a formal analysis of its business impact?
   3. Have the IT requirements changed?
   4. Do you still have additional people identified who could step in to perform the critical function if required?

BCP Owners may choose to appoint a BCP Administrator to monitor the plan on their behalf, but the accountability for the plan remains with the BCP Owner.

###### Exercises

Each BCP shall be exercised once per year. The objective of the exercise is to determine if the department can fulfill the obligations of its BCP, and if the plan is valid for the department. In short, the exercise will answer the questions: Does the plan work? Does it achieve the goals of the department? Does it allow us to carry out our critical functions?

This exercise will take one of the following forms:

* A tabletop exercise, where the BCP Owner walks through the plan with their direct reports and discusses how they would handle contacting their personnel and executing their critical functions, to include replacing key personnel (if applicable).
* A ‘work-from-home’ day, where all members of a department stay home and work from their homes for a full day. The aim of this type of exercise is to ensure that all personnel can access the IT systems, and to determine what functions, if any, cannot be done from home or a remote location. It is important to determine if critical functions can be done from home during these exercises.
* If there is a deployment of the Crisis Management Team that involves the BCP, then that deployment may be used to fulfill the annual training requirement. If this is the case, then the department should review the execution of their plan with a view to improvement.

At the completion of each exercise, the BCP Owner will inform the Director of Emergency Management of any lessons learned that other departments could learn from, and whether or not their plan was validated. The BCP Owner shall send a report to the Director of Emergency Management that includes:

* Any problems that they had executing their plan.
* A remediation plan for improvements to their plan.
* Any changes to the support required by IT or any other department.

An email certifying that all required BCP activities have been undertaken will be forwarded to the Director of Emergency Management at the end of each calendar year. This email will include:

* Plan sustainment activities undertaken.
* Dates of exercises or deployments.
* Remediation steps taken (or remaining to be completed) for improvement of their plan.

The Director of Emergency Management will report these sustainment activities, plan changes and remediation, and an assessment of the validity of the BCP process, to the Chief Operations Officer annually in January.

###### Notification Process

1. BCP Activation and Organization

***Plan Activation***

Communication regarding activation / deactivation of this BCP will be coordinated through the **[First Nation / Community]** Department of Emergency Management to the leadership of each department. It is the responsibility of the department leadership to ensure that all personnel within their department are notified and informed of the situation; and to activate recovery strategies for associated time sensitive critical functions (if applicable).

Please brief your personnel that in the event that there is a situation that prevents them from entering their place of work:

* They are to return home, or a place where they will be safe. The safety of our personnel and their families is our paramount concern.
* They are to await a communication (email or telephone) from their leadership.
* If they do not hear from their leadership within two hours, they should attempt to contact their supervisor by telephone or email.
* Personnel should be advised that to the extent possible, they should work from home until the situation is resolved or they are told otherwise.
* Departmental leadership is to ensure that their personnel are contacted daily to inform them of the situation and to ensure their safety.
* Communications received by email should always be acknowledged immediately to ensure that the message has been received.

1. Department Notification and Contact List

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Leadership**   * Primary Contact: name * Alternate Contact: name | | | **Time Sensitive Critical Functions:**   * Management & Governance | |
| **Name** | | **Phone** | **Email** | **Home Access (Y/N)** |
| ***Chief and Council*** | | | | |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-#### | | | name@nation.com | Y |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-### | | | name@nation.com | Y |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Emergency Management**   * Primary Contact: Name * Alternate Contact: Name | | | **Time Sensitive Critical Functions:**   * Emergency Coordination Centre | | |
| **Name** | **Phone** | | **Email** | **Home Access (Y/N)** | |
| ***Emergency Coordination Centre*** | | | | | |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-#### | | name@nation.com | | | Y |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-#### | | name@nation.com | | | Y |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-#### | | name@nation.com | | | Y |
| name | |  |  | | --- | --- | | Office:  Cell: | ###-###-####  ###-###-#### | | name@nation.com | | | Y |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Business Unit**   * Primary Contact: Name * Alternate Contact: Name | | | **Time Sensitive Critical Functions:** | |
| **Name** | | **Phone** | **Email** | **Home Access (Y/N)** |
| ***Function Description*** | | | | |
| name | |  |  | | --- | --- | | Office:  Cell: |  | | | name@nation.com | Y |

1. Loss of Resources or Work Area

The loss of resources or work area scenario (e.g., pandemic influenza, severe snowstorm, etc.) will be coordinated by the **[First Nation / Community]** Emergency Management team. The following sections review what should be considered for each time period following the incident.

***First Week***

* Strategy
  + Describe the tactics and resources needed.
* Communications – alternate means
  + Voice – Cellular and landline (home, etc.).
  + Electronic – Remote access via website,webmail, smartphone enabled email; personal email; text messaging.

***Second Week to One Month***

* Strategy
* Describe the tactics and resources needed.
* Communications – alternate means
  + Voice – Cellular and landline (home, etc.).
  + Electronic – Remote access via website,webmail, smartphone enabled email; personal email; text messaging.

***One Month and Beyond***

* How will you ensure that critical functions are maintained by your department in the medium to long term?
* Strategy
* Describe the tactics and resources needed.
* Communications – alternate means
  + Voice – Cellular and landline (home, etc.).
  + Electronic – Remote access via website,webmail, smartphone enabled email; personal email; text messaging.

# Appendix D: Training

###### Emergency Management Team Training

The **[First Nation / Community]** Director of Emergency Managementshould assess training needs to meet the necessary level of competence for effective ERP activation. This assessment is conducted after the risk/hazard analysis has been completed, and roles and responsibilities have been assigned. Training should incorporate the interaction of government and other emergency response organizations whenever possible. Training is a critical component of emergency preparedness because it introduces and familiarizes personnel with their role in the event of an emergency. Training is a continuous process and must be delivered in varying degrees, depending on an individual’s responsibilities. The **[First Nation / Community]** offers training that includes but is not limited to the following:

* Incident Command System (ICS Canada 100 - 400)
* ECC Orientation
* Plan Familiarization
* ECC Training (Managing Emergency Operations)
* ECC Director / Deputy Director Role
* Emergency Information Officer Role
* Media and Public Relations

A training schedule is developed annually indicating the proposed type, intended audience, length of course/workshop, and cycle period for applicable retraining (Table 6). This schedule must be submitted to the appropriate Director of Emergency Management for review and budget considerations. Table 3 provides an example matrix of workshops, courses and sessions that the **[First Nation / Community]** could consider in meeting its emergency planning training needs

Table 3: Example Training Matrix

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Role** | **Course** | | | | | | |
| **Role** | **ICS Level** | **ICS Function Specific** | **Emergency Public Warning** | **First Aid** | **ECC Orientation** | **ERP Familiarization** | **Introduction to ESS** |
| ECC Director / Deputy | 400 | IC | YES | SFA / AED\* | YES | YES | YES |
| Information Officer /Assistant | 300 | EIO | YES | SFA / AED\* | YES | YES | YES |
| Liaison Officer / Assistant | 300 | LO |  | SFA / AED\* | YES | YES |  |
| Safety Officer / Assistant | 300 | SFO |  | SFA / AED\* | YES | YES |  |
| Operations Section Chief / Deputy | 300 | OPS CHF | YES | SFA / AED\* | YES | YES |  |
| ESS Branch Dir / Deputy | 300 |  |  | SFA / AED\* | YES | YES | YES |
| Plan Section Chief / Deputy | 300 | PLN CHF |  | SFA / AED\* | YES | YES | YES |
| Logistics Section Chief / Deputy | 300 | LOG CHF |  | SFA / AED\* | YES | YES | YES |
| Fin - Admin Section Chief / Deputy | 300 | FA CHF |  | SFA / AED\* | YES | YES | YES |

*\*Standard First Aid / Automated External Defibrillator*

###### Training Program

The training program is driven by an assessment of needs for a role defined within the Emergency Management Program. The example Training Matrix (Table 3) shows common, and role specific training courses associated to the Command and General Staff roles. A full matrix should be developed for all roles identified within the EM Program and ERPs. The Training Program Document should not contain the detailed content of each training course, but should have a synopsis of the course, and a brief explanation of the rationale for the training in the context of the role, and the **[First Nation / Community]**’s HIRVA.

The training program should also mesh with an exercise program that provides an opportunity for individual contributors to come together and experience how their function relates to and works with the others on the team. Ideally, there should be a cycle of training followed by a cycle of exercises that permits the learned information to be applied in a controlled situation that presents a challenge that can be successfully overcome in order to build confidence. The training program provides a road map for the individual tasked to a particular role in the EM Program that serves to ensure they are equipped for success in the role they take on. Training presents the information and opportunity for skill development to equip individuals and teams for a task, function, or to manage a defined challenge.

As an example, the Emergency Information Officer and their team will require training on a broad range of subjects such as emergency public warning, crisis communications, managing media relations, and communicating through social media platforms that includes addressing misinformation. Exercises then reinforce the training, and validate the theories learned by the individuals and the team. To be valuable, exercise opportunities should be arranged to come as soon as practical after training so that the knowledge and skills gained during training are reasonably fresh in the minds of the participants. The goal of exercises should not be to overwhelm the participants, but to challenge them with scenarios to be resolved that are plausible, require problem solving, and that will result in a positive outcome. The exercise should reinforce individual and team confidence.

Table 4: Types of Individual and Group Training

|  |  |
| --- | --- |
| **Training Type** | **Delivery** |
| Individual | * Self-Directed Research * Individual online * Individual single course * Individual certificate, diploma, degree programs * Individual seminar, workshop, conference attendance |
| Group | * Group seminar, workshop, conference attendance * Course delivery to group, (common knowledge need) |

Exercises are discussed in further detail in Appendix E.

###### Community Emergency Management Training and Exercising

The benefits of training can be summarized and broken down into five categories:

* Training is required to help leadership, the DEM, department leads, the EM Team and the community follow established emergency plans.
* Training can improve team confidence and build on the pillars of prevention, mitigation, and preparedness.
* Training can empower the community to utilize safety resources during the response and recovery phase of an emergency or event.
* Training will assist in the identification of tool, equipment, and resource needs.
* Training is a long-term investment.

To ensure the adoption and development of a training platform, regulations, and a Band Council Resolution (BCR) should be developed by the **[First Nation]** Chief and Council. These regulations and a BCR should aim to direct EM within the community, identify roles and responsibilities and detail the requirements to plan, prepare and train on an ongoing basis. The following table outlines considerations for training within the community.

Table 5: Aspects to Consider in the Development of a Community Training Plan

|  |  |
| --- | --- |
| **Position** | **Description** |
| Chief & Council trained & briefed before taking official oath | * Basic Emergency Management * ICS 402 – Incident Command for Executives * Elected Officials Course * Review of Nation Emergency Management Plan |
| Director of Emergency Management (suggested at Nation level, current requirement in AB Municipalities) | * Basic Emergency Management * ICS 100, 200, 300 and 400 * The Director of Emergency Management Course |
| Senior Staff trained in roles to understand their responsibilities | * Basic Emergency Management * ICS 100, 200 and 300 * Position Specific Training: * Public Information Officer * Liaison * Safety * Operations Section Chief * Logistic Section Chief * Planning Section Chief * Finance and Admin Section Chief |
| All Nation Staff trained in roles to ensure responsibilities are understood | * Basic Emergency Management * ICS 100 * Trained in ERPs |
| Responsibilities and functions for training of Nation staff & Community | * DEM or Designated ICS Train the Trainer facilitates Mandatory ICS Training * DEM or Deputy prepares monthly training topic for distribution to Nation, and surrounding jurisdictions. * Quarterly EMT Training organized and facilitated by DEM, Deputy or Regional / Jurisdiction Training Partner |

Training should be carried out on a regular basis, based on the model outlined in Table 6.The summer is excluded due to the fact that various individuals take holidays during this period. Certain activities can be combined into one day to maximize the use of participants’ time. Cross training should also be completed with Mutual Aid Partners and neighboring jurisdictions that may provide assistance to the **[First Nation / Community]** during an emergency. Basic information about the **[First Nation / Community]** culture, traditions, geography and methods of conducting response operations can be shared with these entities during training and exercises to increase familiarity, partnerships and interoperability.

Table 6: Sample Training, Drill & Exercise Schedule

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activities** | **Fall** | **Winter** | **Spring** | **Summer** |
| **Training** | | | | |
| EMP Familiarization Training |  | **X** |  |  |
| ECC Functionality / Operations Training | **X** |  |  |  |
| ECC / DEM or EMC / Deputy Training |  | **X** |  |  |
| ICS Canada Training | **X** |  | **X** |  |
| Public Emergency Information Officer |  | **X** |  |  |
| Provincial Emergency Alert |  | **X** |  |  |

Records will be kept of emergency management training that is conducted. The DEM and Emergency Management Team are responsible for tracking all training documentation**.** This should be kept by the DEM in a database or excel file that can be easily maintained and edited.

# Appendix E: Drills & Exercises

###### Exercising the Plan

**[First Nation / Community]** ERPs should be exercised regularly to ensure that they are current, comprehensive, and effective. Exercises and drills must be varied in order to exercise all aspects of the ERP. Exercises must be conducted to validate plans, promote team building and build confidence. They must not evaluate individual performance or create a competitive environment. Exercises should incorporate the interaction of government and other emergency response organizations whenever possible. Exercises provide an opportunity to collaborate with surrounding partners (municipalities, Indigenous communities, industry, etc.) and identify and develop mutual aid agreements. All **[First Nation / Community]** Emergency Management personnel assigned responsibility for designing and conducting exercises must be trained in accordance with the **[First Nation / Community]** Emergency Management Program. It is vital that exercises be planned and conducted to promote success not failure.

Exercises are intended to accomplish a number of purposes. They allow the EM Team to do one or more of the following:

* Practice the management of a response
* Validate the ERP and increase familiarity and confidence with using the ERP
* Validate ECC resources
* Increase familiarity with emergency response vehicles, resources and equipment

There are two types of exercises that should be considered when creating an exercise plan: discussion-based and operations-based. Discussion-based exercises include seminars, workshops, tabletops, and games while operations-based exercises include drills, and functional and full-scale exercises. Discussion-based exercises are used to familiarize EM team members with current plans, policies, agreements, or procedures. They can also be used to identify where new plans, policies, agreement, or procedures may need to be developed. These types of exercises can also be the most cost efficient. Operation-based exercises require a significantly larger level of support and time. Their scope and complexity are considerably greater and therefore the requirements for planning, design, development, conduct, and evaluation are larger and more costly. Both types of exercises focus on different areas of understanding, capacity and capability in emergency response and should both be incorporated into the exercise planning schedule. The following are example of exercise types:

1. Seminars

Seminars can be used to orientate EM team members to the plans and policies you want to create awareness on. They can also be used to assess the capabilities of the operations when working alongside another partnering organization. Seminars are best used when developing plans or procedures.

1. Workshops

Although very similar to a seminar, a workshop has two distinct features. Primarily, the EM team interaction is increased during a workshop requiring the broadest attendance of key personnel. In addition to the larger attendance, the focus of the exercise is placed on successfully meeting a target or reaching a solution identified by the exercise facilitator. Successful targets or solutions can include correctly identifying the requirement for actioning a Mutual Aid Agreement with a partnering service (MOU with a hotel for accommodation) or implementing a specific procedure (opening the Reception Center).

1. Tabletop Exercises

A tabletop exercise focuses on the understanding the EM team has of the plans and procedures inside their ERPs. By identifying strengths, areas for improvement or changes to plans a tabletop exercise relies on the participation of the EM team in discussions, collaboration and problem solving. A facilitator is critical in the delivery of a tabletop exercise to keep the EM team focused on the objectives.

1. Games

Using a competitive environment, games are a great way to create a friendly, fun environment for exercising and learning that seems less daunting to the ER team. Splitting the ER team into two or more groups while using current processes or procedures allows for scripted decision-gates that earn or remove points from each team.

1. Drills

Drills are used to exercise specific aspects of an overall ERP. Examples of aspects to exercise include evacuation, rescue, fires and specialist emergency tram response. Drills are useful as stand-alone exercises to test the capability of the EM team on specific tasks or procedures and reinforce best practice Drills also serve to refresh skills that may degrade over time, such as assembling and operating specialized equipment.

1. Functional Exercises

Functional Exercises further test and validate ERPs by activating coordinated elements at a controlled pace. For example, the partial or full activation of an ECC and a simulated emergency site. They include activation of communications that may be available during full implementation of an emergency site plan. Actual response resources (other than communication) may not be deployed, but extensive use of exercise control devices such as the input of pre-planned messages helps to simulate an emergency situation.

1. Full Scale Exercises

Full Scale exercises are a real time and space simulation of an emergency or disaster scenario. They are the most complex and demanding type of exercise, involving the creation of a simulated emergency site and full or partial activation of emergency response elements including an ECC, a Reception Centre, or a hospital emergency room. Additional attention to safety must be given as emergency response resources are actually deployed and, although the exercise is a simulated emergency, personnel will still find it a stressful situation.

###### Specifications for Conducting Exercises

Specifications for each exercise must be established by an Exercise Coordinator, prior to implementation. The exercise specifications must include:

* type of exercise
* exercise objectives
* date, time, location
* a list of all parties
* resource requirements
* anticipated cost
* scenario
* method of conducting the exercise, including “call off” procedure and exercise control arrangements
* analysis of safety issues, including methods for ensuring safety
* debriefing method.
* provisions for producing a summary report
* name of person(s) responsible for follow up action items
* description of previous similar exercise (if any), and an indication of whether all action items have been completed
* management notification requirements

Specifications of a proposed exercise shall be submitted to the Director of Emergency Management for approval.

1. Implementation

An overview of a scheduled exercise must be distributed to anyone needing full knowledge of that exercise. Duties must be assigned to all participants and exercise control personnel. Exercise observers may be permitted but must not participate or interfere in the exercise. A pre-exercise briefing shall be held to ensure that all participants understand their specific roles and responsibilities within the exercise. Additionally, the exercise purpose, scope, and safety concerns, including a ‘call-off’ mechanism, must be understood by all exercise participants and control personnel. Safety is everyone’s responsibility and must be given top priority at all times during an exercise.

1. Evaluation and Summary Report

A debriefing shall be conducted shortly after the conclusion of the exercise. The objective of a debriefing is twofold:

* To examine the effectiveness of an exercise in comparison to its objectives; and
* To produce an action plan for implementing changes, which will improve emergency preparedness.

Debriefing facilitators must ensure that all participants are encouraged to submit their input in an open-minded, constructive, and confidential manner. In order to keep the debriefing on track, focus should be kept on an examination of how successfully the exercise objectives were met. An action plan must be established to ensure that improvements to emergency preparedness are drawn from the debriefing and that appropriate plan changes are made to implement them. A summary report of the exercise including the action plan drafted during a debriefing must be submitted to the Director of Emergency Management and/or Emergency Management Team member for review.

###### Exercise Plan Considerations

**[First Nation / Community]** Emergency Management will review the mandatory training and exercise requirements annually and develop/update the multiyear exercise plan. The Director of Emergency Management manages the implementation of the plan.

A multiyear exercise plan should be visual in presentation to enable EM team members to plan according to the proposed activities. Following FEMA’s recommendation, exercises should reflect a progressive program of increasingly complex exercises with each exercise building on the capabilities tested and validated in previous exercises (Federal Emergency Management Agency, 2020). When creating an Exercise Plan, the considerations in Table 5 should be contemplated when determining what scale of exercise to deliver.

Recommended Emergency Management Exercise schedule:

* Tabletop exercise annually
* Functional Exercise every four years
* Participation in a regional exercise annually
* Submit an exercise notification to provincial EM entity 90 days before functional exercise which includes exercise date, scenario, objectives, and participants list.

Table 7: Aspects to Consider in the Development of an Exercise Plan

|  |  |  |
| --- | --- | --- |
| **EM Participants** | **EM Updates & Exercises** | **Techniques & Approach** |
| * Chief * Council * Department Leads * DEM, DDEM & DEM Coordinator * ER team * Key Partners | * New employee EM orientation. * Monthly EM Meetings (IMT, Admin, Leadership). * Monthly Community Safety Moments (Poster, video, social media, etc.) * Discussion-based session where team members review their roles during an emergency & their response to a particular emergency situation. A facilitator guides the participants through the scenario. * Lengthy exercise that tries to imitate a real incident. Takes place on location using, as much as possible, the equipment and personnel that would be called upon in a real event. | * Adapt and customize. * Start small (step by step). * Start big (what's the end goal and build it backwards). * Top Down (through committee decision, resolution, BCR, by-law). * Bottom Up (through procedures, training, operational use). * Collaboration with other Nations & Municipalities. * Mandate course requirements. * Position / function specific. * Lead facilitator / in-house instructor. * Targets (date, attendance). * Training progress. * After action take away. * Review & update EM Plan. |

###### Document Control & Continuous Improvement

Each drill and exercise should have documented reports that outline strengths, lessons learned and opportunities for improvement. It is the responsibility of the DEM or exercise facilitator to ensure that this documentation is reviewed, filed and distributed to participants. In addition to a Multiyear Exercise and Training Plan, a Continuous Improvement Plan should be created to continue enhancing the capabilities of the Emergency Management Team. Inputs to the Continuous Improvement Plan should include the following:

* the approved Emergency Management Plan
* the exercise planning cycle
* an updated environmental scan
* an updated all-hazards threat and risk assessment
* after action report(s) and after event report(s)
* lessons learned and best practices (Public Safety Canada, 2010)

# Appendix F: Activation

An ERP will be activated when an emergent incident demands an elevated response, and the coordination of activity and resources. The ERP will contain information that guides what the criteria are to trigger the ERP.

###### Emergency Management System

**[First Nation / Community]** EM will apply the 14 principles of the Incident Command System (ICS). Though ICS principles guide the full program, they become most evident in the activation phase. (CSA 1600-17 Clause 6.2.3.1)

1. Command

The first person to identify an incident and take charge becomes the first to assume command. Simply directing someone to go and get help indicates taking ownership of the situation. Consistent with ICS principles, the initial Incident Commander (IC) may remain in command or transfer command to someone else. When a transfer of command takes place, the incoming IC should be briefed as to the nature of the incident, the steps taken in response, and the resources available and enroute.

1. Priorities

The emergency management discipline has identified a set of factors to direct the deployment of resources. It is important to remember that with sufficient resources these activities can be taken on concurrently.

1. Protect Lives
   * The protection of life will be the first objective. Staff not required to support the response will evacuate or shelter in place as circumstances dictate. Responders will undertake the safe rescue of injured or trapped people, if it can be done without unreasonable risk of harm to the responders.
2. Stabilize the Situation
   * Guided by the ERP, responders should deploy the tactical response necessary to address the incident cause and effects and limit the growth of the situation.
3. Protect Property
   * Incident stability opens the opportunity to contain the situation and minimize the loss of property, with critical infrastructure receiving attention first.
4. Protect the Environment
   * The incident and response have potential to affect the environment negatively. Response activities should limit the damage caused to the environment, both by the incident and the response to it.
5. Protect the Economy
   * This includes managing the response in an economically responsible manner and being conscious of the impact the incident and response may have on the community administration, departments, and businesses.
6. Size up

An important task in the initial response is assessing the size and complexity of the incident, or “sizing it up”. This serves to gain a sense of what resources will be needed to effectively respond to, stabilize, and contain the situation. The initial size up provides an indication of what the response level might be.

###### Response Level Protocol

The size up will provide an initial sense of the scope and scale of the incident. ICS provides a five-level scale of incident complexity, with level 5 being the least demanding and level 1 being the most complex.

Table 7 identifies incident indicators, recommends emergency management elements to be activated, and correlates those to a level of response. Table 7 provides guidance, and the nature of each situation should be assessed. Indicators should be assessed in multiple rather than singularly. For example, a death in the workplace that comes as a result of a pre-existing medical condition may be considered as a level 5 or 4 incident even though fatality is indicated in level 1 or 2. The difference is that other indicators do not present in a significant way. For simplicity, only the three highest levels are outlined. The lower two should be considered as minimally disruptive and would be very quickly resolved.

Table 8: Incident Indicators and Recommended Elements to Activate

|  |  |  |
| --- | --- | --- |
| **Level** | **Indicators** | **Elements Activated** |
| **Level 1 – Critical** | **Disruption:**   * Serious injuries or fatalities * Catastrophic damage to equipment or infrastructure resulting in extended disruption of daily routine. * Significant External Resource Response:   + Multiple alarm Fire / Rescue   + Multiple unit Police response   + EMS Mass Casualty response   + Local Emergency   Management activated   * Prolonged duration / disruption of operations   + Greater than 8 hours (one shift) * Significant Media Coverage * Need for External Notifications * May or likely exceeds the capacity of the community to resource and manage * Need for Leadership Level decision making   A **long duration (> 8 hrs.), high impact event** requiring urgent response beyond normal operations. It will require internal, external and regulatory emergency response notification. The event will attract local and national media coverage. The event will involve any (but not limited to) of the following:   * An emergency (fire, explosion, release) that extends outside of a contained or defined area. * An emergency involving an adjacent community’s people or property (mutual aid support). * An emergency involving severe or multiple injuries or one or more fatalities (e.g., boiler explosion, chemical tank rupture, etc.). * A security incident, involving a significant discharge of hazardous materials or detonation or high risk of detonation of explosive material. | * Site Incident Command Post * Community ECC * Other Agency or Community ECCs / ECCs |
| **Level 2 – Major** | **Disruption:**   * Serious injuries or fatalities * Damage to equipment or infrastructure which may affect operations * Need to engage external resources   + Fire / Rescue   + Police response   + EMS * Extended duration   + 8 hours (one shift) * May generate Local Media Interest * External Notifications may be required * Site ICP may require some support to resource and manage * Need for Leadership Level advice   A **short duration (<8 hrs.), moderate impact event** requiring urgent response beyond normal operations. It may require internal, external and regulatory emergency response notification. The event will attract short-term local media but may also involve national media coverage. The event will involve any of the following:   * An emergency (fire, explosion, release) that has the potential to extend off site. * An emergency that has is likely to produce multiple serious injuries (e.g., scaffold collapse, toxic atmosphere in a large and confined space, etc.). * A public safety threat that poses danger to the site and/or the public. | * Site Incident Command Post * Community ECC |
| **Level 3 – Significant** | **Disruption:**   * Injuries requiring off site treatment * Damage to equipment or infrastructure which may have a limited effect on operations * Need to engage external resources   + Fire / Rescue   + Police response   + EMS * Short duration   + <8 hours * May generate Local Media Interest * External Notifications may be required * Site ECC can resource and manage * Leadership level awareness may be appropriate   A **short duration (<8 hrs.), low impact event** requiring an urgent response beyond normal operations. Internal response notification will be required. The event may attract short-term local media coverage. The event will involve any of the following:   * An emergency (fire, explosion, release) contained and controllable fire at site. * An emergency that has is likely to produce a single serious injury (e.g., fall from height, vehicle related incidents, etc.) | * Site Incident Command Post * Community Director of Emergency Management advised. |

###### Incident Descriptions

1. Health and Safety

A workplace injury or illness incident that is likely to or does result in a serious permanent disability or death.

1. Environmental and Weather

A major environmental release or fire that causes the evacuation of local community residents. Massive effect that could cause persistent or severe environmental damage. Can result in major disruption to daily life and financial losses in the community. Ongoing breaches from industry well above prescribed limits. A severe weather event that may lead to the disruption of community activity. These events often receive major media attention.

1. Security

The discovery of or detonation of an improvised explosive device, or the deliberate discharge of a firearm on **[First Nation / Community]**, intended to harm personnel or the public, or cause disruption to the facility’s operations. An act of terrorism targeting an **[First Nation / Community]** facility.

###### Incident Command System (ICS)

Emergency response activities involving an **[First Nation / Community]** site will be based on the ICS model that establishes procedures to control personnel, facilities, equipment, and communication under the direction of an Incident Commander (IC) at an Incident Command Post (ICP), which must be positioned in a safe location near the emergency site. The structure of the **[First Nation / Community]** Emergency ManagementICS will expand or contract to maintain a manageable “span of control”, that ensures an effective response to the emergency. The system is designed to be flexible, and may require personnel to fill multiple roles, but shall be expanded if effective management of the emergency is or may become compromised.

The ICS divides the management of an emergency into five major functional areas (command, operations, planning, logistics, and finance/administration). Additional command support functions such as safety, information and liaison are added as deemed necessary (Figure 3).

Figure 3: Incident Command System Command and General Staff

Diagram

Description automatically generated

ECC

1. ICS Position Descriptions

|  |  |
| --- | --- |
| **Role** | **Description** |
| Incident Commander | Sets the incident objectives, strategies, and priorities and has overall responsibility for the incident site. |
| **General Staff** | |
| Operations Section Chief | Conducts operations to reach the incident objectives. Establishes the strategies and tactics and directs all operational resources. |
| Planning Section Chief | Supports the incident action planning process by tracking resources, collecting/analysing information, and maintaining documentation. |
| Logistics Section Chief | Provides resources and needed services to support the achievement of the incident objectives. |
| Finance/Admin Section Chief | Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses. |
| **Command Staff** | |
| Liaison Officer | Serves as the primary contact for assisting or cooperating agencies providing support at an incident. The Liaison Officer assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation. The Liaison Officer provides briefings to and answers questions from the supporting agency representatives. |
| Safety Officer | Monitors safety conditions, assesses hazardous and unsafe situations and develops measures for assuring the safety of all assigned personnel. The Safety Officer advises the Incident Commander on issues regarding incident safety; however, may exercise emergency authority to directly stop unsafe acts if personnel are in imminent danger. The Safety Officer works closely with the Operations Section to ensure the safety of tactical and support personnel. |
| Information Officer | Serves as the conduit for information to and from internal and external stakeholders. The Information Officer advises the Incident Commander on information dissemination and media relations, although the Incident Commander still approves the information that is released by the Information Officer. The Information Officer works cooperatively with the Planning Section, exchanging information. |

###### Emergency Management Facilities

In order to best support the efficient response to an incident, the **[First Nation / Community]** EMP identifies three types of coordination facilities, in ascending order: Incident Command Post (ICP), Emergency Coordination Centre (ECC), and Crisis Management Centre (CMC).

1. Incident Command Post (ICP)

The ICP is located near to, but a safe distance from the actual incident location. This is the base of operations for the Incident Commander from where tactical response is directed. In smaller scale incidents (level 4 – 3) all ICS functions are handled here. Operational level decision making, and coordination is done at the incident command post level. An example of this is communication between site control rooms and/or field incident command posts.

1. Emergency Coordination Centre

An Emergency Coordination Centre (ECC) serves to support the Incident Commander and team at the emergency site. It ensures that the overall emergency (including non-site activities) is well coordinated, and **[First Nation / Community]** Emergency Management Department’s ability to manage its overall operations is maintained.

The **[First Nation / Community]** ECC is to be structured in the same manner as the emergency site (some flexibility may be required, depending on available personnel), and is managed by an ECC Coordinator. When the site ECC is partially or fully activated, it incorporates the ICS as a component of the **[First Nation / Community]**’soverall Incident Management System (IMS) (Figure 2).

In the normal course of events, any emergency that arises will be managed by the crew or crews responding to the incident. In some instances, **[First Nation / Community]** Emergency Managementwill be one of the “responding agencies” and will take direction from the lead agency on site, typically Fire or Police.

When the incident overwhelms (or has the potential to overwhelm) the ability to control the response activities, the appropriate Emergency Coordination Centre (ECC) is activated. The role of an ECC is to anticipate the needs of, and to coordinate and support overall response activities. An ECC may be fully or partially activated as deemed necessary by the Director of Emergency Management

Full or partial activation may occur when:

* The incident is a major incident such as during a tornado with significant damage to infrastructure.
* There is an emerging threat (flooding, pandemic, security threat, etc.) where pre-planning and coordination efforts would help mitigate the impact of the emerging threat.
* The incident is brought on by a significant lack of staff for an extended period (e.g., pandemic, snowstorm, etc.).
* The incident requires the coordination of multiple crews and/or department activities and/or external response agencies such as Fire or Police.
* The incident response will go on for extended periods of time and requires logistical support.

In such instances the ECC is established to assist the field operations. The control of the field activities remains with the field crews; the ECC will provide support to allow them to achieve their objectives. It is not the role of the ECC to take over direct control of the field activities.

1. Crisis Management Centre (CMC)

Should the incident be of a nature that the **[First Nation / Community]** ECC requires leadership support; the Crisis Management Centre (CMC) could be activated. For targeted support, one or more leadership members may join the ECC in the appropriate ICS section (i.e., Finance/Admin, Logistics, Planning, etc.).

***Physical ECC Operations***

A physical ECC provides a fixed location for ECC members to collaborate in the response to an emergency. This location can be a purpose-built location or a shared space that can be reconfigured to support ECC operations. Regardless of the location, an ECC must provide a safe location for personnel to coordinate incident response support operations.

In addition, this location must also provide adequate space and equipment used by members in support of their activities such as: phones, printers, computer network, and workstations. It is critical that all ECC personnel are advised of the primary and alternate ECC locations for each site, to ensure they report to the correct location in a timely manner upon ECC activation.

***Equipment & Tools***

The following is a recommended list of equipment for the effective operation of a physical ECC:

* Backup power source
* Adequate, preferably quiet, work areas for all ECC personnel
* Sufficient space for large maps and drawing (preferably wall or easel)
* Areas for ECC personnel meals, comfort, and rest
* Emergency lighting
* Sufficient phones for ECC personnel
* Secondary communication (e.g., 2-way radios, satellite phones, cellular phones, etc.)
* Network computer(s) & WIFI
* Photo copier
* Flip charts
* Main event logger status board
* Stationery supplies such as tape, markers, paper, etc.
* Cable feed and TV monitors
* AM/FM radio (battery & A/C powered)
* **[First Nation / Community]** ECC SharePoint Site
* Action / Issue Log
* Call-Out Tracking Sheet (Standard Form)
* Incident Action Plan (Standard Form)
* ECC Layout (Floor Plan and equipment / seating arrangement)
* ECC Contact List
* ECC Calendar

A telephone conference bridge or video calling platform may be used by members of the ECC to communicate and share information. This is particularly useful when only a partial activation of the ECC is initiated. All telephone conferences must be coordinated and monitored by a designated moderator. This individual is responsible for setting and communicating the time of the conference call. During the call, this individual is responsible for the roll call, reading the confidentiality script and managing the agenda. Access to the code and coordination of ECC related conference calls is the responsibility of the ECC Director.

***Media Relations Procedures***

No **[First Nation / Community]** employees, except for first responders communicating factual emergency response information, are to communicate with the media, except with the guidance and direction of the EIO. Any information disseminated to the media must be within the employee’s area of expertise. Employees who have been approached by the media in an emergency situation are required to notify the EIO and inform them:

* Who you spoke to, at what time
* Which media outlet
* Topic of conversation and your response

***ECC Purpose***

An ECC must be designed to:

* Control and coordinate of **[First Nation / Community]** emergency response and recovery activities
* Be located in a secure area (away from the emergency site)
* Include a secure and confidential area (close to ECC activity area) for receiving incoming and sending outgoing communication
* Provide a secure and confidential area (separate from ECCs activity area) for working with the media
* Ensure timely and accurate emergency information is provided to the public, **[First Nation / Community]** employees and families (e.g., monitor and work with media to ensure accurate dissemination of information)
* Provide two-way communication between ECC and site Incident Command Post (and other emergency response activity areas as applicable)
* Liaise with authorities and other organizations
* Provide external communication to support emergency response activities
* Approve and procure resources to support emergency response activities
* Provide technical information required to support emergency response activities
* Gather information and keep records (ECC log and financial records in relation to the emergency and response activities
* Assess damage and develop long range recovery objectives and plans

1. Government Emergency Operations Centres (GEOC)

**[First Nation / Community]** ERPs must contain procedures to integrate with Government Emergency Operations Centre (GEOC) (e.g., Saskatchewan Provincial Operations Centre) where appropriate. Information in this section should include:

* How **[First Nation / Community]** gets notified of GEOC activation;
* Internal escalation and notification procedures;
* Roles and responsibilities of **[First Nation / Community]** representatives at the GEOC; and
* Contact information for **[First Nation / Community]** representatives.

###### Leadership

The role of **[First Nation / Community]** leadership is to monitor the emergency / disaster response and recovery and coordinate Chief and Council level information. Leadership will not control the response but will provide the following support:

* Control and coordination of **[First Nation / Community]**’s on-going business activities
* Monitor status of site and government ECCs
* Information release approval / awareness
* Major expenditure / approval
* Employee family support in major incident

Leadership may monitor remotely, meet virtually, or convene in their normal meeting place (boardroom, chambers).

###### Contact Information

1. Emergency Coordination Centre

|  |  |
| --- | --- |
| **Location** | **Phone** |
| PRIMARY*:* |  |
| ALTERNATE*:* |  |

1. ECC Director

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *ECC Director:*  *Deputy:* |  |  |

1. Command Staff

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *Emergency Information Officer*  *Assistant*: |  |  |
|  |  |  |
| *Safety Officer*  *Assistant* |  |  |
|  |  |  |
| *Liaison Officer*  *Assistant* |  |  |

1. General Staff

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *Operations Section Chief*  *Deputy*: |  |  |

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *ESS Branch Director*  *Assistant*: |  |  |

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *Plans Section Chief*  *Deputy*: |  |  |

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *Logistics Section Chief*  *Deputy*: |  |  |

|  |  |  |
| --- | --- | --- |
| **Name/Title** | **Phone** | **Email** |
| *Finance / Administration Section Chief*  *Deputy* |  |  |

# Appendix G: Recovery

###### Transition to Recovery

The end of the response phase of an incident is usually indicated by the nature of the objectives identifying tasks that are clean up and stand down oriented, and the release of resources. This is the point where the Director of Emergency Managementshould begin to plan for debriefing and post incident review tasks.

###### Debriefing Objectives

The primary objective of a debriefing, other than Critical Incident Stress Debriefing (CISD), is to learn what worked well from a real or simulated emergency response experience, and to make appropriate changes (when applicable) to ERPs to improve future emergency preparedness. Debriefings are to be conducted in a constructive, open-minded and confidential manner in which blame is not affixed to any individuals or organizations.

1. Internal

All emergency response debriefings must be based on an examination of events to determine if the objectives of the ERPs were met. Debriefing procedures must be established during the planning stages of all exercises. The Director of Emergency Management is required to coordinate in-house debriefings as soon as practical after any emergency response exercise or actual emergency/disaster affecting **[First Nation / Community]**. The debriefing must produce an action plan indicating changes that may be needed to improve emergency site plans.

1. External

All **[First Nation / Community]** Emergency Management personnel that are requested to attend an exercise or actual emergency/disaster debriefing which is to be co-ordinated by an outside organization must obtain approval from the Director of Emergency Management. Approval will be based on an assurance that the outside debriefing will be conducted in a similar manner as **[First Nation / Community]** Emergency Management personnel internal debriefings, ensuring confidentiality and learning (not to lay blame).

###### Debriefing Process

A debriefing, sometimes referred to as a “hot wash”, should be conducted as soon as possible while the incident is fresh in mind. The **[First Nation / Community]** emergency response debriefings should use the following process:

* Appoint a debriefing facilitator and a scribe.
* Provide adequate notice of the debriefing to all involved parties.
* Provide a suitable location and equipment (e.g., comfortable, and soundproof surroundings, flip chart and overhead projector).
* Confirm confidentiality.
* Prepare an agenda of emergency planning and response objectives to be examined.
* Draw up an action plan to record recommendations of the debriefing (no other record of debriefing proceedings shall be permitted).
* Provide assurance that all applicable parties will be notified of the follow-up action resulting from the debriefing.
* Compile a debriefing report to include as a part of the post incident review.

This debriefing may inform a more formal and structured survey of response personnel, that may take the form of follow up interviews, paper, or electronic surveys.

###### Critical Incident Stress Debriefing

**[First Nation / Community]** ERPs must contain procedures for Critical Incident Stress Management (CISD). **[First Nation / Community]** fully endorses CISD as a mandatory component of all emergency site plans.

CISD is initiated to prevent or overcome symptoms of severe stress caused by critical events. CISD is an exercise intended to help people involved both directly and indirectly in extreme situations resolve their experiences, and to return to a sense of normalcy as soon as possible.

The following are examples of critical incidents which could necessitate the activation of CISD:

* Line of duty fatality.
* Serious line of duty injury.
* Suicide.
* Disaster/mass casualty incident.
* Serious events involving children.
* Related or known victims.
* Prolonged incident, especially one involving loss.
* Fatality caused by emergency response actions.
* Intense emotional identification with victims by response personnel.

Consider that these should be conducted with small groups made up of peers and facilitated by an individual who has been trained in the process. The flow chart in Figure 4 demonstrates how CISD is to be activated within **[First Nation / Community]** emergency site plans.

Figure 4: Critical Incident Stress Debriefing (CISD) Activation

Diagram

Description automatically generated

# Appendix H: Administration

###### Emergency Response Plan Maintenance and Distribution

1. Emergency Response Plan Authorization and Amendments

All ERPs must be authorized for use by having the Director of Emergency Management sign and date the plan on the front page. Any amendments to an ERP must be submitted to the Director of Emergency Management for approval. All amendments are to be added to the Revision Control Table, and all hard copy plans must be updated.

1. Maintenance

**[First Nation / Community]** Director of Emergency Managementis responsible for the maintenance of ERPs. **[First Nation / Community]** ERPs should be reviewed annually. They should also be reviewed after their use in an incident response, when used as part of an after-action review or following their testing during an exercise. A tracking system should be implemented to ensure reviews are completed consistently.

###### Emergency Response Plan Document Structure

1. Document Distribution

ERP documentation must be readily available to personnel to provide the needed information to respond to an incident. However, each ERP document must be considered “Use Only Restricted and Confidential” for **[First Nation / Community]** Emergency Management. Each plan contains information that is proprietary and could result in negative impact to **[First Nation / Community]** and its partners. It contains confidential/restricted information including the recovery strategies, tactics, time sensitive data, and the names and contact information of emergency response personnel. Each person having a copy or access to any portion of the plan is responsible for the security and control of the document in accordance with the policy on the protection of proprietary information. Therefore, these ERPs must have controlled distribution to **[First Nation / Community]** personnel only.

From time to time this response-specific documentation will need to be updated to support contact information changes, procedure enhancements or additions to support Risk / Hazard Analysis findings.

To support these activities this document is kept identifying the location of all hard copy versions of the ERPs. This list will be used by ERP Administrators to identify and coordinate the distribution of updates and ensure the latest versions are available in a timely manner. This document will be included in all response plans. Each person designated to receive a numbered (as per distribution list) hard copy of an ERP will be responsible for its safe storage, accessibility and insertion of amendment updates.

1. Hard Copy Distribution List

The distribution of **[First Nation / Community]** ERPs must be listed within each plan. Restricting and documenting the number of controlled hard copies will help to ensure that everyone is using the most up-to-date version of a plan. The intent is to ensure that ERPs are readily available electronically, while minimizing the number of controlled hard copies. Each person designated to receive a numbered (as per distribution list) hard copy of an ERP will be responsible for its safe storage, accessibility and updating.

# Appendix I: Public Engagement

With the first priority of Emergency Management being the protection of life, the community whose lives are being protected by the program need to be engaged. Two general classes of engagement include Awareness and Involvement.

###### Awareness

Under the umbrella of Awareness, two channels should be developed: Information and Outreach.

1. Information

The community can be informed of the activities of their Emergency Management Program and be advised of their role in the program through the distribution of information. Several modes of communication can be utilized to get messages out:

* Signage
* Mailers
* Social Media
* Website / Weblinks
* Media Releases

The nature of these modes is that they are one-way communication. The program cannot easily validate the effectiveness of the campaigns without engaging in other information gathering activities such as surveys. However, they do have the benefits of being no to low cost to implement and are far reaching.

1. Outreach

Outreach efforts can be effective at reinforcing information messages through direct public contact. Outreach activities could include:

* Home visit campaigns targeting “at risk” properties: FireSmart, flood smart,
* Speaker availability offered to target audiences such as education, health care, industry, service clubs, faith groups
* Information tables or booths at trade shows or fairs within the community
* Larger scale first response / emergency management fairs events

Outreach offers the opportunity for dialogue, gauging public perception / acceptance, and two-way communication. There are expenses associated with outreach, including staff time costs and significant budget events.

###### Involvement

1. Volunteer Support

The Director of Emergency Management will always be faced with a challenge of having more work than resources to do the work. While the core functions of the Emergency Management Program should be handled by trained professional staff, there are many surge response functions for which developing volunteer supports may be appropriate.

1. Volunteer Pools

The Director of Emergency Management may consider engaging with clubs, team, or faith groups as pools to draw volunteer support from. For example, a local hockey team may be engaged to provide perimeter security and parking management at a reception centre. A local church congregation may be available to provide support for operations functions in a reception centre. A business club may be appropriate to provide support for logistics material handling needs.

1. Volunteer Tasks

Two functions for which volunteer support capacity may make sense include:

* Emergency Social Services operational staffing (noted above)
* Ground Search and Rescue

These two functions require volunteer training to ensure roles and responsibilities are understood, but the required skills do not necessitate dedicating **[First Nation / Community]** Emergency Management paid staff to these tasks. Depending on the staff resources, available to the Director of Emergency Management a call for volunteer support for specific identified functions may be warranted. Within the community, there may be individuals who possess the needed skills, or interested individuals looking for opportunities to gain experience who would benefit from a volunteer opportunity.

1. Volunteer Training Programs

Programs to train volunteers in skills that are of benefit to the Director of Emergency Management are available. Community Emergency Response Teams (CERTs) are prevalent in the United States, falling under the Federal Emergency Management Agency’s Citizen Corps umbrella ([Link](https://www.ready.gov/cert)). CERT training in Canada is also available however, it is not sanctioned by the federal government in the same way. In Canada, the faith group Bridges of Love is one organization spearheading the development of CERTs ([Link](http://www.bridgesoflove.ca/)). Training programs to support ESS functions are also available. The Public Health Agency of Canada has an online Emergency Social Services Basics course ([Link](https://training-formation.phac-aspc.gc.ca/course/index.php?categoryid=5)) and the Emergency Social Services Network of Alberta offers a comprehensive training package to support the ESS function.

1. Spontaneous Volunteers

In a significant incident, especially one that receives social or traditional media attention, a response of spontaneous volunteerism should be expected, and prepared for. **[First Nation / Community]** Emergency Management should have a pre-planned process for engaging volunteers that includes sign on with a confirmation of identity, release from indemnity, privacy policy confirmation, and a safety orientation. **[First Nation / Community]** Emergency Management should verify that its Worker’s Compensation insurance extends to include volunteers who are on-boarded as “not paid employees”.

1. Donation Management

During and after a major incident, spontaneous donations should be expected and prepared for. This preparation should be included as a part of the Emergency Social Services Operations Plan and discussed and developed further there. This is a task to which spontaneous volunteers are well suited and could be assigned.

1. Public Engagement Planning

Table 8 provides an example worksheet to plan public engagement sessions on emergency management and disaster awareness throughout the year.

Table 9: Public Engagement Planning Worksheet Example

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject** | **Audience** | **Modes** | **Campaign From** | **To** | **Comment** |
| Flood Awareness | Homeowners | Signage  Mail (bill insert)  Targeted visits  News Release | March 1st | April 15 | Monitor melting, run off, river flow |
| Wildfire Awareness | Homeowners | Signage  Mail (bill insert)  Targeted visits,  News Release | March 15 | April 15 | Align with Provincial Wildfire Season Start |
| Personal Preparedness | All Community | Signage,  Social Media  News Release | May 1st | May 31st | Highlight Emergency Preparedness Week, 1st week of May |
| Emergency Preparedness Week | All Community | First Responder Fair | 1st Saturday in May |  | Coordinate with Police, Fire, EMS, GSAR |

