REGIONAL EMERGENCY MANAGEMENT PLAN (REMP)
FORWARD
The Regional Municipality of Wood Buffalo is situated in the north eastern section of the province and encompasses 68,425.23 square kilometres making our region the second largest in Canada. It includes the urban centre of Fort McMurray and nine rural communities: Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Gregoire Lake Estates, Janvier, and Saprae Creek Estates.

The Regional Municipality of Wood Buffalo is no stranger to disasters and can attest to the importance of emergency preparedness and collaborative resilient communities. Given the ever-changing emergency management environment, Council and Administration determined the need to develop a Regional Emergency Management Plan (REMP) inclusive of our urban and rural communities. The REMP is developed with the clear objective of addressing both natural and human-induced hazards and disasters as these are increasing in both frequency and severity across the world resulting in ever growing human suffering and economic cost.

The REMP recognizes community-based emergency preparedness at a local level focusing on individual communities within the Regional Municipality of Wood Buffalo. This includes the creation and maintenance of customized local emergency response plans that are reflective of the explicit needs of each community. Hazard risk assessments will be conducted focusing on the uniqueness of the community’s specific area and demographics. Through community engagement each community will have ownership of their plan which will tie into the REMP.

The REMP acknowledges that all citizens are involved in emergency management. Individual residents, communities, municipalities, each level of government, first responders, private sector, volunteer and non-governmental organizations (NGOs) are critical partners. Solid partnerships based on effective collaboration, coordination and communication are key components to sustainable emergency management plan and programs.

Resilient capacity is built through a process of empowering citizens, responders, organizations, communities, governments, systems and society to share the responsibility to keep hazards from becoming disasters. The REMP is designed to support the objectives of reducing risk and provides elected officials, municipal administration and other partner agencies a framework to prepare for likely events based on a current hazards, risk and vulnerability assessment and corresponding risks. It further supports studying the risks and strategically preparing realistic plans which include the necessary resources and essential equipment required to manage and/or mitigate in an efficient manner.

The REMP is to be used as a tool to support emergency services and municipal responders and recovery activities. It is not a training manual nor is the plan designed to address all-hazards, risks and community vulnerabilities. The plan is adaptable to a broad spectrum of emergency events and flexible in meeting the needs of a dynamic municipal organization with regional communities. Public preparedness and participation in support of building community resilience requires ongoing effective communication and awareness campaigns. Routine training and exercising, relationship building with internal and external partners including Indigenous communities, the social profit sector, the small business sector and oil sands industry, is critical to the execution of this plan.

It is Council’s and Administration’s commitment to building community resilience through a high level of individual and collective preparedness. The REMP will be reviewed annually to ensure it reflects all the needs of our region.
PLAN ADMINISTRATION
The Director of Emergency Management is responsible for the maintenance and development of the REMP. This plan has been developed in accordance with the *Alberta Emergency Management Act* and pursuant to the Regional Municipality of Wood Buffalo Emergency Management Agency Bylaw No. 18/006.

The responsibility of developing and reviewing the plan may be delegated but it is the responsibility of Director of Emergency Management, under the oversight of Chief Administrative Officer, to ensure that the REMP meets the desired standard.

Review
The REMP will be reviewed as follows:

- Annually;
- After an emergency, following an After Action Review;
- As directed by the Director of Emergency Management (DEM)

Revisions – Major
Version control of the plan is managed by Emergency Management Branch. The Director of Emergency Management has the operational authority for maintaining all revisions and updates to this plan. Reissue of this plan following amendment or review will be recorded in the table below and advice of reissue will be distributed to the Emergency Management Agency distribution list. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised.

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Overall responsibility for the plans and their distribution rests with the DEM.

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**Plan Availability – Electronic Format**

Copies of the REMP will also be available electronically on the Municipality’s network (shared drive). The plan will be available in a “read only” format.

A public copy will be made available on the Municipality’s website. [www.rmwb.ca](http://www.rmwb.ca)
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1 PURPOSE AND SCOPE

The primary focus of the Regional Municipality of Wood Buffalo’s (RMWB) Regional Emergency Management Plan (REMP) is to effectively manage and mitigate the effects of disasters whenever possible or practical, while preparing to respond when major emergencies do occur.

The number and severity of emergencies and disasters across the province that challenge individuals, communities and all levels of government are increasing due to the diversity of natural and human caused hazards, climate change and the ongoing expansion of the urban environment. The threat of flooding, fires, severe weather, and industrial accidents remains constant across the region. The limited logistical routes pose a limitation that exists and threatens us throughout the year. These threats and limitations pose significant risks to the continued delivery of programs and services to the public.

The plan is based on a flexible and scalable all-hazards approach, encompassing the key principles of preparedness, response, recovery, prevention and mitigation.

The aim of this plan is to minimize the effects of, coordinate the response to, and manage the recovery from a disaster or major emergency affecting our region. This is achieved by:

- Ensuring appropriate strategies are developed and established to minimize the adverse effects of a disaster on our region.
- Developing risk-based plans and management arrangements with a community focus.
- Describing the organization, roles and responsibilities and procedures for effective disaster management within Administration and The Local Authority.
- Outlining operations for effective disaster management across the four phases of prevention/mitigation, preparedness, response, and recovery/resiliency.
- Describing the committees and networks established for the co-ordination of multi-agency responses.
- Acknowledging the likely effects of identified threats to the region, infrastructure and the environment.
- Planning for those specific threats, including guidelines and procedures for the operation of the plan.
- Providing information to build community resilience and better assist communities in preparing for, responding to and recovering from disaster events.
- Providing a comprehensive framework for disaster management activities.

1.1 Principles of Disaster Management

All events, whether natural or caused by human acts or omissions, should be managed in accordance with the REMP, and any disaster management guidelines.
The REMP is intended to:

- Provide for prompt coordination of the Municipality’s resources when consequences of an identified emergency, disaster, or catastrophe and subsequent recovery are outside the scope of normal operations.
- Outline legislation indicating where authority lies in the event of an emergency, disaster or catastrophe.
- Document the roles and responsibilities of internal, external, and support agency representatives during all phases of an emergency, disaster, or catastrophe.
- Detail how the REMP will be enacted and maintained.
- Organize plan elements to enhance prevention/mitigation, preparation, response and recovery strategies.

1.1.1 Comprehensive Approach

A comprehensive approach is adopted throughout emergency management planning to ensure that risk reduction and community resilience are developed in unison, while maintaining effective response and recovery capabilities.

The comprehensive approach provides an overarching framework for disaster management and disaster response by identifying four phases: prevention/mitigation, preparedness, response, and recovery/resiliency.

**Prevention/Mitigation**: This includes hazard identification, risk assessment and implementation of measures to avoid the disaster or to reduce or eliminate potential loss of life or damage to property and to protect economic development.

Land-use and zoning management, building and maintenance of protective structures, flood plain mapping, FireSmart and public education campaigns, economic incentives are examples of pro-active RMWB municipal initiatives.

**Preparedness**: This includes arrangements or plans to ensure timely response, relief and rehabilitation in the event of a disaster. It requires appropriate organizational structure, trained personnel, plans and procedures.

The Municipality prepares through developing, reviewing, and updating a variety of scenario specific emergency response plans. We establish mutual aid or assistance agreements, establish memorandums of agreement for goods and services, prepare inventories of resources such as flood mitigation tools and various types and kinds of equipment, and conduct an ongoing training and exercise program.

**Response**: This is the process by which immediate assistance is provided to affected persons and sections of the community. Response operations deal with the immediate issues related to the disaster. The aims of response operations are to save lives while ensuring the safety of responders, protect property and render an affected area safe.
Police, Fire, Ambulance and internal municipal stakeholders respond to small-scale emergencies on a daily basis. But large-scale emergencies can require response from agencies that can include Provincial and/or Federal resources as well as adjoining municipalities and other non-government organizations and emergency volunteers. Municipal response activities to higher level emergencies include activation of the Regional Emergency Operating Centre (REOC), Emergency Social Services (ESS) and evacuations.

**Recovery/Resiliency:** This is the process by which an affected community is assisted in regaining a proper level of functioning following a disaster. Reducing the negative impacts experienced by residents is a priority. Planning early for community recovery can help to limit the period of disruption for people living in disaster impacted areas. There are three recognized phases of recovery.

- Immediate short-term. To support and meet the immediate needs of individuals, businesses and the community affected by an event. This may occur while essential services are being restored to the level where response agencies are no longer required to maintain them.
- Medium-term. To continue the coordinated response of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and the environment, and support for the emotional, social and physical well-being of those affected. Recovery can occur for weeks and months after the event.
- Long-term. To continue the established coordinated processes from the medium-term phase for as long as necessary after the event.

The REMP is designed to aid officials in decision-making when coordinated actions are required for effective response and recovery to a specific event. These actions may be further organized into phases of an event cycle as illustrated in Figure 1: Phases of an Event which shows routine business activities or “business as usual” until an event occurs. The phases of the event are then identified through response and recovery periods.
1.1.2 All-Hazards Approach
An all-hazards approach encompasses all types of natural and non-natural hazards and ensures one management team for disaster management arrangements. It involves the development of arrangements for managing the extensive range of possible effects and risks associated with disasters. Planning is developed as a result of identifying, analyzing and evaluating all disaster risks. The all-hazards approach is useful as the range of effects and risks can create similar consequences which require similar actions including announcing warnings, evacuation, infrastructure repairs, medical services and recovery methods. However, several risks will necessitate specific prevention measures and response and recovery actions.

The RMWB has a regional comprehensive Hazard Risk Vulnerability Assessment (HRVA). The development of this risk assessment involved input from municipal departments and emergency management partners. The Municipality is also working on creating focused HRVAs for each of its rural communities reflecting their respective individual hazards and risks.

1.1.3 All Agencies Approach
An all agencies approach ensures partnering for disaster management arrangements at all levels of government, and between a large number of organizations and agencies that are required to support the four phases of the comprehensive approach. The all agencies approach effectively coordinates the activities of these organizations and recognizes the requirement to have an understanding of disaster management policy framework and arrangements within their areas of responsibility. It further recognizes that some agencies will have a primary role, while others have a secondary role throughout the phases.

1.1.4 Local Disaster Management Capability
Disaster response capability for a local government means the ability to provide equipment and a suitable number of persons, using the resources available to the local government, to effectively deal with or help another community to deal with an emergency situation or a disaster in our region.

In Alberta, The Local Authorities manage the emergencies and disasters within their boundaries that affect persons, property and the environment. Apart from a regional advisory role or one requiring a regulatory responsibility, the Government of Alberta (GOA), except in extraordinary circumstances beyond municipal and industry capability, does not become involved in direct site command or local coordination, but responds to disasters and emergencies by supporting The Local Authority’s emergency response and recovery activities.

1.1.5 Prepared and Resilient Communities
This approach has strong established links between individuals, voluntary organizations and local authorities. It is acknowledged that individuals and communities can frequently help themselves and provide rapid, readily available and effective relief while external assistance may be limited due to resource capacities. When effectively integrated into disaster management arrangements, volunteer organizations are capable of providing assistance and access to resources, expertise and specialist skills. Individuals may be able to assist through knowledge of local hazards and by providing advice concerning risks. Additionally, individuals can reduce demand during responses by being informed of the risks and following advice on appropriate precautions.
1.2 Additional Core Principles of Disaster Management
Mayor and Council recognizes other key principles to disaster management as follows.

- Disaster management is a responsibility of all levels of government including non-government organizations to work in partnership with each other and to provide a coordinated and seamless service to disaster-affected communities.
- Command, control and coordination responsibilities should be clearly articulated within the disaster management arrangements at local, municipal and provincial levels prior to a disaster or emergency.
- Disaster management arrangements must be supported by an organizational structure in order to establish the responsibilities of all phases of the comprehensive approach.
- Planning should be developed as a result of identifying, analyzing and evaluating all disaster risks, including identifying shortfalls in disaster management capability and treatment options to ensure risks are managed effectively.
- Activation of disaster management plans is vital to ensure timely and accurate response to a disaster.
- Municipal resources that exist for a day-to-day purpose should function as an extension of their core business when responding to a disaster.
- Efficient information management is critical for the successful management of a disaster.

1.3 Consequence Management
One of The Local Authority’s key priorities when responding to disasters is managing the consequences of the event. This is aimed at reducing the impact on individuals, communities, the environment and the economy in both the short and long-term. Consequence management enables efficient and effective support to communities through key response and recovery arrangements.
# GOVERNANCE

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The *Alberta Emergency Management Act* (the Act) is the primary legislation related to emergency management (EM) in the province and establishes the powers and responsibilities of provincial and municipal governments and their emergency management agencies.

In the Regional Municipality of Wood Buffalo the Municipal *Emergency Management Bylaw* sets out the responsibilities of the Emergency Management Agency. The Regional Emergency Management Plan (REMP) outlines the structure and decision-making process during large-scale emergencies as well as the roles and responsibilities of Agency members.

## 2.1 Reporting Structure and Governance

Note: representing information from Bylaw 18/006, May 22, 2018

### 2.1.1 Mayor and Council

In accordance with the Act, the local authority (Mayor and Council) is responsible for the direction and control of the municipality’s emergency response and the preparation of emergency plans and programs.

The *Emergency Management Act*, Section 11.2(1) establishes that:

“A local authority shall maintain an emergency management agency to act as the agent of the local authority in exercising the local authority’s powers and duties under this Act.”

### 2.1.2 Emergency Advisory Committee

The Act directs municipalities to appoint an Emergency Advisory Committee (EAC). Under the Act, Section 11.1(1) establishes:

“Each local authority shall appoint an emergency advisory committee consisting of a member or members of the local authority... to advise on the development of emergency plans and programs.”

Pursuant to the Act, the Regional Municipality of Wood Buffalo passed the Emergency Management Bylaw No. 18/006 to set the administrative responsibility and structure under Section 11 of the Act.

The Emergency Management Bylaw No. 18/006, Sections 4, 6 and 7, provide for the establishment of the following:

4: “There is established a standing Council Committee called the Emergency Advisory Committee consisting of the Mayor who shall chair the Committee, the Deputy Mayor who shall be vice chair, and the Acting Mayor.”
6: The Committee shall meet at least semi-annually and may meet more frequently at the call of the chair to review the development of emergency plans and programs and to make such recommendations as the committee deems advisable in respect of them, including without limitation:

(a) reviewing the Emergency Management Plan and related plans and programs and any proposed revisions to the Emergency Management Plan or related plans and programs, on a regular basis;

(b) advising the Council on the status of the Emergency Management Plan and related plans and programs and on the state of emergency preparedness in the Municipality, at least once each year;

(c) reviewing any Emergency Management policies developed by the CAO for adoption by the Council, and presenting such policies to the Council;

(d) reviewing the annual business plan and budget developed by the Director, and presenting the business plan and budget to the Council.

Figure 2: RMWB Governance Framework

7: In carrying out its responsibilities under section 6 of this bylaw the Committee may:

(a) invite Indigenous leaders to attend Committee meetings as ex officio non-voting members in order to integrate their perspective in a meaningful and collaborative way in the emergency Management Plan and related plans and programs, and to achieve a common understanding of Emergency Management;

(b) establish such sub-committees or working groups as it deems advisable to seek information and advice from key stakeholder with respect to Emergency Management in the Municipality, including without limitation, representatives of: Indigenous communities, rural communities, the social profit sector, the small business sector and the oil sands industry.”

2.1.3 Emergency Management Agency
The Alberta Emergency Management Act stipulates that the local authority must establish an Emergency Management Agency (EMA) to act as the agent of the local authority in exercising its powers and duties and that there must be a director of that agency.

Sections 9 and 10 of the RMWB Emergency Management Bylaw No. 18/006 establishes the Emergency Management Agency (EMA) as follows:

9: “There is established an Emergency Management Agency
   a) reporting to and supporting the Director and acting as the agent of the Council in exercising the Council’s powers and duties under the Act subject to the directions and limitations set out in sections 11 to 13 of this bylaw; and

   b) having other roles and responsibilities set out in this bylaw.
10: Membership of the Agency consists of:
   a) the Director, who shall direct the activities of and preside at meetings of the Agency;
   
       b) any Deputy Director
   
       c) the Regional Fire Chief;
   
       d) the Officer-in-Charge of the Wood Buffalo Royal Canadian Mounted Police detachment;
   
       e) representatives of the Municipality’s senior leadership team appointed by the CAO;
       and includes any person that a member of the Agency may assign to act in the member’s absence.”

2.1.4 Chief Administrative Officer
Sections 22 and 23, Emergency Management Bylaw No. 18/006 provides the following for the Chief Administrative Officer (CAO):

22: “The CAO:
   a) shall appoint a Director of Emergency Management;
   
   b) may appoint one or more Deputy Directors of Emergency Management and specify the duties of the Deputy Director position; and
   
   c) may appoint such members of the Municipality’s senior leadership team to the Emergency Management Agency as the CAO deems appropriate to support the Agency’s duties and functions.

23: In consultation with the Director the CAO shall approve:
   a) the Municipality’s Emergency Management Plan; and
   
   b) such administrative directives, business continuity plans and other supporting documents as the CAO deems advisable to support the Emergency Management Plan.”

2.1.5 Director of Emergency Management
Under Sections 19 and 20, Emergency Management Bylaw No. 18/006

19: “There is established a full-time position of Director of Emergency Management for the Municipality having the status of a designated officer reporting directly to the CAO.

20: The Director shall exercise the duties, functions and powers of a “director of the emergency management agency” as set out in the Act, together with additional duties, functions and powers set out in this bylaw.
2.2 Administrative Procedure
ADM 240 is an administrative order, approved by the CAO that details the Emergency Management roles and responsibilities within the Municipality.

2.3 State of Local Emergency
The Alberta Emergency Management Act specifies the authority with respect to the declaration, renewal and termination of a State of Local Emergency (SOLE) as well as the powers delegated to the local authority once a SOLE is declared.

Sections 5 and 14 to 18 of Emergency Management Bylaw No. 18/006 provides for the establishment of the following:

5: “The Council’s power to declare, renew or terminate a State of Local Emergency, or to expand or reduce the part of the Municipality to which a State of Local Emergency applies, is delegated to the Committee subject to the provisions of sections 14 to 18 of this bylaw.

14: If the Mayor is available and not incapacitated by the Emergency, then the Mayor acting alone constitutes a quorum of the Emergency Advisory Committee for the purpose of making a decision to declare a State of Local Emergency, renew a State of Local Emergency, terminate a State of Local Emergency or expand or reduce the part of the Municipality to which a State of Local Emergency applies.

15: If the Mayor is unavailable or incapacitated then the Deputy Mayor acting alone constitutes a quorum of the Committee for the purpose of making a decision to declare a State of Local Emergency, renew a State of Local Emergency, terminate a State of Local Emergency, or expand or reduce the part of the Municipality to which a State of Local Emergency applies.

16: If both the Mayor and the Deputy Mayor are unavailable or incapacitated, then the Acting Mayor acting alone constitutes a quorum of the Committee for the purpose of making a decision to declare a State of Local Emergency, renew a State of Local Emergency, terminate a State of Local Emergency, or expand or reduce the part of the Municipality to which a State of Local Emergency applies.

17: If all members of the Committee are unavailable or incapacitated then the Chief Administrative Officer has the authority to declare a State of Local Emergency, renew a State of Local Emergency, terminate a State of Local Emergency or expand or reduce the part of the Municipality to which a State of Local Emergency applies.

18: A member of the Committee having authority to act as a quorum of one to declare a State of Local Emergency has discretion with respect to that decision except where the CAO and the Director jointly recommend declaration of a State of Local Emergency in which case the member must shall declare a State of Local Emergency in accordance with that joint recommendation.”

In accordance with the Alberta Emergency Management Act, the Minister may revoke a State of Local Emergency if the declaration is deemed inappropriate. A declaration of SOLE lapses after seven days unless it is renewed or cancelled by the Mayor or delegate.
A declaration of a State of Local Emergency must:

| Identify the nature of the emergency, disaster, or catastrophe, and the area of the Municipality that is affected |
| Provide the date and the time that the declaration of SOLE is declared with the signatures and title(s) of the officials making the declaration |
| Be made public immediately by the most effective means of communications |
| Notify the Minister of Alberta Municipal Affairs; this is done by the Alberta Emergency Management Agency (AEMA) |

An official declaration of SOLE provides extraordinary powers in relation to the area of the municipality affected by the SOLE declaration. When a SOLE is declared, the CAO is authorized to Exercise the powers delegated to the CAO as described in the Delegation of Authority Matrix (Figure 3):

<table>
<thead>
<tr>
<th>POWERS AVAILABLE UNDER STATE OF LOCAL EMERGENCY</th>
<th>CAO*</th>
<th>DEM**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cause the Municipal Emergency Plan or any related plans or programs to be put into operation.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Control or prohibit travel to or from any area of the Municipality.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorize the conscription of persons needed to meet an emergency.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within the Municipality for the duration of the state of emergency</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Any other acts necessary to respond to the emergency, but not specified in Section 19(1) of the EM Act.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of the Municipality</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Cause the evacuation of persons and the removal of livestock and personal property from any area of the Municipality that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Acquire or utilize any real or personal property considered necessary to prevent, combat, or alleviate the effects of an emergency or disaster.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorize or require any qualified person to render aid of a type he or she is qualified to provide.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress.</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

*CAO can delegate these powers and may authorize any persons at any time to exercise any power given to the CAO in relation to any part of the municipality affected by a declaration of a SOLE. In the absence of the CAO, all broad powers delegated to the CAO are delegated to the DEM.

**DEM can delegate these powers and may authorize any persons at any time to exercise any power given to the DEM in relation to any part of the municipality affected by a declaration of a SOLE. In the absence of the DEM, all powers delegated to the DEM are delegated to the Deputy DEM.
Declaration of A State of Local Emergency
(Under section 21 of the Emergency Management Act, 2013)

WHEREAS an emergency exists in the Regional Municipality of Wood Buffalo due to:

__________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________

(Enter a description of the nature of the emergency)

THEREFORE the Local Authority declares a state of local emergency exists in the:

_____________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________

(Enter a detailed description of the area(s) affected)

TIME: ___________________ DATE: ___________________

SIGNATURE(S): ___________________________________________________________________________

TITLE(S): _______________________________________________________________________________

Alberta Emergency Management Agency (AEMA)
Fax: 780-644-7962
Phone: 1-866-618-2362
Email: ma.poc@gov.ab.ca
Renewal of Declaration of
A State of Local Emergency
(Under section 21 of the Emergency Management Act, 2013)

WHEREAS an emergency exists in the Regional Municipality of Wood Buffalo due to:

__________________________________________________________________________________________

_____________________________________________________________________________________________

_____________________________________________________________________________________________

(Enter a description of the nature of the emergency)

THEREFORE the Local Authority declares a state of local emergency exists in the:

_____________________________________________________________________________________________

_____________________________________________________________________________________________

_____________________________________________________________________________________________

(Enter a detailed description of the area(s) affected)

TIME: _______________________ DATE: _______________________

SIGNATURE(S): 

________________________________________________

TITLE(S): 

________________________________________________

________________________________________________

Alberta Emergency Management Agency (AEMA)
Fax: 780-644-7962
Phone: 1-866-618-2362
Email: ma.poc@gov.ab.ca
Termination of Declaration of
A State of Local Emergency

WHEREAS an emergency existed in the Regional Municipality of Wood Buffalo due to:

_____________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________

(Enter a description of the nature of the emergency)

The Local Authority, satisfied that an emergency no longer exists, does hereby terminate the Declaration of a State of Local Emergency effective immediately:

TIME: ________________________  DATE: _________________________

SIGNATURE(S): ___________________________  TITLE(S): ___________________________

________________________________________  ______________________________________

Alberta Emergency Management Agency (AEMA)
Fax: 780-644-7962
Phone: 1-866-618-2362
Email: ma.poc@gov.ab.ca
2.4 Operational Structure

The Local Authority, Mayor and Council, is responsible for emergency management within its jurisdiction. The Director of Emergency Management (DEM) is delegated responsibility by the Chief Administrative Officer to lead planning and operational level response. During any emergency response, the DEM conducts operations to the extent delegated by the Chief Administrative Officer.

The EM Branch is the Coordinating Agency, assisting in planning for, and coordinating response and recovery operations in the REOC in cooperation with internal municipal departments, external agency partners, and the provincial government.

RMWB Departments that have a direct impact on life, property and/or the environment are considered as potential Lead Departments. A Lead Department provides leadership and subject matter expertise for an emergency management event, including advice on legislation that pertains to their role in the Municipality. For example, Environmental Services Department is responsible for the provision of potable water; therefore, should a major water emergency occur, Environmental Services Department could be tasked as the Lead Department for the response directly related to the provision of water. The Regional Emergency Operating Centre (REOC) would provide coordination and support assistance to the Lead Department’s role.

As members of the RMWB’s leadership team, directors and managers have specific responsibilities in relation to Emergency Management, including but not limited to:

- Understanding the prescribed emergency management roles and responsibilities related to prevention/mitigation, preparedness, response, and recovery/resiliency designated to their department and allocating staff and resources accordingly.
- Ensuring corporate policies and procedures related to emergency management are appropriately operationalized in their department.
- Ensuring the completion and implementation of department-specific procedures for prevention/mitigation of and operational response to emergency events involving department staff and/or equipment.
- Supporting staff to engage in emergency management training, exercising and development opportunities as they pertain to their designated roles in emergency plans and programs.
- Providing support for the development and implementation of the Regional Emergency Management Plan (REMP) and all corresponding plans and procedures. Participating fully in any emergency management related committees and/or agencies to which said director or manager is a designated member.
- Taking part in training and exercising opportunities related to their prescribed role(s) in emergency management plans and programs.

When an individual’s capacity to deal with an incident is exceeded by the emergency, municipal First Responders apply resources to the emergency; this constitutes a municipality’s first level of intervention. Once these resources become exhausted, the municipality brings in resources via mutual aid agreements with adjacent municipalities, or industry.
Should the municipality’s efforts fail to remedy the problem, the municipality may request provincial assistance. The province may in turn ask for federal assistance should the event be beyond provincial capabilities. Each level of assistance is coordinated with the next order of government through its emergency management organization; it’s Coordinating Agency – through the RMWB EM Branch at the municipal level, Alberta Emergency Management Agency (AEMA) at the provincial level, and Public Safety Canada at the federal level. Emergency management partners, including industry and non-government organizations (NGOs) also contribute to planning, response and recovery efforts at all levels.

Indigenous communities in the region fall under federal jurisdiction for EM through the Department of Indigenous and Northern Affairs Canada (INAC). They have distinct and separate governance structures and cannot be treated like other rural communities within the Municipality. While the government does not have jurisdiction over Indigenous communities, the Alberta Emergency Management Agency (AEMA) is empowered under an agreement between the Federal and Provincial governments to provide EM support.

Should an emergency or disaster impact a community adjacent to a First Nations Reserve, the Municipality works closely and collaboratively with the First Nations Band Council. The Director of Emergency Management contacts the First Nations Director of Emergency Management as well as the Alberta Emergency Management Agency’s First Nations Liaison Officer.
3 OUR COMMUNITIES

3.1 Regional Municipality of Wood Buffalo Overview

Stretching from north central Alberta to the borders of Saskatchewan and the Northwest Territories, the RMWB is among North America’s largest municipalities. Topography is rugged as the Municipality is surrounded by Boreal Forest, with the exception of a scattered Canadian Shield that starts at the Saskatchewan border, moving north and east. Remnants of the Canadian Shield can be seen in and around Fort Chipewyan. The Municipality, until recently, has been one of the fastest growing industrial communities in Canada.

The Municipality is comprised of one Urban Service Area – Fort McMurray – and nine rural communities: Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Gregoire Lake Estates, Janvier, and Saprae Creek Estates.

3.1.1 Demographics

The results from the 2015 Municipal Census indicate a total permanent population of 81,948 and a shadow population of 43,084, most of whom are housed within 123 project accommodations, for a combined total of 125,032 persons within the region.

The population fluctuates within the region each day as transient workers from other parts of Alberta and Canada fly or drive in and out. Approximately 1/3 of the population of the RMWB can be considered “transient”.
**Age Distribution.** In 2015, children and youth from age 0-24 years of age comprised 24% of the population. Those between 25-64 years of age comprised 73.8% of the population within the region, whereas seniors, comprised 2.1% of the population. A breakdown can be seen in Figure 4 (Age and Gender Population Pyramid) taken from Census 2015.

![Age and Gender Population Pyramid](image)

**Figure 4: Age and Gender Population Pyramid for the Municipality for 2015**

The RMWB is considered a “young” community, with a large percentage of school age children and few “seniors”.

**Ethnicity and Primary Language.** The RMWB is overwhelmingly “Caucasian” at 76%. Other significant ethnic groups are:

- Indigenous – 6.8% (The Municipal Census is not conducted on First Nation reserves)
- South Asian – 5.9 %
- Asian Pacific – 3.3%
- African – 2.7%

Primary household languages show a predominance of English (percentages lower than 1% are not listed):

- English – 90%
- Other – 4.5 %
- French – 1.3%
- Chinese – 1%
### Dwelling Types:

<table>
<thead>
<tr>
<th></th>
<th>Apartment/Condo</th>
<th>Manufactured Home</th>
<th>Semi-Detached</th>
<th>Single-Detached</th>
<th>Townhouse</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urban Service Areas</strong></td>
<td>27.7%</td>
<td>9.6%</td>
<td>6.1%</td>
<td>47.7%</td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Rural Service Areas</strong></td>
<td>2.9%</td>
<td>20%</td>
<td>1.2%</td>
<td>73.3%</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

#### 3.1.2 Transportation

**Transit.** The RMWB offers transit service (“Woosh”) to its urban and rural communities, servicing over 4,000 commuters a day with 53 conventional buses and 11 SMART buses. “Woosh” operates mainly within the city limits of Fort McMurray seven days a week (with the exception of some statutory holidays) with some routes to the airport, Saprae Creek Estates and Gregoire Lake Estates.

The rural areas of Anzac, Conklin and Janvier are serviced by conventional buses (Anzac: Tuesday-Friday inclusive; Conklin: Wednesday and Friday and Janvier: Tuesday and Thursday. Special Mobility Assistance Required Transportation (SMART) buses go to Anzac on Wednesdays and Janvier on Thursdays.

**Canadian National Railway (CN).** The only railway that serves the Municipality is CN Rail. This is a 320 km railway that runs from Lynton to Boyle where it continues south to Edmonton connecting with CN’s mainline. Currently, rail transportation only serves the oil sands and timber industry and provides no passenger service. Fort McMurray is not directly connected with rail transportation. However, rail freight service is available for the rural communities of Anzac, Janvier, and Conklin.

**Highways.** Highway connections from Edmonton via Highways 2, 28 and 63 to Fort McMurray are four-lane. Fort McMurray is also serviced by Highway 881, a major connector and secondary route south.

Winter roads are created each year to supply land access from the Urban Service Area of Fort McMurray: north to Fort Chipewyan, continuing up through Wood Buffalo National Park to Fort Fitzgerald and Fort Smith, Northwest Territories and the La Loche Winter Tail approx. 23 km south of Anzac on Highway #881 to La Loche.

**Air.** The Fort McMurray International Airport (YMM) is 13 km southeast of Fort McMurray. It is the largest airport in northern Alberta and the 15th busiest in Canada. It has daily scheduled flights to major cities in Alberta, BC and Ontario as well as seasonal charter vacation flights. Since 2010 the airport has been managed by the Fort McMurray Airport Authority, a community-based not-for-profit organization. The airport has its own fire and emergency service

Fort Chipewyan Airport (YPY) services the northwestern rural community of Fort Chipewyan, located 300 km north of Fort McMurray. It is an all-weather facility, servicing 1,800 flights annually with a maximum runway length of 1,524 meters (5,000 feet). It is located 8 kilometres north of Fort Chipewyan and is the only means of transporting critically ill patients. It is operational 24 hours per day, seven days a week and is capable of supporting Visual Flight Rules (VFR) and Instrument Flight Rules (IFR) operations.

A landing strip is available in the rural community of Janvier that is used for emergency medical airlifts and private aircraft. There is no scheduled air traffic for the Janvier airstrip.
In addition to these airports, there are eight private airstrips operated by oil companies to support oil sands operations. These airstrips are generally used to fly workers in and out of their sites from locations across Canada.

Bridges. Three major bridges traverse the Athabasca River on Highway 63 in the middle of the Urban Service Area of Fort McMurray. The Grant MacEwan Bridge provides traffic flow south with direct access to downtown Fort McMurray via the Franklin Avenue tunnel, in addition to the three lanes of south-bound traffic on the Steinhauer Bridge. The Athabasca Bridge is a new five-lane bridge that allows traffic flow northbound Fort McMurray.

There is a fourth bridge crossing – Peter Lougheed Bridge, (referred to by some as “The Bridge to No Where”), located just north of Fort McKay, Alberta. There are also a number of secondary bridges that span various rivers and creeks within the Municipality.

3.1.3 Hospitals and Nursing Homes
Alberta Health Services. Fort McMurray provides a broad spectrum of community-based and acute healthcare services to a growing population with increasingly diverse health needs. The Northern Lights Regional Hospital (NLRH) is fully equipped with 24-hour emergency care, an intensive care unit, full surgical services, a radiology unit and a medical laboratory. It offers a total of 123 beds, ranging from acute care, continuing care to respite beds. Numerous non-profit health and crisis agencies also operate within the Municipality.

The Nunee Health Board Society in Fort Chipewyan is the lead public health agency for the Athabasca Chipewyan and Mikisew Cree First Nations communities and the Hamlet of Fort Chipewyan. The Nunee Health Board Society provides a nursing station, wellness centre, home care, public health, and tele-health services to residents of those communities.

A separate and detailed emergency plan for each community will form an annex to this REMP. The local community plan will reflect the uniqueness of each specific community - their local hazards and the priorities and needs of their demographics.

3.2 Anzac
The hamlet of Anzac is on the western shore of Willow Lake in the southern region of the Municipality and is in close proximity to Gregoire Lake Provincial Park. It is located approximately 45 kilometres southeast of Fort McMurray and can be accessed from Alberta Highways 63 and 881.

According to the 2015 census, there are 763 residents. Community services include a volunteer fire department, a community meeting hall, several outdoor recreational facilities and the Anzac Community School. ECS to Grade 4 and Bill Woodward School Grades 5-12.

3.3 Conklin
Conklin is the most southern community in the RMWB located approximately 155 kilometres southeast of Fort McMurray on Christina Lake and can be accessed from Alberta Highways 63 and 881.

According to the 2015 census, there are 376 residents, the majority of which are of Métis decent.
Conklin has basic commercial facilities (gas bar, post office, store, café and lounge), volunteer fire department and the Conklin Community School (ECS to grade nine). The Conklin Multiplex scheduled to open approx. mid-2018 will provide a variety of recreation and community services. The facility will include a fitness area, arena, a banquet hall/gym and spaces for elders/seniors, children play area, foodservice, office and administration. Outdoor amenities will include a football/soccer field with lighting and seating, horseshoe pits, walking trails, picnic areas and parking.

3.4 Draper
Draper is 12 kilometres south of Fort McMurray. The community is primarily made up of acreages built along the banks of the Clearwater River. Access is through Waterways, a suburban area of Fort McMurray.

The 2015 Municipal Census put the population of Draper at 215. Residents of Draper utilize the services of Fort McMurray.

3.5 Fort Chipewyan
Located on the northwest shore of Lake Athabasca, Fort Chipewyan is one of the most northern communities in the RMWB. Fort Chipewyan can only be accessed by plane or boat in the summer and by a winter road in the winter.

With 1,261 residents, Fort Chipewyan is the second largest community in the RMWB. Many of the residents of Fort Chipewyan are Mikisew Cree First Nation, Athabasca Chipewyan First Nation and Fort Chipewyan Métis.

Community services include an airport, a volunteer fire department, Mamawi Community Hall, Sonny Flett Aquatic Centre, Archie Simpson Arena, Athabasca Delta Community School (ECS to grade twelve) and Keyano College Campus.

3.6 Fort Fitzgerald
Located on the Alberta/Northwest Territories border on the Slave River, Fort Fitzgerald is the northern most hamlet in the Municipality. The nearest urban centre is Fort Smith, Northwest Territories, 25 kilometres to the north. Fort Fitzgerald can be accessed from the south along the Fort Chipewyan Winter Road, from the northwest on Highway 5 and by the Slave River waterway.

According to the 2015 Municipal census, there are nine residents. Many of the residents are members of the Smith’s Landing First Nation. The hamlet is serviced by the nearby Town of Fort Smith.

3.7 Fort McKay
The hamlet of Fort McKay is located 58 kilometres north of Fort McMurray on the west bank of the Athabasca River. Fort McKay can be accessed from Highway 63 or an airstrip located in Mildred Lake, three kilometres south.
According to the 2015 Municipal census, there are 51 people living in Fort McKay consisting largely of Fort McKay Métis members. The census did not account for transient oil sands workers or residents living on the Fort McKay First Nation. While the oil sands industry is the primary employer in Fort McKay, forestry, hunting and trapping remain a part of the local economy.

Services include volunteer fire department, Fort McKay School (ECS to Grade 6), Fort McKay First Nation office, Amphitheatre, community area, Father Begin Community Hall, Fort McKay Recreational and Cultural Society, Wellness Centre,

3.8 Gregoire Lake Estates
Located on the shores of Willow Lake, the hamlet of Gregoire Lake Estates is in close proximity to Anzac, Fort McMurray First Nation #468 and Gregoire Lake Provincial Park. It is located approximately 35 kilometres southeast of Fort McMurray and can be accessed from Alberta Highway 881.

According to the 2015 Municipal census, there are currently 232 people living in Gregoire Lake Estates. There are no commercial developments or community services for Gregoire Lake Estates. Residents utilize services of Anzac and Fort McMurray First Nation #468.

3.9 Janvier
The hamlet of Janvier is located in the southern region of the RMWB and is situated on the shores of Bohn Lake. It is approximately 120 kilometres south of Fort McMurray and can be accessed from Alberta Highway 881 as well as a small airstrip located in the community.

There is a large Métis population in Janvier and it is home to the Chipewyan Prairie Dene First Nation. According to the 2015 Municipal census, there are 155 people living in Janvier. Students attend Father R. Perin from ECS to grade nine. Community services include a volunteer fire department.

3.10 Saprae Creek Estates
Established in 1987, Saprae Creek is a forested acreage hamlet that serves as a bedroom community to Fort McMurray. It is located 25 kilometres south of Fort McMurray and is the third largest community in the RMWB. It is situated on the crest of the Clearwater River Valley and can be accessed from Alberta Highway 69.

According to the 2015 Municipal census, there are 977 residents. There is a volunteer fire department however, commercial and community services are located in nearby Fort McMurray.
4 RISK ENVIRONMENT

It is important to note that the success of any emergency management plan and corresponding programs is contingent on an understanding that risks, hazards and subsequent community vulnerability are real and are a part of day-to-day living. Our ability to respond and recover is dependent on the planning that goes into prevention/mitigation, preparedness, response and recovery/resiliency, between incidents of scale.

No emergency plan can predict every eventuality. The purpose of the planning process is to produce a realistic analysis of the hazards a community faces and develop a program of prevention/mitigation and emergency response that will deal effectively with both anticipated and unanticipated hazards.

4.1 Hazard Identification and Risk Assessment

The Hazard, Risk and Vulnerability Analysis (HRVA) is a critical element in disaster management planning. An understanding of the risks that underline potential hazards enhances the development of robust disaster management plans thereby reducing the impact of disasters and community vulnerability.

The HRVA model used for this analysis follows the five-step framework for risk management described in the International Organization for Standardization’s document ISO 31000 Risk management – Principles and Guidelines.

Through the principles of risk management, risks are identified, analyzed and evaluated, treatments prioritized and management options developed. Considering hazards alone may lead to a skewed set of priorities for action. It is equally important to consider the severity of the possible impacts from the hazard, as well as the likelihood of a hazard event occurring. The combination of severity and likelihood is termed the level of risk.
**Hazard:** A potential damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradations. Hazards could include natural forces (such as wind, drought, etc.) or technological induced threats (such as aircraft incidents, motor vehicle collisions, industrial accidents, explosions, etc.)

**Risk:** Expected losses (of lives, persons injured, property damaged and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.

**Likelihood** reflects the frequency of occurrence for a particular hazard event and can range from rare events occurring every 200 years to more frequent events, which usually have a high number of recorded incidents or anecdotal evidence.

**Vulnerability** is defined as people, property, infrastructure, industry and resources, or environments that are particularly exposed to adverse impact from a hazard.
In March 2016 Black Shield Preparedness Solutions Inc. conducted a Hazard, Risk and Vulnerability Analysis on behalf of the RMWB. The severity of the natural and non-natural hazards in the Municipality were mapped against the likelihood of the risk occurring; providing a risk rating level: very low, low, moderate, high, or very high. The information enables Mayor and Council to address community vulnerability and build community resilience.

**Initial Hazard List of Hazards identified for the RMWB**

<table>
<thead>
<tr>
<th>Hazard Group</th>
<th>Hazard</th>
<th>Risk Event</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atmospheric</td>
<td>Blizzards, Snowstorms, Ice Storms</td>
<td>Severe winter storm</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hail</td>
<td>Extreme summer storm</td>
<td>Combined risk event from these hazards</td>
</tr>
<tr>
<td></td>
<td>High Winds</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lightning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Thunderstorm</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tornado</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extreme rainfall event (flash flooding)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Airplane Crash</td>
<td>Airplane Crash</td>
<td>Both at or near airports and in remote locations</td>
</tr>
<tr>
<td></td>
<td>Roadway Collision</td>
<td>Major traffic accident</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Train Collision/Derailment</td>
<td>Major rail accident</td>
<td>Included under Dangerous goods spill - linear</td>
</tr>
<tr>
<td>Dangerous Goods / Hazardous Materials</td>
<td>Biohazard materials</td>
<td>Dangerous goods spill–linear</td>
<td>Includes risk of dangerous goods releases due to transportation accidents</td>
</tr>
<tr>
<td></td>
<td>Dangerous goods spill</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dangerous goods storage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diseases and Epidemics</td>
<td>Human Disease/Public Health Threat</td>
<td>Major public health emergency/pandemic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pest Infestation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plant Diseases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explosions and Emissions</td>
<td>Industrial Facility</td>
<td>Major industrial accident</td>
<td>Emissions/released included with dangerous goods release – fixed facility</td>
</tr>
<tr>
<td></td>
<td>Oil and Gas plant or well accident</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pipeline break/release</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire</td>
<td>Urban Interface/Wildfire</td>
<td>Interface/Wildfire</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Industrial fire</td>
<td>Major urban or rural structural fire</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Landfill</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Urban/Rural structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geological /Hydrological</td>
<td>Flood (surface) Flood (waterways)</td>
<td>River flooding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Landslide</td>
<td>Landslides</td>
<td></td>
</tr>
<tr>
<td>Public Disorder</td>
<td>Civil disorder</td>
<td>Extended support to police operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Labor Disputes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structural</td>
<td>Structural Collapse</td>
<td>Structural collapse</td>
<td></td>
</tr>
<tr>
<td>Terrorism</td>
<td>Hostile Acts</td>
<td></td>
<td>Included under Extended support to police operations</td>
</tr>
<tr>
<td>Utility Disruption</td>
<td>Communication/Telephone failure</td>
<td>Major utilities disruption</td>
<td>Considered under extreme weather and fire events</td>
</tr>
<tr>
<td></td>
<td>Heating/Natural Gas Disruption</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water Contamination/Storage</td>
<td>Potable water contamination</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 5: Preliminary Hazard List*
The following risk events from Figure 5 were considered to be of negligible risk to RMWB, or not within our area or responsibility, and were not analyzed further:
- Landslides
- Structural collapse
- Agriculture or forest disease outbreak
- Major rail accident was included in Dangerous Goods (DG) spill – linear (road, rail, pipeline, waterways)

A more detailed assessment of likelihood using Table 1 was applied. To allow some preliminary consideration of the effects of climate change on the likelihood of risks facing the RMWB, a time frame of 10 years was adopted for this HRVA.

<table>
<thead>
<tr>
<th>Consequence Factor</th>
<th>Very Low (VL)</th>
<th>Low (L)</th>
<th>Moderate (M)</th>
<th>High (H)</th>
<th>Very High (VH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities and Injuries</td>
<td>Not expected to happen</td>
<td>Small likelihood, but could happen</td>
<td>Less than a 50-50 chance</td>
<td>More than a 50-50 chance</td>
<td>Almost certain that it will happen, very frequent occurrence</td>
</tr>
<tr>
<td>Displacement/Evacuation</td>
<td>No impact</td>
<td>Minor disruption</td>
<td>Minor effects</td>
<td>Minor effects</td>
<td>Minor effects</td>
</tr>
<tr>
<td>Impact on Pets and Livestock</td>
<td>Minor effects</td>
<td>Disruption &lt; 1 day</td>
<td>Disruption &lt; 1 day</td>
<td>Localized damage (cars, etc.)</td>
<td>Short-term and localized</td>
</tr>
<tr>
<td>Damage to Critical Infrastructure</td>
<td>Major evacuation</td>
<td>Disruption 1-2 days</td>
<td>Disruption 1-2 days</td>
<td>Widespread damage (cars, etc.)</td>
<td>Long-term and localized</td>
</tr>
<tr>
<td>Damage to Utilities</td>
<td>Widespread and severe damage to housing</td>
<td>Widespread and severe damage to housing</td>
<td>Long-term and widespread</td>
<td>Long-term and widespread</td>
<td>Major embarrassment</td>
</tr>
<tr>
<td>Personal Property Damage</td>
<td>Low impact</td>
<td>Major disruption</td>
<td>Major effects</td>
<td>Major effects</td>
<td>Major capital costs</td>
</tr>
<tr>
<td>Environmental Impact</td>
<td>Minor impact</td>
<td>Extended disruption</td>
<td>Minor effects</td>
<td>Minor effects</td>
<td>Minor O&amp;M effect</td>
</tr>
<tr>
<td>Cultural/Social Impact</td>
<td>Short-term and localized</td>
<td>Widespread destruction of housing</td>
<td>Serious and long-term effects</td>
<td>Minor capital costs</td>
<td>Minor capital costs</td>
</tr>
<tr>
<td>Organizational Reputation</td>
<td>Short-term and localized</td>
<td>Long-term and widespread</td>
<td>Major O&amp;M effect</td>
<td>Major O&amp;M effect</td>
<td>Major O&amp;M effect</td>
</tr>
<tr>
<td>Economic Impact</td>
<td>Limited</td>
<td>Limited</td>
<td>Limited</td>
<td>Limited</td>
<td>No effect</td>
</tr>
</tbody>
</table>

Table 1: Estimate of the Likelihood of Risk Events

Next the consequences of each risk event were assessed using Table 2 below:

<table>
<thead>
<tr>
<th>Consequence Factor</th>
<th>Fatalities and Injuries</th>
<th>Displacement/Evacuation</th>
<th>Impact on Pets and Livestock</th>
<th>Damage to Critical Infrastructure</th>
<th>Damage to Utilities</th>
<th>Personal Property Damage</th>
<th>Environmental Impact</th>
<th>Cultural/Social Impact</th>
<th>Organizational Reputation</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree</td>
<td>Very Low (&lt;5 persons)</td>
<td>Low (&lt;10 injuries)</td>
<td>Moderate (&gt;10 injuries)</td>
<td>High (5-10 deaths)</td>
<td>Very High (&gt;10 deaths)</td>
<td>extended disruption</td>
<td>Widespread destruction of housing</td>
<td>Long-term and widespread</td>
<td>Long-term and widespread</td>
<td>Major embarrassment</td>
</tr>
</tbody>
</table>

Table 2: Estimate of the Consequences of Risk Events
Within the Municipality 33 hazards that potentially threaten the RMWB were analyzed and evaluated and from these 13 risk events were identified. These risk events were assessed and evaluated resulting in the identification of 3 of these risk events as “high risk”, 3 as “moderate risks”, and 7 as “low risks”. When the prevention/mitigation and response measures to these hazard events were examined, it became evident some hazards could be “grouped” into risk events based on common response and mitigation measures.

Figure 6: Example of one completed risk analysis to demonstrate the process
4.2 **Hazard Overview**

The following table (Table 3) summarizes the hazards that threaten RMWB and are presented in grid format illustrating the risk they pose:

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Very High</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>Public Health Emergency</td>
<td>DG Spill</td>
<td>Wildfire</td>
<td>Flooding</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Airplane Crash</td>
<td>Major Structural Fire or Explosion</td>
<td>Extreme Summer Storm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>Major Traffic Accidents</td>
<td>Extended Loss of Potable Water</td>
<td>Major Industrial Accident</td>
<td>Severe Winter Storm</td>
<td>Extended Support to Police operations</td>
</tr>
<tr>
<td>Low</td>
<td>Major Utilities Disruption</td>
<td>Major Structural Fire or Explosion</td>
<td>Severe Winter Storm</td>
<td>Extended Support to Police operations</td>
<td></td>
</tr>
<tr>
<td>Very Low</td>
<td>Very Low</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
<td>Very High</td>
</tr>
</tbody>
</table>

**Likelihood**

- **Extreme Risk**: Immediate risk treatment required
- **Moderate Risk**: Some risk treatment required to reduce risks to lower levels
- **High Risk**: High priority risk treatment measures required
- **Low Risk**: Additional risk treatment not likely required
- **Negligible Risk**: Risk events do not require further consideration

*Table 3: Risk Rating Matrix*
4.3 Summary of Major Risk Events

4.3.1 Wildfire

Climatic conditions in the Municipality have a strong bearing on the seasonal grass and brush fire situation. Snowfall, warm drying spring winds and rainfall dictate the extent and duration of the most hazardous periods. During normal years March, April, May; September and October are peak wildfire months.

Given the nature and quantity of urban and rural wild land in the Municipality, grass and brush fires are unavoidable. Through concerted efforts of resource management and training of emergency response teams, overall impacts can be lessened but not eliminated. In times of low precipitation, Alberta Agriculture and Forestry (AFF) and the Regional Emergency Services Department (RES) will issue fire bans.

Wildfire is a natural and frequent occurrence within the RMWB. Lightning is the main cause of wildfire; human caused wildfires are related to recreation, residential, and industrial use of fire.

All communities within the RMWB have wildland/urban interface issues and are at risk to wildfire, including the Urban Service Area of Fort McMurray and First Nation Reserves. Recreational resorts and industrial sites/camps are also exposed to interface issues. The level of risk to each community and infrastructure varies based on the surrounding fuel types; however, all are at risk to smoke and other factors such as disruption of services and road closures.

4.3.2 Flooding

A waterway flood is “a rising or overflowing tributary or body of water that covers land that is normally dry”.

The drainage area of the Athabasca River above the Urban Service Area of Fort McMurray is approximately 133,000 square kilometres and all of it lies south of the Urban Service Area of Fort McMurray. The Athabasca River is also tied to stream flow controlled by the Bennett Dam in British Columbia. Many creeks and streams feed both the Athabasca River and Clearwater River.

Portions of the Urban Service Area of Fort McMurray situated along the Clearwater River, (Lower Town Site and Waterways districts), have undergone periodic flooding. The severest flooding occurs as a result of ice jams on the Athabasca River during the annual spring breakup. These ice jams typically form in the reach below the Clearwater River confluence, causing water and ice to back up the Clearwater channel.

The spring snowmelt usually nears completion in most of the drainage basin before the river ice at the Urban Service Area of Fort McMurray has been weakened by spring thaw. Because the ice is broken by the southern run-off instead of melting, it is called “River Breakup.” An important factor causing ice jams at or near Fort McMurray is the wide, fast shallow area of the Athabasca River, with multiple islands downstream of the Clearwater confluence. When the water and ice rushes toward that area, it loses a lot of momentum and, some years, fails to move the solid, stronger ice cover farther downstream. The normal river elevation of the Clearwater River is 241.2 metres above sea level. Flood conditions develop when the water level rises to 243.3 metres.
Regional Municipality of Wood Buffalo
Regional Emergency Management Plan

Ice-related flooding dominates along the margins of the Clearwater River and along the Hangingstone River downstream of King Street and in the vicinity of Grayling Terrace, the 100-year open water flood on the Hangingstone River exceeds the ice-related flood level, but the 100-year levels of both types of flood are below the level of the terrace.

4.3.3 Dangerous Goods/Hazardous Materials

As identified in the Transportation of Dangerous Goods Act and Regulations, a dangerous good is "any article or substance that is capable of posing significant risk to health, safety or property when transported." The Act provides for nine classifications of dangerous goods (also known just as "DG" or hazardous materials), sets the standards for the safe movement of these materials and, identifies the documentation; safety marks (labels/placards) and training requirements. In addition, the Act specifies emergency incident reporting criteria and the circumstances when specific emergency response plans are required.

Biohazard Materials: Biohazard materials are substances that are hazardous to humans and can include materials such as AIDS viruses, infectious samples, or bacterium. Specialized packaging and transport requirements usually provide safe protection. If any product escapes, response mechanisms exist to contain and mitigate their effects.

A Dangerous Goods Spill: A DG spill is the accidental release of chemical, biological, or radiological material during transportation or handling at a fixed site. Under the Alberta Environmental Protection and Enhancement Act “a release includes the spill, discharge, dispose of, spray, inject, inoculate, abandon, leak, seep, pour, emit, empty, throw, dump, place and exhaust” of a substance that causes the “impairment of or damage to environment, human health or safety of property”.

Hundreds of loads of dangerous goods are transported daily through the Municipality by truck. Loads can include large quantities of individual products or mixed loads that, in the event of an accident, can lead to deadly consequences. A conservative estimate of 150 truckloads travel the roadways daily within the Municipality with the majority of travel occurring between 7:00 AM and 7:00 PM which equates to one truck every five minutes. Tempered with the assumption that only one truck every two hours would be carrying extremely hazardous chemicals, highway 63 between Fort McKay and Highway 69 provides the greatest risk with volume of traffic and concentration of people.

Dangerous Goods Storage: Large quantities of stored chemical, biological and radiological materials at a fixed site. Accidents or leakage can result in a threat to life and property, or contamination of the environment.

Chemical distributors, storage, and manufacturing facilities within the Municipality are very diligent regarding ongoing training of staff and maintaining high levels of monitoring of all aspects of their operation for hazardous incidents.

Since the response and related risk treatment measures to hazards DG Spill (Linear – road, rail and pipeline) and DG Spill (fixed – storage facilities, recreational facilities, tailing ponds) would be essentially the same for the RMWB they were combined to reflect the common RMWB response.
4.4  Moderate Risk Events

4.4.1  Public Health Emergency
A public health threat is a medical, health, or sanitation occurrence such as contamination, epidemic, or infestation that poses a threat to the general public. Although the risk event is titled public health emergency most emphasis has been placed on planning for a pandemic.

The Municipality is as vulnerable to a major health threat as any Canadian region its size. Increased travel, the mobility of populations, and increased imports also increases the chances of swift transmission of human-borne diseases. The probability of a major health threat occurring, however, is difficult to predict.

There may be no lead-time, a pandemic outbreak may last 12 to 18 months and the impact of pandemic is unpredictable in timing, severity of illness, and age groups affected. As most of the population will have had limited, if any, previous exposure to the virus, most people regardless of age, will be at risk.

4.4.2  Major Structure Fire or Explosion
A major structural fire or explosion is an uncontrolled fire or explosion in a populated area beyond normal response capabilities.

The threat posed by a major structural fire or explosion exists in the RMWB as it does in any urban area. Of the total population, approximately 46% live in single-family dwellings, 25% are residing in apartments, 10% are in townhouses, and 14% live in manufactured homes.

Fort McMurray has a relatively newer vintage of construction and a considerable amount of land, making widespread urban fires a rarity. In the event a large residential or industrial fire RES has procedures in place to respond.

Modern codes, standards and safer building practices have produced better quality buildings using more non-combustible construction and installation of fire sprinkler protection. The Alberta Building Code is thought to be a leader and will set the standard for national and other provincial codes. This risk has been significantly reduced through the adoption of stringent building and fire codes, including the installation of sprinkler systems in many larger buildings. As such, the risk and impact of major fires is somewhat less of a concern.

4.4.3  Extreme Summer Storm
Weather patterns in Alberta are changing as a result of climate change. Although the effects of climate change are typically projected for 40 or 50 years, Northern Alberta is already experiencing significant changes to the historic weather patterns.

The potential effects of an extreme summer storm include tornadoes, lightning, high winds, hail, heavy rainfall and flash flooding. Climate change projections indicate that the likelihood of extreme summer storm events in RMWB will probably increase, particularly severe rain events.

**High Wind:** Often confused with tornado activity, high winds are straight-line winds or microbursts in excess of 80 kilometres per hour (km/h) that may cause adverse effects to life or property.
**Tornadoes:** Tornadoes have been rare in Northern Alberta but some can be expected in the near future.

**Hail:** Damage from hail can have a devastating impact: flattening crops and gardens, stripping trees and plants of foliage, damaging roofs and other property, and creating icy roadways, resulting in treacherous driving conditions.

Not all hailstorms are widespread. Within the Municipality, many areas can experience a hailstorm while, at the same time, other areas in the region remain unaffected.

**Lightning:** Lightning can start devastating fires, usually in the dense and unpopulated forest areas in Alberta. As well, power outages may be experienced when a power line or transformer station takes a direct hit.

**Thunderstorms:** A severe thunderstorm consists of heavy rainfall, moderate to strong winds, hail, lightning, and the risk of flash flooding or surface flooding. Despite the havoc they can cause, severe thunderstorms are small-scale and short-lived as a weather phenomenon.

**Flash Flooding:** A flash flood is a localized flood of relatively great volume and short duration resulting from heavy rainfall or dam failure.

The Lower Town Site Area of Fort McMurray is subject to flooding when sudden snow melts, rain, and breaking ice jams cause water to dramatically overflow the banks of the Clearwater River.

### 4.5 Lower Risk Events

#### 4.5.1 Airplane Crash
A serious airplane crash would be treated as a mass casualty event/fire and explosion. The likelihood of a serious airplane crash was assessed as low considering the size of the RMWB and history of airplane crashes within the Municipality.

#### 4.5.2 Major Traffic Accidents
For traffic accident to create an emergency situation for RMWB it would have to include significant casualties and an extended road closure. It was assessed that only a severe traffic accident involving a bus would likely meet these criteria, and that an extended road closure was not likely. The RMWB would respond to a major traffic accident as a mass-casualty event.

#### 4.5.3 Extended Loss of Potable Water
It was considered possible, but unlikely, that the RMWB would face an extended period of the loss of potable water. The water system in Fort McMurray is considered to be robust and well-maintained and contingency plans for continued operations exist. Although there is a possibility of a temporary shortage of potable water in communities outside Fort McMurray the RMWB has plans in place to supply potable water until normal service can be provided.
4.5.4  Major Industrial Accident
RMWB has no responsibility to deal with the on-site aspects of a major accident but may have to deal with off-site impacts including transportation and treatment of injured workers and residents, fire suppression, traffic control, evacuations etc.

4.5.5  Major Utilities Disruption
A communication failure is the widespread breakdown or disruption of normal communication capabilities. This includes telephone outages, loss of local government radio facilities, or long-term interruption of electronic broadcast services.

The Municipality is served by many sophisticated methods of communication that have contingency plans, back-up systems, and recovery procedures in place.

**Telephone Systems:** In the event of a power failure, telephone systems in the RMWB are powered by back-up battery systems and are capable of being operational for up to eight hours before needing recharging.

In the event of long-term power disruption, TELUS has specialized vehicles with power generation capabilities to recharge batteries in each exchange to restore service.

TELUS has extensive recovery plans, specialized equipment, an Emergency Operations Centre, and rapid response teams in place. Recovery time for restoration of telephone systems would depend on the magnitude of the incident.

**Private Broadcasters:** In the event of disaster, private broadcasters are very important outlets for public information. Most people will rely on of the radio stations in the Municipality for information.

There are four provincial television stations based out of Edmonton that become an important factor for news distribution once power has been restored. The local cable television provider (Shaw channel 10) is also key to assuring that local news and updates are communicated to those relying on cable connections rather than television aerials.

Most broadcasters have back-up power generation capability at their transmission sites and studios. In the event of a lightning strike at a transmission site, back-up transmitters can be utilized to restore at least a portion of the service.

**Emergency Services Communications:** Communication systems within the 9-1-1, Police, Fire, and Ambulance systems are backed-up by emergency power generators. If a dispatch centre becomes inoperable, there are contingency plans and systems in place for transfer to alternate back-up sites.

Telecommunication companies and civic emergency broadcast systems have backup power sources and transmitters that would enable distribution of information.

In 2018 the Municipality will be implementing the Alberta First Responders Radio Communication System (AFRRCS). The province-wide system is the largest and most comprehensive radio communication network of its kind in Canada dedicated to first responders (Fire, EMS, RCMP, Bylaw Services). Agencies using AFRRCS are able to fully coordinate joint responses to emergency scenes to improve safety and response times.
AFRRCS provides 95% mobile outdoor coverage of all primary and secondary roads in Alberta, and 95% coverage using a portable radio in 102 named communities and 7 urban communities that include Fort McMurray.

For the RMWB, coverage has been confirmed from Conklin to Fort Chipewyan including the Fort Chipewyan Winter Road.

**Heat/Natural Gas Disruption:** ATCO gas services the entire Municipality with the exception of Fort Chipewyan and Fort Fitzgerald. A small number of homes especially in the Fort Chipewyan area utilize propane for heating. There have been a minor number of natural gas supply interruptions in the Municipality over the years and are primarily caused by third party hits or damage to distribution lines.

**Water Contamination:** The RMWB has a water treatment plant located in Fort McMurray. The Municipality supplies Fort McMurray and nine surrounding communities with a total population of 94,000. There are also water treatment plants located at Conklin, Janvier, Fort McKay, and Fort Chipewyan.

The RMWB Environmental Services Department conducts regular tests throughout the year. Sophisticated lab equipment is used to ensure that drinking water measures up to its credo “better than it has to be.” These tests are completed within many physical, chemical, and microbiological parameters. The Municipality consistently tests water wells to ensure they are within safety limits.

With modern safeguards, monitoring, and higher levels of regulation, there is a decreasing risk of the RMWB’s water supply becoming contaminated. However, in the rare case of it becoming contaminated a boil water order is put into effect until the appropriate levels are reached.

**Water Supply Shortage:** The Athabasca River supplies the Municipality and surrounding areas with a steady supply of water. Water levels throughout the year follow a natural ebb and flow; as the snow pack melts high in the mountains and with spring and early summer rain falls, the river reaches its usual high peak.

Providing that reservoirs are full or close to full, and that demand is not higher than normal, the Municipality can last about two days without the treatment plants being operational. With demand management measures in place another day could be added.

Although utilities disruptions are possible, representatives from the utility companies felt that an extended disruption was unlikely. The public has been advised by all levels of government to be self-contained for at least 72 hours without utilities and the companies were confident they could restore services within those time lines.

**4.5.6 Severe Winter Storm**

A severe winter storm or blizzard occurs when heavy snowfall is accompanied by strong winds, blowing/drifting snow, and decreasing temperatures.

Situated in Northern Alberta at 56-degree north latitude, the region has the potential for facing more severe winter weather-related hazards than any other municipality of comparable size in North America. At times, temperatures can drop dramatically. During winter the potential exists for life threatening blizzards and heavy snowfalls. Spring snowstorms can also regularly occur in the region.
There are many factors that can affect the impact of a winter storm other than the amount of snow received. They include speed of the prevailing winds (drifting), freezing rain (prior to snowfall), and the time period of the snowfall. Generally, significant snowfall over a short period of time affects the RMWB’s ability to react to and manage the event. This is more so than snow falling at a slower consistent rate, but both scenarios have the potential to cause unique problems.

When winter precipitation falls as freezing rain or drizzle, heavy ice accumulations (ice storms) can cause significant damage, especially when accompanied by high winds.

4.5.7 Extended Support to Police Operations
In the response to terrorism attack or a serious criminal act the RMWB would act in a supporting role to the RCMP operation, particularly in the areas of assisting with evacuation, sheltering of evacuees and traffic control.

4.6 Hazard Mitigation and Risk Reduction
Mayor and Council provide guidance to Administration on mitigation and risk reduction through several avenues, including the following:

- Adhering to the *Emergency Management Act*.
- Reviewing and assessing hazards and risks annually.
- Working closely with other agencies to share information and understand risks.
- Testing mitigations and controls regularly.
- Having plans and programs to support the REMP.
- Having a trained, prepared and well-exercised workforce ready to respond to events.
- Publicizing warnings through social media, on the Municipality’s website and through community service announcements.
- Flood awareness maps for the community to assess their flood risk.
- Community and stakeholder engagement for preparing each Community’s Emergency Management Plan.
- Signage.
- Media campaigns (traditional and social media channels).
- Prescribed burn planning.
- Fire breaks maintained.
- Conducting critical infrastructure studies.
- Business continuity planning.
5. **CONCEPT OF OPERATIONS**

5.1 **Regional Emergency Operations Centre**

The Regional Emergency Operations Centre (REOC) is the meeting place where members of the Emergency Management Agencies coordinate the emergency response. During a major emergency or incident, the REOC brings together representatives from the RMWB departments and other partner agencies to strategically coordinate resources in support of on-scene operations and activities.

- Location of the Municipality’s REOC: Fire Hall #5, Room 244
- Activation Criteria: The Director of Emergency Management establishes the REOC

The REOC has a support role in prioritization, resource allocation and planning for response action occurring at the incident site level.

5.2 **Activation of Regional Emergency Operation Centre**

Activation of the REOC will be as a response to any event that has a significant community consequence. Timely activation is critical for an effective response to an event to minimize loss of human life, illness or injury to humans, property loss or damage, damage to the environment or economy. When activated the REOC is under the leadership of the Director of Emergency Management.

The Director of the Emergency Management Agency may activate the REOC when any of the following criteria are met:

- The number of people who are/could be at risk is significant;
- The event requires centralized decision-making to mitigate impact;
- The event requires attention outside the scope of regular business activities,
- The event is pre-planned and requires active management to ensure public safety,
- Response coordination is required because:
  - It is a large, widespread event
  - Several responding agencies are involved, and/or
  - There are multiple emergency sites
- Resource coordination is required because:
  - There are limited local resources, and/or
  - There is a significant need for external resources
  - Conditions are uncertain because the event may escalate and/or the extent of the threat to people, property and/or the environment is not known
- A declaration of State of Local Emergency (SOLE) is in effect. Note the REOC can be activated without a SOLE being declared.
5.3 Levels of Activation

The magnitude, scope and stage of the emergency will determine to what level the REOC is activated and what positions are required at the REOC. When the REOC is activated by the DEM, positions in the REOC are staffed depending on the Activation Level, where the level is determined by the size, scope and complexity of the situation or event (see Figure 7).

When the DEM is confident that the REOC is no longer required in order to coordinate emergency response and recovery operations, the EOC will be deactivated.

The following chart outlines general considerations for determination of the Level of REOC Activation:

<table>
<thead>
<tr>
<th>Levels of Activation</th>
<th>Event/Situation</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 1                    | • Small Event                                                                  | • REOC Monitoring  
  o Director of Emergency Management DEM  
  o EM Branch Staff  
  o Specialists as required |
|                      | • One site                                                                     |                                                                                               |
|                      | • Potential threat has been identified                                         |                                                                                               |
|                      | • Pre-Response/monitoring                                                       |                                                                                               |
|                      | • Two or more agencies involved                                                |                                                                                               |
| 2                    | • Moderate Event                                                               | • Physical Activation of REOC  
  o Core REOC Positions Activated (Figure 8)  
  o External partners as required  
  o Specialists as required |
|                      | • Major scheduled event (high potential e.g. Conference or sporting event)    |                                                                                               |
|                      | • Two or more sites                                                            |                                                                                               |
|                      | • Several agencies involved                                                    |                                                                                               |
|                      | • Some resources/support required                                              |                                                                                               |
|                      | • Monitor status of ongoing incident                                           |                                                                                               |
| 3                    | • Major event                                                                  | • Physical Activation of REOC  
  o All REOC Positions Activated (Figure 8)  
  o Increased staffing to a capacity and capability as identified by respective Section Chiefs and REOC management.  
  o Increased staffing to support 24-hour operations. |
|                      | • Multiple sites                                                               |                                                                                               |
|                      | • Multiple agencies involved                                                   |                                                                                               |
|                      | • Extensive evacuation                                                         |                                                                                               |
|                      | • Extensive infrastructure damage                                              |                                                                                               |
|                      | • Extensive resources/support required                                          |                                                                                               |
|                      | • Potential for Declaration of State of Local Emergency                        |                                                                                               |

Figure 7 – Levels of REOC Activation
5.4 Operating Structure – Incident Command System
The primary objective for emergency management in the Municipality is to provide a coordinated effort from all supporting internal Municipal departments and external agency partners in the preparation for, response to and relief from injury, damage and suffering resulting from either a localized or widespread disaster.

Most incidents are managed locally and are typically handled at a local level by emergency response personnel within a single jurisdiction. The majority of responses need go no further. In other instances, incidents that begin with a single response within a single jurisdiction rapidly expand to multi-disciplinary, multi-jurisdictional levels requiring significant additional resources and operational support.

The Incident Command System (ICS) provides a flexible core mechanism for coordinated and collaborative incident management, whether for incidents where additional resources are required or are provided from different organizations within a single jurisdiction or outside the jurisdiction, or for complex incidents with national, provincial or territorial implications (such as an emerging infectious disease or a bioterrorism attack). When a single incident covers a large geographical area, multiple local emergency management and incident response agencies may be required. The responding “agencies” are defined as the governmental agencies, though in certain circumstances non-governmental organizations (NGOs) and private-sector organizations may be included. Effective cross-jurisdictional coordination using processes and systems is absolutely critical in this situation.

The RMWB acknowledges the Incident Command System (ICS) as the recognized standard for incident management and will seek to incorporate ICS principles and practices wherever possible. ICS has three primary purposes:

- To provide for the orderly and predictable division of labour.
- To provide for the overall safety at the incident or event.
- To ensure that the work at the incident or event is performed efficiently and effectively.

ICS presents standardized organizational structure, functions, processes, and terminology. Standardized processes allow all who respond to the same incident to formulate a unified plan to manage the incident. The use of standardized ICS plain language terminology reduces the risk of miscommunication among the many responders.

The ICS framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well-integrated and effective incident response operations.

5.4.1 Management by Objectives
Major emergencies and disasters often require additional resources, policy decisions and extraordinary measures [as defined in the Emergency Management Act sections 19(1) and 24(1)] to resolve the emergency situation. The REOC is the facility within which necessary coordination takes place to ensure an effective response and recovery. The REOC has the primary role in setting objectives and priorities which may have an impact on resource allocation and incident level planning. The REOC coordinates the deployment of emergency resources and supports on-scene operations.
Incident Command will be used to provide direction and control over on-scene activities. The Incident Commander (IC) is normally the ranking official on-scene from the agency having primary responsibility/authority over on-scene operations. The IC and Command Staff work from an Incident Command Post (ICP) at or near the incident location. The REOC sets and approves the objectives to be accomplished and the IC determines the tactics to meet the objectives.

In the event of a major incident, a unified command structure may be established on-scene for the coordination of activities between multiple agencies. This team approach facilitates achieving the objectives of each organization and provides the necessary tactical coordination on-scene to facilitate response and recovery.

Under ICS, management by objectives involves four essential steps which are applied to all emergency events, regardless of size or complexity:

- Understand agency policy and direction.
- Establish incident objectives.
- Select appropriate strategies.
- Perform tactical direction including applying tactics that are appropriate to the strategy, assigning appropriate resources and monitoring performance.

5.4.2 REOC Organization under ICS

The functions performed from the REOC are divided into five sections:

- Management/Command
- Operations Section
- Planning Section
- Logistics Section
- Finance and Administration Section

With the exception of the Management/Command function, each function listed above will be overseen by a Section Chief. Section Chiefs report to the Director of the Emergency Management Agency or the Deputy Director of the Emergency Management Agency if one is assigned.

A Section Chief will normally only be fulfilling the tasks assigned to that particular role; however, in accordance with the principles of ICS, a Section Chief may be responsible for tasks of multiple units and or groups assigned to them without necessarily having resources in those positions.

Staffing within each section will be the responsibility of the appropriate Section Chief in collaboration with the Director of the Emergency Management Agency.

A Deputy Operations Section Chief may be identified to coordinate information passage to and from the incident site(s).

Based on ICS structure, to allow the Operations Section Chief to oversee all activities within the Operations Section, the Operations Section Chief should not be assigned two roles.
5.5 REOC Management/Command Positions

Below are brief descriptions of the REOC Management/Command Positions within the REOC.

5.5.1 Chief Administrative Officer
- Maintains overall command, control and coordination of the response and the REOC;
- Provides policy guidance to the Director of Emergency Management Agency;
- Acts as the direct link to Mayor and Council, unless otherwise assigned.

5.5.2 Director of Emergency Management Agency
- Oversees all the activities of the REOC and site level response;
- Enacts the policy guidance provided by the CAO;
- Provides high level incident briefs to Mayor and Council and Stakeholders as required.

5.5.3 REOC Director
(Optional position that assists with the management of REOC. Position detailed in REOC Manual Annex H)
- Manages the REOC, works closely with Section Chiefs to set objectives and strategies;
- Establishes the operational rhythm, sets operational periods and schedules command briefings;
- Exercises overall management responsibility of the REOC, ensuring coordination between emergency responders and REOC personnel;
- Liaises with Stakeholders as necessary.

5.5.4 Situational Awareness Unit
- Collects, processes and displays current situation;
- Liaises with section Chiefs to prepare REOC Action Plans;
- Ensure situation reports are developed for dissemination to REOC staff and other stakeholders as directed.

5.5.5 Public Information Officer
- Serves as the coordination point for public information and media relations;
- Actions the policies and procedures defined in the “Crisis Communications Plan.”

5.5.6 Safety Officer
- Provides advice on Occupational Health and Safety (OHS) related concerns/ questions;
- Advises REOC Director on safety and risk management issues;
- Ensures appropriate procedures are followed in relation to employee injuries, fatalities and safety-related complaints.

5.5.7 Liaison Officer
Functions as a point of contact for outside agencies and representatives that may be asked to attend the REOC. Examples include, but are not limited to: Legal Representative(s), Alberta Emergency Management Agency (AEMA), Alberta Health Services (AHS), Alberta Agriculture and Forestry (AAF), and Industry
- Liaises with other activated REOCs/EOCs;
- Assists and serves as an advisor to the REOC Director;
Communicates REOC guidelines, directives, Incident Support Plans and Situation Reports to partners and stakeholders.

5.6 REOC Section Descriptions

5.6.1 Operations Section
- Establishes the appropriate level of staffing within the Operations Section;
- Communicates operational needs to appropriate REOC personnel;
- Assists REOC Director in developing support objectives and strategies for the incident;
- Oversees tactical operations;
- Gathers situational information from Site, responds to the evolving needs of groups working in the field and recommends adjustments to action plans through the REOC Director;
- Ensures effective communication between service providers and first responders, and the REOC (through the Operations Section Chief and/or Deputy Operations Section Chief);

5.6.2 Planning Section
- Establishes the appropriate level of staffing within the Planning Section;
- Leads operational planning process;
- Establishes specialized planning teams, including recovery planning;
- Conducts advanced planning, ensuring foresight in developing plans to address potential issues likely to occur in subsequent operational periods;
- Manages and oversees the collection of incident related documentation, maintains a permanent archive of Status Reports and REOC Action Plans associated with the event or disaster.

5.6.3 Logistics Section
- Establishes the appropriate level of staffing within the Logistics Section;
- Provides telecommunication services, human resources and information technology resources as well as arranging for food, lodging, and other support services with the priority being for first responders;
- Coordinates closely with the Operations Section Chief to establish priorities for resource allocation within the operational area;
- Ensure that transportation requirements, in support of response operations, are met.

5.6.4 Finance and Administration Section
- Establishes the appropriate level of staffing within the Finance and Administration Section;
- Ensures that financial records are maintained throughout the event;
- In consultation with CAO and DEM establishes spending limits;
- Monitors section activities continuously and modifies emergency financial procedures as needed;
- Collects and maintains documentation of disaster information for possible reimbursement through DRP, prepares and coordinates disaster financial assistance documents and claims;
- Tracks, records, and reports on-duty time for personnel, including hired and contracted, working during the event or disaster.
5.8 **Regional Evacuation Plan**

An evacuation is defined as the process of removing people from an area where a present or imminent situation has or may result in loss of life and/or risk to the safety, health and welfare of people. Damage to property or the environment may also trigger an evacuation if it poses a risk to the safety, health, and welfare of people.

An evacuation plan streamlines the evacuation process by providing an organized framework for the activities involved in coordinating and conducting an evacuation. Since emergencies are diverse in nature it is difficult to create specific plans. The aim is to provide the framework and guidance for identifying the different needs and vulnerabilities of our communities to allow for a safe, effective, and coordinated evacuation of people from an emergency area.

### 5.8.1 Scope

The Local Authority will make every effort to balance the rights of individuals to protect their property and financial values with the Municipality’s desire to prevent personal injury and/or loss of life. Therefore:

- Evacuation will only be ordered when and where lives are threatened and where evacuation could potentially prevent injury and death.
- Community members will be alerted about a potential evacuation as early as possible and advised on appropriate preparations.

The scope of the Municipality’s evacuation plan will be determined during the planning process and depend upon the following variables:

- Whether the area impacted is a community, rural, urban, or a combination there of (it may be advisable to establish a joint plan).
- What types of evacuation the plan covers and considerations for shelter-in-place.
- What role non-governmental organizations, other municipalities and levels of government may play in an evacuation?
- The likely notice for an evacuation that would impact the Municipality and characteristics of the hazard (the triggering incident).

### 5.8.2 Authority and Maintenance

The *Alberta Emergency Management Act, RSA, 2011* provides authority to local authorities to cause the evacuation of persons and the removal of livestock and personal property from any area of Alberta that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property. The authority to conduct evacuations is provided for in the Emergency Management Bylaw.

### 5.8.3 Plan Development

The RMWB Evacuation Plan is a combination of fundamental principles, specific hazard plans and community-developed emergency evacuation plans (Annex E). Evacuations are often multi-jurisdictional activities, making extensive coordination amongst numerous departments and potentially governments necessary. The number of partners engaged in municipal evacuation planning will vary depending on the needs and characteristics of the area impacted.
5.8.4 Pre-Planning - Context
The REMP includes details on the Municipality demographics and hazards that may necessitate an evacuation (Annex E for each community). When an order for evacuation or shelter in place is being considered, careful pre-planning will include confirming the following:

- Is the area impacted a community within the Municipality?
- Is the area impacted rural or primarily urban?
- Is the area impacted a mix of rural communities and urban and how will that affect responsibilities during an evacuation?
- Does the area impacted include a First Nation Band?
- Is the area impacted densely populated in some or all areas?
- Is the location of the area impacted likely to impose particular challenges for an evacuation?
- Which main industries or employers in the area are impacted?
- Are there some areas that only have a single point of access?
- Are some areas mainly residential, industrial, or commercial, and/or known for having a high population of students or tourists? (Zoning maps used in land use planning may be beneficial in identifying institutional uses and settlement areas)
- Are there some areas that include vulnerable sector populations?

5.8.5 Description of Hazard and Risk
The RMWB HRVA provides an assessment of the vulnerability to hazards that may impact the region. Focused HRVAs will be conducted as part of the development of local community emergency plans. Exactly when a hazard will occur is inherently unpredictable.

5.8.6 Threat Assessment
A risk assessment is a process that will be used by the RMWB emergency authorities to determine the nature and extent of a “risk” by analyzing potential hazards and evaluating existing conditions of vulnerability/capacity that could pose a potential threat or harm to people, property, livelihoods or the environment on which they depend. The essential steps in this process are

- hazard identification,
- information gathering,
- estimation of the consequences of the risk,
- the frequency of the risk, and
- the severity of the risk.

Real-time risk assessments are the most effective way to understand the impact that a hazardous situation is currently having. Based on the outcome of the real-time threat assessment, the type, category and extent of evacuation will be considered.

5.8.7 Contamination
Evacuations may be caused by hazards that lead to the contamination of people, the environment, equipment/facilities, and critical infrastructures (e.g. chemical, biological, radiological, and/or nuclear). The nature of the contaminants will vary and different contaminants may require different approaches to decontamination and treatment.
Since the presence of contaminants in an emergency area will greatly complicate evacuation operations, RMWB authorities will take into account procedures and equipment for these situations. Emergency responders may not be able to enter an area without subjecting themselves to an unreasonable level of risk, or they may need to wear and use specialized personal protective equipment (PPE) to protect themselves. As a result, hazardous materials (HAZMAT) procedures are incorporated into the evacuation plan.

In addition to the effects on emergency responders, residents may also be limited in their ability to move through the affected area safely. They may not have means of leaving their locations without becoming contaminated. In such scenarios, sheltering in place must be considered as a strategy for protecting public safety.

In order to prevent the spread of contamination, evacuees may need to be isolated from unaffected locations and populations until decontaminated. Decontamination could necessitate specialized screening and cleaning resources, and expertise, and may be required before people are transported to advanced care and sheltering facilities.

5.8.8 Potential Evacuation Populations

A critical element of any evacuation is the population being moved. All activities and efforts will be focused on moving these people from the at-risk area to places of safety in a timely manner. The size and demographics of the population are significant factors in determining how to conduct an evacuation.

The RMWB authorities will consider the makeup of the population who are to be evacuated before making decisions about transportation modes, route selections, hosting destinations, and the many other elements of an evacuation. As well, for planning purposes officials need to account for the evacuation of a shadow population; it is important to consider how these numbers impact the transportation system and/or sheltering.

Critical factors include:

- Number of evacuees
- Languages spoken
- Location of evacuees
- Modes of transportation available and/or preferred by evacuees
- Preferences of evacuees with respect to the location of hosts
- Potential limitations to modes of transportation
- Persons who may require specialized or additional assistance
- Populations in known areas of high risk, such as close to hazardous materials storage sites or flood-prone areas.

To ensure that considerations such as advance warning and transportation are factored into the planning, areas with high concentrations of people needing additional assistance to evacuate will be identified.
Below is a list of population categories (though not exhaustive) that may require particular attention in an evacuation:

- Persons with disabilities:
  - sensory (e.g. hearing, vision, color-blindness)
  - mobility (e.g. visible and non-visible)
  - mental health (e.g. Anxiety, Depression)
  - intellectual/developmental (e.g. Autism, Down Syndrome)
  - learning disabilities (e.g. Dyslexia, Dysgraphia)
- Persons with medical conditions, including females with high-risk or at-term pregnancies
- Persons requiring addiction services
- Persons requiring translation services
- Incarcerated persons – halfway houses
- Temporary populations (e.g. tourists, seasonal workers)
  - Tourists could need detailed information about the area and evacuation procedures due to their unfamiliarity with the area.
- Students and children (e.g. in colleges, schools, and childcare centres)
- Persons with animals/pets (including service animals)
- Elderly persons, homeless persons

Different types of hazards may also dictate variations in the criteria for these categories (e.g. if smoke is the issue, then people with respiratory problems may be prioritized). If evacuees are being divided into categories according to priority, the priority in the RMWB will be:

**Stage 1 - Medical Evacuation (Medevac).** Medevac is used for those individuals receiving home care or residing in a health-care facility in the evacuating community that qualify for medical transfer as per the Alberta Emergency Health Services Act (evacuation by Alberta Health Services). If local conditions (e.g. smoke or weather) prevent normal medical flights/transport, emergency medical evacuation assistance using federal assets may be requested.

**Stage 2 – Vulnerable Populations.** Stage 2 evacuees are defined as vulnerable populations. This includes persons with disabilities, seniors, children, pregnant women, and those with medical conditions. Family members should be kept together—including those who are identified as more vulnerable—when identifying where individuals will be hosted.

Among these, some require attendant care, which means both the caregiver and the Stage 2 evacuee should be on the Stage 2 evacuation list.

**Stage 3 – All Remaining Evacuees.** Stage 3 evacuees are all remaining residents of the community.

In order to assist people with understanding the importance to evacuate, the RMWB authorities will, if necessary:

- Have persons of authority deliver the warning (e.g. police officers/firefighters going door to door etc.); and/or
- Include the name and address of the person refusing to evacuate in a central registry to record the refusal.
5.9 Evacuation/Shelter-in-Place Decision Matrix

5.9.1 Evacuation/Shelter-in-Place Alert
The purpose of the Evacuation Alert is to inform the population at threat of a potential or impending danger. An Evacuation Alert may allow for the affected population to begin an orderly preparation to leave the affected area on short notice while informing them of the hazard as well as identifying hazard/emergency zone, evacuation route(s) and Reception Centre(s). Evacuation alerts do not require a declaration of a state of local emergency.

At this point, the movement of at-risk populations, transient populations and in some cases, school populations become a consideration and potentially a priority.

Depending on the hazard, the reality of the situation may require immediate action with very short or no notice.

5.9.2 Types of Evacuations
The hazard and situation is the primary indicator when making the decision to evacuate. In some cases, clear and obvious risks will indicate the need for evacuation. In other cases, a precautionary evacuation may be justified to avoid an anticipated impact or threat.

Evacuations may take place prior to (pre-emptive), during (no-notice), or after (post-incident) an incident has occurred. An evacuation may encompass the majority of the population (wide-spread) or

Figure 9 – Evacuation/Shelter-in Place
Partial. A partial evacuation is most often internal – that is the evacuees are hosted elsewhere within the RMWB, rather than being hosted in a separate municipality. It may be advisable to conduct evacuations (and returns) in phases to minimize congestion. An evacuation may also be voluntary or mandatory and may be partial or widespread. Successful and detailed planning is the key to effectively executed evacuation when an event occurs that requires these actions.

**Voluntary:** A risk is present in the region but the choice of evacuation is given to the people. At this point it is at the discretion of the individual whether they remain or not. You do not need to leave but you need to *get ready to leave* on short notice.

**Mandatory:** The impacted population is ordered to evacuate the area specified *immediately*. All persons in the affected area will be advised that in the interest of their own safety and considering the risk, they are *now ordered* to leave the area. Emergency workers may not be able to provide assistance if people fail to comply with this order. While the evacuation order is in effect, the area impacted will typically have controlled access. A declaration of a State of Local Emergency (SOLE) will normally be put in place for a mandatory evacuation.

**Pre-emptive Evacuation:** Given adequate warning about a hazard, sufficient resources, and a likely threat, it is advisable to conduct pre-emptive evacuations. A pre-emptive evacuation may be undertaken when it is clear that if delayed, conditions (weather or other hazard) would impede evacuation. This type of evacuation may be Mandatory or Voluntary depending on the seriousness of the hazard. A pre-emptive evacuation will be considered when requested by a community and based on a risk assessment.

**No-notice Evacuation:** It may be necessary to carry out an evacuation even while a threat is affecting a community. With an evacuation of this type, decisions may need to be made with limited information. Decision-makers must be willing to make decisions with whatever information is available at the time. They may have little or no time to wait for additional information because any delay may have a significant impact on public safety. Pre-planning will be instrumental in supporting decision-making in no-notice situations.

Evacuations of this nature are done when life safety is at extreme risk. Such an evacuation poses increased risks to all involved. To acquire resources and expedite the evacuation normally requires extraordinary measures. If a no-notice evacuation is required it will normally be Mandatory.

**Post-incident Evacuation:** After a threat has already impacted a community it might be necessary to remove residents from an environment that is no longer able to sustain them or prevent/mitigate the onset of further consequences leading to a prolonged or new emergency. If a Post-Incident Evacuation is needed it will normally be Mandatory.

**Partial Evacuation:** Partial evacuations typically are localized to a specific area of a municipality. There is often on-scene activity by emergency response personnel who may direct and coordinate the evacuation.

**Widespread Evacuation:** Larger incidents may affect the entire region. Evacuations of this type often involve a large number of evacuees, possibly from more than one area of the RMWB. This will require intensive effort by emergency management personnel to coordinate, transport, and shelter the affected populations, and will place greater demands on staff and resources.
Incidents that precipitate a wide-spread evacuation typically cause far-reaching damage and are therefore more likely to compromise critical infrastructure in a manner that hinders evacuee movement. Structural damage to the transportation system, such as bridges, tunnels, and highway systems may render them unsafe for use.

If these sites are located on evacuation routes, those routes may be unavailable, and alternatives will need to be identified.

In cases where the transportation network is severely restricted by such damage, sheltering in place may be a safer short-term alternative.

**Spontaneous Evacuation:** Spontaneous evacuation (self-evacuation) is when individuals choose to evacuate without explicit direction to do so. If individuals spontaneously evacuate, they may still request shelter or other services.

**5.9.3 Shelter-in-Place**
Alternatives to evacuation, such as Shelter-in-Place are also available and will be issued at the discretion of the Director Emergency Management. Occasionally an evacuation may cause more danger to residents than staying in place. Shelter-in-Place refers to remaining inside your home, schools, or places of work during certain types of emergencies and taking refuge there.

There are a number of reasons you may be asked to shelter-in-place, such as chemical, biological, or radiological contaminants have been released (accidentally or intentionally) into the environment. If this occurs, information will be provided by local authorities on how to protect you and your family. Information will be shared across a variety of platforms including television, radio, internet and mobile applications (such as the Alberta Emergency Alert app). Local officials are the best source of information for your particular situation. Instructions to shelter-in-place are usually provided for durations of a few hours, not days or weeks. Based on the circumstances, Emergency Officials will let residents know if Sheltering-in-Place is appropriate, or if an evacuation is required.

**Shelter-in-Place:** If the present location affords adequate protection against the particular incident, the RMWB will consider having individuals’ shelter-in-place to reduce the number of persons who become part of an evacuation. While the primary goal of any response action is to save lives, the ability to evacuate people quickly and efficiently should be weighed against the risks of remaining in place.

There are certain instances when “Shelter-in-Place” is the most appropriate strategy. If:

- The risk to health is low.
- The situation is dissipating.
- The situation can be controlled before an evacuation would be completed.
- An evacuation would expose people to more risk.

**Examples of situations when people may be more at risk should they evacuate include:**

<table>
<thead>
<tr>
<th>Situation</th>
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<tbody>
<tr>
<td>If transportation infrastructure is compromised</td>
</tr>
<tr>
<td>When aftershocks are occurring</td>
</tr>
<tr>
<td>If toxic or radiological contaminants are present</td>
</tr>
<tr>
<td>When impending weather conditions may pose a risk</td>
</tr>
<tr>
<td>There are secondary weather conditions may pose a risk</td>
</tr>
</tbody>
</table>
Voluntary Shelter in Place: Is issued in the form of a notice when it may be more dangerous to be outside trying to evacuate than to stay indoors for a period of time.

Mandatory Shelter in Place: Is issued in the form of an order, when an immediate hazard exists and it is deemed more dangerous to be outside trying to evacuate than to stay indoors for a period of time.

5.9.4 Issue Order
The following checklist and templates (see pages 50 and 51) detail the content required for an Evacuation or Shelter-in-Place Order.

Additional templates are also used to formally rescind the Evacuation or Shelter-in-Place. These forms become a formal record of the decision(s) made.
EVACUATION / SHELTER-IN-PLACE CHECK SHEET

1. Identify Type of Incident/Hazard: ____________________________
   Identify Extent of Risk or Potential Exposure: ____________________________
   What specific areas of RMWB are affected and to what degree: ________________

2. Determine areas of safe refuge and evacuation zones.

3. Determine injuries, illnesses, fatalities and the threat to the public and responders.

4. Alert issued

5. Ensure stakeholders, cooperating and assisting organizations and other entities are notified in accordance with approved contingency plans.

6. Determine if Shelter in Place is required.
   CATEGORY: Voluntary □ Mandatory □
   EXTENT: Partial □ Widespread □
   Issue Order: Date: ____________ Time: ____________
   (Month/Day/Year) (24 hour clock)
   Name: ____________________________ Signature: ____________________________

7. Determine if Evacuation is required.
   TYPE: Pre-Emptive □ No Notice □
   CATEGORY: Voluntary □ Mandatory □
   EXTENT: Partial □ Widespread □
   Issue Order: Date: ____________ Time: ____________
   (Month/Day/Year) (24 hour clock)
   Name: ____________________________ Signature: ____________________________

EVACUATION ALERT TEMPLATE

EVACUATION ALERT ISSUED: ____________________________ (Month/Day/Year and Time)
An Evacuation Alert has been issued by ____________________________ (Local Authority) regarding the ____________________________ (Brief Descriptive Event) Because of the potential danger to life and health, an Evacuation Alert has been issued for the following areas:

__________________________________________

An Evacuation Alert has been issued to prepare you to evacuate your premises or property should it be found necessary.

Residents will be given as much advance notice as possible prior to evacuation; however, you may receive limited notice due to changing conditions.

WHAT YOU SHOULD DO WHEN AN ALERT IS IN EFFECT:
Upon notification of an ALERT, you should prepare for an evacuation order by:

- Locating all family members or co-workers and designate a meeting place outside the evacuation area, should an evacuation be called while separated.
- Gathering essential items such as medications, eyeglasses, identification, valuable papers (i.e., insurance), immediate care needs for dependents and, if you choose, keepsakes (photographs, etc.). Have these items readily available for quick departure.
- Preparing to move any disabled persons and/or children.
- Preparing to move pets and livestock to a safe area.
- Preparing to transport your household members or co-workers in the event of an evacuation order.
- Arranging accommodation for your family if possible. In the event of an evacuation, Reception Centres will be opened if required.
- Monitoring media sources for information on evacuation orders and locations of Reception Centres.

Further information will be issued at ____________________________. Should the situation change, monitor RMWB website at RMWB.ca or for further information call ____________________________ (Potential call center number)

Executed by: ____________________________ Print Name: ____________________________
this ____________ day of ____________ 20____ Time: ____________________________
CONCEPT OF OPERATIONS

EVACUATION ORDER AND RESCIND TEMPLATE

EVACUATION ORDER ISSUED: ____________________________ (Month/Day/Year)

Pursuant to ____________________________ a ____________________________ Evacuation Order has been issued by ____________________________ (Cite Legislative / Mandatory / Voluntary) ____________________________ (Local Authority) due to immediate danger to life safety from ____________________________ (Briefly Describe Event)

The Evacuation Order is in effect for the following areas:

______________________________ (Provide geographic description including boundaries and properties impacted; Provide details of evacuation route(s) and Map if possible)

WHAT YOU SHOULD DO:

- Follow the travel route provided and register at ____________________________ (Reception Centre – provide name and address of locality)
- Gather your family, take a neighbor or someone who needs help.
- Take critical items (medicine, keys, cell phone, purse, wallet) only if they are immediately available.
- Take pets in pet kennels or on leash.

For more information contact: ____________________________ (Potential cell centre number)

Executed by: ____________________________ (Print Name) Signature: ____________________________

day of ____________________________, 20______ Time: ____________________________

EVACUATION RESCIND ____________________________ (Month/Day/Year)

The Evacuation Order, pursuant to ____________________________ (Cite authority and legislation) to the area(s) ____________________________ (Provide geographic description including boundaries and properties impacted)

Indicate if an Evacuation Alert is in place:

An Evacuation Order may need to be reissued, however if that is not the case,

For more information contact: ____________________________ (Potential cell centre number)

Executed by: ____________________________ (Print Name) Signature: ____________________________

day of ____________________________, 20______ Time: ____________________________

SHELTER-IN-PLACE ORDER AND RESCIND TEMPLATE

SHELTER-IN-PLACE ORDER ISSUED: ____________________________ (Month/Day/Year)

Pursuant to ____________________________ a ____________________________ SHELTER-IN-PLACE Order has been issued by ____________________________ (Cite Legislative / Mandatory / Voluntary) ____________________________ (Local Authority) due to immediate danger to life safety from ____________________________ (Briefly Describe Event)

The Shelter-in-Place Order is in effect for the following areas:

______________________________ (Provide geographic description including boundaries and properties impacted; Provide details of evacuation route(s) and Map if possible)

WHAT YOU SHOULD DO:

- Go inside. Take immediate shelter where you are – at home, work or school.
- Lock doors, close windows. If it is an air quality issue: close air vents and fireplace dampers, turn off fans, air conditioning and forced air heating systems.
- Bring your basic supplies (radio, water and non-perishable foods) into the shelter-in-place room with you.
- Bring your pets with you, and be sure to bring additional animal and food supplies for them.
- Tune into local media, RMWB.ca and Alberta Emergency Alert for official news and instructions.
- During extended periods of sheltering, you will need to manage water and food supplies to ensure you and your family have the required supplies and quantities.

For more information contact: ____________________________ (Potential cell centre number)

Executed by: ____________________________ (Print Name) Signature: ____________________________

day of ____________________________, 20______ Time: ____________________________

SHELTER-IN-PLACE RESCIND ____________________________ (Month/Day/Year)

The Shelter-in-Place Order, pursuant to ____________________________ (Cite authority and legislation) issued ____________________________ (Date and Time) to the area(s) ____________________________ (Provide geographic description including boundaries and properties impacted) is rescinded.

For more information contact: ____________________________ (Potential cell centre number)

Executed by: ____________________________ (Print Name) Signature: ____________________________

day of ____________________________, 20______ Time: ____________________________

Regional Municipality of Wood Buffalo
Regional Emergency Management Plan
5.9.5 Coordination of Evacuation Activities

Once emergency management officials have determined the number and geographic distribution of potential evacuees, this information will be analyzed against the transportation network. In most evacuation scenarios, the majority of evacuee movements will take place on roadways and highways, in both personal vehicles and transit vehicles. Given the potentially large numbers of vehicles that will be accessing the roadway network at the same time, it is important to consider what can be done to increase the capacity of roadways.

Traffic Management: Traffic management is an important part of the plan. It ensures evacuation routes are kept clear and are used as intended, emergency vehicles can access the emergency area and unauthorized vehicles are kept out of the emergency area. The RCMP will use various tactics to move traffic more efficiently and to prevent people from entering an area while evacuations are taking place.

5.9.6 Evacuation Destinations

The safety of residents is the primary driver for evacuation If it is deemed that residents need to be evacuated, Emergency Social Services (ESS) encompass the supports and services that meet the basic essential needs of individuals, households and communities affected by emergencies. They are provided as part of response to and recovery from emergencies.

The establishment and location of Reception Centers and Group Lodging Facilities will depend on the complexities of the disaster event and the location of the affected community. ESS has identified a number of facilities (ranging from large convention centers to smaller community halls) that are suitable of use depending on the nature and location of the disaster event.

The community will be notified of the establishment and operation of an evacuation center via a number of sources including RMWB’s website, social media, broadcast media, and press releases.

The RMWB will pre-identify assembly points, reception areas and group lodging facilities as part of the evacuation planning. These are noted on the individual sector and sub-sector maps (Annex E). Emergency Social Services (ESS) will be activated to assist with the running of these locations to help with registration, family reunification and/or transportation to another location.

Due to the uncertain nature of incidents that trigger evacuations, the evacuees may be able to return directly to their residence or place of employment from the assembly point once it is safe to do so. Assembly points will be well-known landmarks that have the capacity to handle large numbers of people, have bus access, and an indoor sheltering area.

Assembly points will be properly controlled to ensure that people do not return to the emergency area, transportation out of the area flows freely and effectively and personnel can receive updates on the situation.

For incidents of longer duration, these assembly points may serve as collection points for evacuees who have walked or ridden transit from the at-risk area, and who now must wait for transport (buses, etc.) to longer-term sheltering facilities.

Evacuation/reception centres are established primarily to register evacuees and provide them with emergency human services. They should only be used for short-term accommodation as a last resort. Preferred solutions for short term accommodation, in priority order, are:
Regional Municipality of Wood Buffalo
Regional Emergency Management Plan

Regional Municipality of Wood Buffalo
Regional Emergency Management Plan

5.10 Response Plan and Procedures

5.10.1 Implementation of Plan

The RMWB Evacuation Plan will be initiated when deemed necessary by the Director of Emergency Management. The Alberta Provincial Operations Center will be notified and a Local State of Emergency may be necessary.

Evacuation Considerations. Evacuations will be considered when other response measures are insufficient to ensure public safety. Factors influencing the decision to evacuate include:

- The level of threat to the lives and well-being of the population.
- The urgency of the evacuation.
- Environmental safety (i.e. whether the environment poses a threat to the safety, health, and welfare of the population – e.g. smoke conditions).
- Meteorological conditions (e.g. precipitation, and wind speed and direction).
- The scale of the incident (i.e. the number of people and/or communities to be evacuated).
- The time frame required to move the population.
- The availability of reliable information.
  - the capacity of the community to address the threat or its impact.
- Damage to community infrastructure such that:
  - food, water, and shelter are not immediately available;
  - debris restricts movement;
  - electrical power is or will be unavailable for an extended period of time;
  - local emergency or public communications is or will be unavailable;
  - health services, medical facilities, and medical transport are or will be unavailable.

The urgency of an evacuation will be determined based on the immediacy of the threat to the community (life, safety, health, and welfare), the resilience of the community, and (depending on the nature of the threat) the availability of resources for evacuation or shelter-in-place.
5.10.2 Incident-Specific Plan
Pre-planning and analysis is conducted in the form of pre-developed incident specific plans. Pre-existing plans exist for Forest Fires, Flooding and response to Dangerous Goods (see Annex G). Other community based and incident-specific hazard plans will be included in the REMP.

Incident-specific plans include the following elements:

- Definition of the evacuation perimeter (sector and sub-sector)
- Probable number of evacuees
- Evacuee population characteristics
- The likely duration of the evacuation
- Location of evacuee centres, shelters and host communities (if required)
- Communication requirements and public alerting methods
- Assembly areas
- Evacuation routes
- Traffic control tactics
- Access control and security for the evacuated area
- Resource staging
- Phasing evacuations
- Supporting public education campaigns

5.10.3 Emergency Information and Communications
If the RMWB Evacuation Plan is activated the REOC Information Officer will activate the Crisis Communications Plan (Annex D). This plan provides guidance on communications authorities and arrangements (e.g. what broadcast media to contact during and after business hours, arrangements for joint information with province and other agencies, public alerting systems, a public inquiry line).

Information will be pre-scripted and included as part of the Crisis Communications Plan and linked to the Evacuation Plan.

Alert. An Alert notification will be sent out to provide people with a warning of an impending hazard. An alert may be issued as part of pre-warning, evacuation, ongoing communications, or a return/re-entry program (discussed in the return/re-entry section). A pre-warning includes:

- A brief description of the nature and severity of the emergency.
- Directions to remain calm and follow instructions.
- The likelihood that an evacuation will be required.
- Details on where to go and what to bring
  - emergency preparedness kit: toiletries, clothing, medication, identification, bedding, food, recreational items, etc.
  - ensuring the safety of evacuated properties (e.g. gas and water, weatherproofing)
  - what to do about pets and livestock
- Shelter-in-place instructions if warranted.
- Travel instructions including available options.
- Where to get more information.
Evacuation instructions will normally include the following:

- Authority for calling for an evacuation.
- The time and date the evacuation is in effect.
- The nature of the emergency.
- Delineation of the affected area.
- Statement regarding the danger in remaining in the emergency area.
- Instructions on leaving the emergency area including the evacuation route.
- The expected length of the evacuation (if known).
- How to register and/or which evacuee centre to go to.
- Transportation options and assembly points.
- Where to get more information.

Ongoing communications will be maintained through the length of the evacuation until the return/re-entry is completed. The purpose of ongoing communications is to provide news about the status of the emergency situation and progress in combatting it, information for evacuees and the general public regarding how to get in touch with evacuees and updates on the likely length of the evacuation.

**RMWB “ALERT” Guidelines:** Local “Alerts” are used to provide a warning statement to the public regarding a hazard that may or is currently impacting them. Local “Alerts” are normally very brief and indicate only the immediate action to be taken.

<table>
<thead>
<tr>
<th>Issuing Local RMWB Alerts</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warning Message</td>
<td>Caution and immediate action to take</td>
</tr>
<tr>
<td>Hazard</td>
<td>Brief description of hazard</td>
</tr>
<tr>
<td>Location(s)</td>
<td>Must be indicated. Specific location of Hazard and where it impacts people, places, and things.</td>
</tr>
<tr>
<td>Actions being Taken by Authorities</td>
<td>Action being taken by authorities</td>
</tr>
<tr>
<td>Additional Actions For Public to Follow</td>
<td>Additional information that will aid in the safety of the public</td>
</tr>
<tr>
<td>URL</td>
<td>Issued from official website, twitter account, etc.</td>
</tr>
<tr>
<td>Date/Time</td>
<td>Current Day/Month/Year, Time (24:00)</td>
</tr>
</tbody>
</table>

**Example:** ALERT! SHELTER IN PLACE IMMEDIATELY. Traffic accident with release of XXX, at the corner of XXX and YYYY. Emergency services are responding. More information to follow. (URL) {Hashtag}. Day/Month/Year, Time (24:00).

**Cancellation / All Clear:** When local authorities deem the area to be safe, an “All Clear” Alert will be issued to let people know that the incident has been resolved.

<table>
<thead>
<tr>
<th>Cancellation/All Clear RMWB Alerts</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warning Message</td>
<td>Indicate all clear or the previous alert has been cancelled</td>
</tr>
<tr>
<td>Hazard</td>
<td>May be indicated</td>
</tr>
<tr>
<td>Location(s)</td>
<td>Must be indicated. Brief description of location impacted</td>
</tr>
<tr>
<td>Additional Actions For Public to Follow</td>
<td>Description of action to take.</td>
</tr>
<tr>
<td>URL</td>
<td>Issued from official website, twitter account, etc.</td>
</tr>
<tr>
<td>Date/Time</td>
<td>Current Day/Month/Year, Time (24:00)</td>
</tr>
</tbody>
</table>

**Example:** ALL CLEAR! The situation at XXX and YYYY has been resolved. Resume your normal activity. More information available at (URL) {Hashtag}. Day/Month/Year, Time (24:00).
Issuing Official Alberta Emergency Alerts (AEA):

Official “Alerts” may also be issued using the Alberta Emergency Alert (AEA) system. The AEA which is available to local governments in Alberta can provide an important venue for communication with the public. Use of this system requires an approved user logon to the system and issue a “Critical Alert” or an “Information Alert”.

“Critical Alerts” are issued when public safety is threatened and time is essential. These alerts will immediately interrupt television and radio and will be displayed via multiple media.

“Information Alerts” are issued where public safety is not under an immediate threat but where the public may benefit from the information to increase their personal preparedness. These alerts will not interrupt television or radio broadcasts, but are available to distributors to air at their discretion.

Website (http://www.emergencyalert.alberta.ca/)

5.10.4 Resources & Finance Consideration

The following resource considerations will be made when an evacuation is being considered.

- Staging areas and base camps (e.g. parking lot for trucks, rest areas for personnel).
- Access routes and transportation.
- The need for specialized skill-set(s).
- Availability and accessibility of resources (required/source information).
- Repair and maintenance.
- Food and shelter.
- Safety and security of personnel.
- Critical incident stress management.
- Succession planning for protracted emergency.
- Re-deployment or demobilization of resources.
- Return of borrowed or leased resources.
- Security.
- Inventory/location/items.
- Include a contact list of resource suppliers.
- Pre-existing contracts with 24/7 suppliers.
- Extra-ordinary expenditures.
- Expenditure authorities (e.g. who can sign a purchase order?).
- Human Resources considerations (e.g. tracking of over-time, volunteers, collective agreements).
- Potential cost recovery (e.g. third-party liability, Disaster Recovery Program administered by the AEMA for natural hazards, etc.).
- Location and procedure for accessing emergency petty cash.
- Donations management.
5.11 Recovery/Re-Entry

The goal is for the RMWB, our citizens and businesses to recover from the event. This includes restoring the physical infrastructure where possible or desirable as well as addressing the emotional, social, economic and physical well-being of those involved. If damages have been incurred as a result of a natural hazard then a request will be made for support under the Alberta Disaster Recovery Program.

The RMWB will maintain an essential services list. This list will contain the names of persons needed to restart systems that must be in place before evacuees can return home (e.g. emergency service staff, nurses, grocery store’s employees). In some situations, and if it is safe to do so, some essential service personnel should remain in the community to provide security, and/or information, and assessment on the conditions in the community.

When the emergency that prompted the evacuation has been resolved it will be necessary to plan for the return of evacuees. The impacted area must be safe for residents and business owners to return. The decision to re-enter an area that has been evacuated is based on numerous public safety factors, including:

- The threat that prompted the evacuation has been resolved or has subsided.
- Access to the community is assured.
- The infrastructure is safe to use (e.g. airport and roads between the airport and community).
- Safety hazards connected to the emergency have been eliminated.
- Weather conditions allow for a safe return.
- Services have resumed and are sufficient to support returning evacuees – for example:
  - power
  - water and sanitation
  - security
  - food and essential supplies
  - medical services

Since the degree of damage will likely vary within the affected area it might be beneficial to initiate a phased re-entry process. As geographic areas are declared safe for re-entry, evacuees will be able to return.

<table>
<thead>
<tr>
<th>Some of the activities which may be needed:</th>
</tr>
</thead>
<tbody>
<tr>
<td>An initial assessment of damage to homes and businesses.</td>
</tr>
<tr>
<td>Assisting any victims who did not evacuate.</td>
</tr>
<tr>
<td>Determine if any work must be done before residents can return home (i.e. switch utilities back on, test drinking water, check for extent of damage, waste and debris management, etc.).</td>
</tr>
<tr>
<td>Ensure evacuees are notified that the emergency is terminated and that they can return home.</td>
</tr>
<tr>
<td>Make transportation arrangements for those requiring assistance to return home.</td>
</tr>
<tr>
<td>Where required, provide access to counselling services.</td>
</tr>
<tr>
<td>Ensure registration and inquiry services are available for a period of time after the emergency is over to provide people with post-emergency information.</td>
</tr>
</tbody>
</table>
Evacuees who self-evacuated using their own means of transportation should be able to return on their own. If a municipality provided transportation to shelters, it may have to organize return transportation for those evacuees. As with the initial evacuation, numerous resources, especially personnel and transportation related resources will be required to successfully return evacuees to the affected area.

When developing communications to the public, The Local Authorities will consider the following:

- Is a phased return of evacuees going to occur?
- What services are available (or not) in the area?
- What utilities are functional (or not) in the area?
- What media sources can evacuees use for the most up-to-date information on re-entry procedures?
- What routes are available to evacuees?
- Are there any vehicle restrictions in place?
- Will evacuees require an ID to re-enter the affected area?
- Are there any security checkpoints in place?

5.12 Post-Event Activities

5.12.1 Debriefs

After an evacuation takes place the following post-event activities will take place:

- Quick tactical de-briefing.
- More detailed operational de-briefing.
- Questionnaire (to volunteers, contractors, media, owners of facilities used, etc.) in order to identify gaps and future considerations for improvement.
- Development of an After Action Report, a financial report, and a report to program Committee/Council.
5.13 Sample Local Emergency Evacuation Map

For the purposes of evacuation, the RMWB has been divided into the following primary sectors: rural north, rural south, Fort Fitzgerald, Fort Chipewyan, Fort McKay, Fort McMurray, Saprae Creek Estates, Gregoire Lake Estates, Anzac, Janvier, and Conklin. In some cases, a primary sector is divided into smaller sub-sectors to make the management of smaller more localized hazards manageable. Based on these sector and sub-sector plans the incident can be responded to more effectively by dividing a large area into smaller, more manageable areas; allowing for staggered or phased evacuations or differentiating between areas with higher relative risk. The evacuation planning maps (attached as annexes) include the following information that will assist in the rapid development of a timely incident-specific plan:

- summary sheet
- description of the sector
- boundaries
- number of households
- evacuation routes
- sector hazards
- potential shelter list
- facility survey (including health care, special care, and child care facilities)
- special circumstances
- emergency response procedures
- special populations
- other resources

**Figure 10 - Lower Townsite Evacuation Areas**

*If an incident occurred in EVACUATION ZONE – Lower Townsite (~11,500 people) and depending on the prevailing winds, those in EVACUATION ZONE – Lower Townsite might be instructed to proceed North or South using Highway 63. An evacuation would be conducted using sub-sectors and would depend on those areas at most risk to the hazard present.*
6 ROLES AND RESPONSIBILITIES

6.1 Mayor and Council – The Local Authority

- Appoint Mayor and two Councillors to serve on the Emergency Advisory Committee.
- Review the REMP and related plans and programs at least once each year.
- Through the budgetary process, provide resources to maintain an essential level of emergency preparedness to support the emergency management program.
- Participate in appropriate emergency training and exercise.
- Advocate for disaster risk reduction activates and advance preparedness initiatives at an individual, family and community level to create a resilient region.
- Contribute to community education and awareness about local hazards and personal emergency preparedness.
- Create programs and processes to help Municipal Business Units, Agency members and businesses throughout the region to continue to operate following an emergency.
- The roles and responsibilities of elected officials do not include attendance at the Regional Emergency Operations Centre unless specifically requested by the Director of Emergency Management.
- Support the Director of Emergency Management in the management of the emergency response and provide strategic direction as requested by the DEM through the Chief Administrative Officer.
- Declare, renew or terminate a State of Local Emergency as recommended by the Chief Administrative Officer.
- Provide advice on the long-term impact of an incident on people, critical infrastructure, the environment, finances, operations, business, industry and reputation.

In consultation and coordination with the Regional Emergency Operations Centre through the Director of Emergency Management:

- Keep the community informed of the situation.
- Serve as spokesperson(s) for the emergency.
- Engage with other levels of government for financial and resource support.
- Provide briefings to other levels of government.
- Authorize major expenditures as required.

6.2 Emergency Advisory Committee

The purpose of the Committee is to advise Council annually on matters pertaining to the Municipality’s emergency management program and the Regional Emergency Management Plan (see details outlined in GOVERNANCE section of this REMP).
6.3 Chief Administrative Officer
During activation of the Regional Emergency Management Plan, the Chief Administrative Officer remains the administrator responsible for the Regional Municipality of Wood Buffalo. The CAO will provide the necessary corporate resources to assist the Director of Emergency Management in managing the event.

- Work with the DEM to ensure emergency plans, programs and measures are developed based on the Hazard Risk and Vulnerability Assessment.
- Sign mutual aid agreements to increase local response capacity.
- Participate in training and exercise.
- Contribute to incorporate employee education and awareness with reference to local hazards and personal emergency preparedness.
- Act in a strategic advisory capacity with Mayor and Council.
- Maintain communication with and assist Mayor and Council as required.
- Provide available municipal resources to the DEM in support of the emergency response and recovery.
- Work with the DEM on determining recovery/renewal priorities and the transition from response to recovery.
- Maintain essential and non-essential services outside of the incident site.

6.4 Director of Emergency Management
The Director of Emergency Management is responsible for the following activities, as described in Section 11.2(2) of the Alberta Emergency Management Act.

- Prepare and co-ordinate emergency plans and programs for the Municipality.
- Act as director of emergency operations on behalf of the Emergency Management Agency.
- Perform other duties as prescribed by the Chief Administrative Officer.
- Activate the Regional Emergency Operations Centre Plan and determine which members of the Emergency Management Agency are required to support the Emergency Operations Centre.
- Ensure on an ongoing basis that Mayor and Council and the Chief Administrative Officer are advised of the emergency situation and the response actions taken by the Emergency Management Agency or the Regional Emergency Operations Centre.
- Recommend a declaration, renewal and/or termination of a State of Local Emergency.
- Direct emergency operations consistent with the Act and with the Regional Emergency Management Plan.
- Coordinate all emergency services and other resources.
- Determine if existing City and mutual aid resources are sufficient for the response. Work with the Provincial Operations Centre to secure additional resources if required.
- Work with the Chief Administrative Officer and Council on determining recovery/renewal priorities and the transition from response to recovery.
- Serve as spokesperson for technical information for the emergency.
6.5 **Emergency Management Agency**

The Emergency Management Agency acts as the appointed agent of the Municipality (Mayor and Council) in exercising the Local Authority’s powers and duties under the Act. The Director of Emergency Management is the head of the Emergency Management Agency.

- Participate in exercises and ensure personnel are trained in emergency management plans and procedures.
- Prepare and maintain emergency related equipment if applicable.
- Recommend risk reduction, mitigation and preparedness measures to the Director of Emergency Management and/or direct supervisors.
- Support annual updates of business response or recovery plans for their respective department.
- At the request of the Director of Emergency Management, report to the Regional Emergency Operations Centre.
- Conduct emergency response operations under the direction of the Director of Emergency Management. If at the Incident Command Post, receive direction from the Incident Commander.

6.6 **Internal Municipal Department Representatives**

During an emergency, the support and assistance provided by internal municipal departments will typically be assigned to tasks based on ICS structure, be multi-faceted, and may include but not limited to the following:

**Bylaw Services**

- Mitigate any hazards that pose a threat to life, property and the environment;
- Provide for the protection and safety of other responders;
- Ensure trained staff is available to attend the Regional Emergency Operations Centre;
- Ensure the continuity of operations;
- Work as part of a larger damage assessment team to provide timely information to the Regional Emergency Operations Centre;
- Reduce the suffering and meet the immediate needs of those impacted by an emergency or disaster; and
- Protecting and secure municipal infrastructure or areas affected by an emergency or disaster.

**Communications and Stakeholder Relations Department**

- Develop and release public information;
- Conduct media monitoring to determine the need to clarify issues and distribute updated public instructions;
- Provide updates at consistent intervals so the public have a level of confidence in the official information being released;
- Conduct news conferences and arrange interviews with representatives of the Emergency Management team, as required (updates on event, etc.); and
- Provide public information relating to recovery processes and programs.
ROLES AND RESPONSIBILITIES

Engineering Department

- Provide input and assessment regarding key facilities’ seismic stability studies, policy development, long range planning;
- Develop strategies and process for compiling damage assessment information and recommendation during response;
- Assist with inspection of damaged buildings and structures and the signing or demolition of those considered unsafe; and
- Ensure the safety and integrity of critical municipal infrastructure.

Emergency Social Services (ESS)

- Provide for the basic needs of persons impacted by disaster (lodging, registration, food, clothing);
- Provide support to all emergency response units and REOC personnel,
- Provide statistical updates for the Regional Emergency Operations Centre (including number of people registered, lodged and receiving any form of services);
- Coordinate the response of volunteer organizations directly involved in providing social services, and
- Provide services and support for community programs.

Fire Department/Regional Emergency Services

- Lead agency for dangerous goods spills, wildland urban interface/wildland fires;
- Provide support to the RCMP in the evacuation of persons from affected areas;
- Provide medical aid;
- Provide fire suppression and fire control in an emergency;
- Provide rescue service in cooperation with other municipal/regional departments and agencies;
- Provide assistance in determining availability of water supplies; and
- When necessary, activate Mutual Aid Agreement(s) with external partners to support operation and equipment needs.

Planning Department

- Conduct damage assessments and Safety Codes Inspections as required; and
- Participate in Disaster Recovery Planning.

Public Works Department (Parks and Roads Services, Facility Maintenance, Fleet Services, Transit Services, Fort Chipewyan Public Works Branch).

- Organize the closure of municipal roads (barricades), at the request of the Director of Emergency Management;
- When requested by Alberta Health Services - Fort McMurray or the Nunee Health Board Society, arrange to deliver and erect barricades at key locations where orders for quarantine or the closure of public buildings have been issued; and
- Respond to incidents as required.
6.7 External Agency Representatives

The Regional Municipality of Wood Buffalo works with other jurisdictions, organizations and levels of government on emergency management priorities. During the Planning, Mitigation, Response and Recovery phases of an emergency, numerous departments and agencies participate. A number of key departments and agencies have been identified as an important participant in all phases. Each department and agency is responsible for the development of their own emergency plan. Additional ministries/organizations and resources will be called upon should the region require assistance beyond our capabilities to assist with response operation in coordination with the Municipality.

The following provides brief descriptions of various other external agency partners that may be called to the Emergency Operations Centre and their anticipated emergency operation responsibilities:

**Alberta Agriculture and Forestry (AAF):**

- Provide advice on the progress of wildfires within the Municipality;
- Conduct all operations connected with the control and suppression of wildfires;
- Enact Mutual Aid Agreement(s) in place when necessary;
- Determine if special equipment or supplies are required and, if so, make the necessary arrangements for procurement;
- Conduct, or assist in, the evacuation of affected persons in rural areas as authorized;
- Provide, or assist in, rescue operations where required.

**Alberta Emergency Management Agency (Provincial Operations Centre):**

The Director of Emergency Management will normally request a representative from the Alberta Emergency Management Agency (field officer) to be present in the REOC.

The Agency representative is responsible for updating the Provincial Operations Centre (POC). Requests to the POC should go through the Agency representative.

Other responsibilities include, but are not limited to:

- Acting in a strategic advisory capacity;
- Work with the Liaison Officer to meet requirements of provincial government officials as appropriate;
- Provide information on and access to additional public and private agencies that may assist in the management of an emergency or disaster;
- Direct requests for Department of National Defense (DND) emergency response assistance to the Executive Director, Alberta Emergency Management Agency.

**Alberta Environment:**

- Provide advice on ice conditions and water levels based on the analysis of data collection from monitoring stations on the Athabasca River and its tributaries.
Alberta Transportation:

- Provide advice on highway closures within the Municipality;
- Conduct all operations connected with the establishment of barricades monitoring of highway closures;
- Determine if special equipment or supplies are required and, if so, make the necessary arrangements for procurement;

Health Care Services (Alberta Health Services (AHS) and the Nunee Health Authority):

- Provide advice to the REOC on public health matters (water quality, immunizations and epidemiology/disease control);
- Advise on what internal and/or external hospital emergency plans have been activated;
- Advise on conditions of the hospital and other health care facilities in the region, the number and types of available beds;
- Establish and maintain field and inter-hospital medical communications;
- Provide advice and assistance to Emergency Medical Services on issues related to pre-hospital care during disasters;
- Coordinate with Emergency Medical Services, other hospitals, and any medical response personnel at the scene to ensure that casualties are transported to the appropriate medical facility;
- Distribute patients to and among hospitals based on severity and types of injuries, time and mode of transport, capability to treat, and bed capacity;
- Coordinate with local emergency responders to isolate and decontaminate incoming patients if needed;

Royal Canadian Mounted Police (RCMP):

- Maintain law and order;
- Enforce emergency restrictions and regulations;
- Provide direction and assistance in the evacuation of people;
- Provide traffic and route control;
- Provide crowd control; and
- Coordinate use of auxiliary and/or special police.

School Boards: (Fort Murray Catholic Board of Education, Fort McMurray Public School District, École Boreal (Greater North Central Francophone Education Region No.2) and Keyano College)

- Provide information on Board action(s) on any protective actions required for schools during an emergency or disaster;
- During an evacuation, provide advice on the availability of schools for use as a Reception Centres or Shelters, and to assist in the coordination on their use and operation; and
- Act as a liaison to keep their respective Boards of Education informed of Emergency Operations Centre decisions that may impact their activities.
Search and Rescue (SAR):

- Assist the RCMP in ground and inland water search and rescue operations;
- Assist the Fire and Police Departments in evacuations;
- Assist Emergency Health Services personnel in treatment of injured if requested; and
- Assist the RCMP with traffic control.

Tarsands Amateur Radio Club (TARC):

- Provide a representative to the REOC to determine specialized communications planning, support and leadership in the event of an emergency or disaster;
- Establish an area-wide radio net in the event of telephone failure; and
- Coordinate the deployment of amateur radio operators and resources.

Utility Providers (Atco Gas, Atco Electric, Telus, Shaw, etc.):

- Provide situation reports on system outages and damages;
- Monitor the status of system outages and customers without services;
- Restore utility supply to critical facilities following an incident.
- Arrange to discontinue utility services to any consumers where it is considered necessary in the interest of public safety.
- Arrange for the clearance of power lines on emergency routes in order that emergency response personnel have safe access to perform their duties.

Industry Mutual Aid Partners:

In Emergency Services, mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries when required. This is usually in an emergency that exceeds local resources, such as a multi-casualty incidents, dangerous goods events or multi-alarm fires.

Members of the RMWB Mutual Aid organizations are Suncor Energy Inc. Syncrude Canada Ltd. and Canadian National Resources Limited.
7 TRAINING AND EXERCISES

Training and exercise is a critical component of emergency preparedness because it introduces and familiarizes personnel with their role in the event of an emergency.

7.1 Training

There are two main stakeholder groups that participate in training provided by EM. Two training streams have been created as follows:

Regional Emergency Operations Centre (REOC) Stream. Composed of internal and external personnel who may be designated to fill a functional role within the REOC during activations.

Emergency Social Services (ESS) Stream. Composed of members of the ESS Team, and is made up of municipal and provincial personnel as well as local social profit groups and individual volunteers.

The framework promotes continuous improvement and capability integration by ensuring that all disaster management stakeholder can maintain the skills and knowledge required to perform their roles in all events.

Building Block Approach for Training

Emergency Management uses a building block approach for training with courses building upon one another and becoming more specialized as participants progress through their respective training path.

Completion of courses as per each respective training path will ensure that participants have core knowledge before progressing to more advanced courses. The training continuum is designed to deliver a range of in-house and accredited training programs and development opportunities, which cover leadership, disaster operations and functional capabilities.

Figure 11: REOC Stream Building Block Approach
### Training and Exercises

#### Figure 12: ESS Stream Building Block Approach

<table>
<thead>
<tr>
<th>Management Training</th>
<th>Branch Coordinator/Supervisor Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESS Director</td>
<td>ICS 200</td>
</tr>
<tr>
<td>Site Management</td>
<td>Public Safety Lifeline Leadership</td>
</tr>
</tbody>
</table>

#### Function Training

- Registration & Referrals
- Food Safe
- Introduction to Group Lodging
- Documentation
- Managing Walk-in Volunteers
- Resource Acquisition

#### Specialized Training

- Standard First Aid
- Cultural Competency

#### Foundation Training

- Introduction to Reception Centres
- ICS 100
- ESS 100

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Complexity

Capability
7.2 Exercises

Exercises are controlled, objective-based activities used to practice, evaluate or test plans or procedures and resources. Exercises can enhance the capacity and confidence of the people that participate in them. Exercises are designed to motivate personnel to think or act as they would in a real life event.

Exercises form an important part of the process as they provide the opportunity to assess the operational readiness of the organization and the effectiveness of various plans. Exercises range from small-scale one to two hour activities through to large all day events.

Regardless of size, exercises are useful to:

- Evaluate plans;
- Explore issues;
- Promote awareness;
- Develop or assess competence;
- Demonstrate capability;
- Practice interoperability;
- Validate training;
- Identify gaps; and
- Evaluate equipment, techniques, and processes.

Evaluation is the cornerstone of an exercise and must be considered throughout all phases. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement, as well as an analysis of the management of the exercise. Following the exercise all staff involved are debriefed. This ensures that all opportunities for improvement are noted and incorporated into future training activities and all procedures are updated as required.

Building Block Approach for Exercises

The building block approach to exercise program management involves a cycle of training and exercise that increases in complexity, with each exercise designed to build upon the last, in terms of scale and subject matter.

![Exercise Building Block Approach](image)
<table>
<thead>
<tr>
<th>AAF</th>
<th>Alberta Agriculture and Forestry</th>
</tr>
</thead>
<tbody>
<tr>
<td>AEMA</td>
<td>Alberta Emergency Management Agency</td>
</tr>
<tr>
<td>AFRRCS</td>
<td>Alberta First Responders Radio Communications System</td>
</tr>
<tr>
<td>AHS</td>
<td>Alberta Health Services</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>DDEM</td>
<td>Deputy Director of Emergency Management</td>
</tr>
<tr>
<td>DEM</td>
<td>Director of Emergency Management</td>
</tr>
<tr>
<td>EAC</td>
<td>Emergency Advisory Committee</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>EMA</td>
<td>Emergency Management Agency</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>ESS</td>
<td>Emergency Social Services</td>
</tr>
<tr>
<td>GOA</td>
<td>Government of Alberta</td>
</tr>
<tr>
<td>HRVA</td>
<td>Hazard, Risk and Vulnerabilities Assessment</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>INAC</td>
<td>Indigenous and Northern Affairs Canada</td>
</tr>
<tr>
<td>REMP</td>
<td>Regional Emergency Management Plan</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>PSC</td>
<td>Public Safety Canada</td>
</tr>
<tr>
<td>RCMP</td>
<td>Royal Canadian Mounted Police</td>
</tr>
<tr>
<td>REOC</td>
<td>Regional Emergency Operating Centre</td>
</tr>
<tr>
<td>REMP</td>
<td>Regional Emergency Management Plan</td>
</tr>
<tr>
<td>RES</td>
<td>Regional Emergency Services</td>
</tr>
<tr>
<td>RMWB</td>
<td>Regional Municipality of Wood Buffalo</td>
</tr>
<tr>
<td>SOLE</td>
<td>Stale of Local Emergency</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
</tbody>
</table>
9 GLOSSARY


**Activation:** To put in a “state of readiness”, to place designated employees on stand-by and to prepare the necessary equipment, facilities and other resources to use.

**Agency (Agencies):** An Agency is a division of government with a specific function, or a non-governmental organization (e.g. private contractor, business, etc.) that offers a particular kind of assistance.

**Agency Representatives(s):** An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency’s or organization’s participation in the emergency response.

**Alberta Emergency Management Agency:** The Alberta Municipal Affairs Department ensures Alberta communities are prepared to respond to disaster and emergencies. AEMA can provide assistance to municipalities in emergencies upon request.

**Alberta First Responders Radio Communication System:** A two-way radio network for first responders (police, fire and ambulance services) in municipal, provincial and First Nations agencies across the province. The Alberta government is funding the network’s construction, operation and maintenance, and it became operational on July 1, 2016.

**All-Hazards:** Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social or economic activities.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by an Incident Command System (ICS) or to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

**Available Resources:** Incident-based resources that are ready for deployment.

**Branch:** The organizational level having functional or geographic responsibility for major parts of incident operations.
**Business Continuity:** An ongoing process supported by senior management and adequately funded to ensure that the necessary steps are taken to identify the impact of potential losses and maintain viable recovery strategies and recovery plans or the continuity of services and operations, or continuity of government following a disruptive event.

**Chain of Command:** An orderly line of authority within the ranks of the ICS organization structure. Lower levels are subordinate to and connected to higher levels.

**Chief Administrative Officer:** The person responsible for the administration of the Regional Municipality of Wood Buffalo and is accountable to the Mayor and Council.

**Chief:** The title for an individual responsible for the command and/or management or functional sections: operations, planning, logistics, and finance.

**Command:** The act of directing and/or controlling resources by virtue of explicit legal, organization or delegated authority.

**Command Staff:** The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander at the site and to the Director at other levels. They may have an assistant or assistants, as needed.

**Coordination:** The process of systematically analyzing a situation, developing relevant information and informing appropriate command/management authority of the viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The bringing together of agencies and individuals to ensure effective disaster management, but does not include the control of agencies and individuals by direction.

**Council:** The Municipal Council of the Regional Municipality of Wood Buffalo comprised of Mayor and Council members.

**Critical Infrastructure:** Interdependent, interactive, interconnected networks or institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government. E.g. Utilities (Power, Water, Gas, Communications), Hospitals, Transportation (Highways, Airport, Rail), Banking, Police, Fire, Government, Industry).

**Critical Resources:** Material, personnel and finances that are in short supply and are needed by more than one incident management team, or are needed for high priority assignments.

**Declaration of a State of Local Emergency:** A resolution of the Local Authority to create a temporary legal state in which extraordinary action may be taken to address a major emergency or disaster.
Delegation of Authority: A statement provided to the Incident Commander by the Organization Executive delegating authority and assigning responsibility. The Delegation of Authority can include objective, priorities, expectations, constraints, and other considerations or guidelines as needed. Organizations may require written Delegation of Authority to be given to the Incident Commander prior to assuming command.

Demobilization Unit: Unit within the Planning Section responsible for assuring controlled, orderly, safe and efficient demobilization of incident facilities and resources.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified for the position. Deputies can be assigned to the Manager, General Staff, and Branch Coordinators.

Director of Emergency Management: The Director of Emergency Management appointed by the CAO has the overall authority and responsibility for activities of the Regional Emergency Operating Centre.

Disaster: An occurrence of a natural catastrophe, technological accident, or human caused that results in serious harm to the safety, health or welfare of people or in widespread damage to property or the environment.

Disaster Management: Arrangements to manage the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.

Disaster Operations: Activities undertaken before, during or after an event happens, to help reduce the loss of human life, illness or injury to humans, property loss or damage, or damage to the environment.

Economic Recovery: Refers to the processes and activities that are put in place following a disaster, to encourage the resumption of normal levels of economic activity within the disaster-affected community. The contributing agencies may include levels of government, industry-based organizations and private enterprise companies.

Emergency: A present or imminent event outside the scope of normal operations that requires prompt coordination of action or resources to protect the health, safety and welfare of people and/or to limit damage to property and the environment.

Emergency Advisory Committee: A committee established in accordance with section 11.1(1) of the Alberta Emergency Management Act.

Emergency Management: An organized effort and ongoing process of plans and programs to mitigate against, prepare for, respond to and recover from an incident, whether natural or human induced, that threatens life, property, operations, or the environment.
**Emergency Management Agency:** Members of the agency will act as the agent of Council to carry out statutory powers and obligations of Council under the Act and in accordance with the Emergency Management Bylaw.

**Emergency Management Bylaw:** Refers to the current version of the Regional Municipality of Wood Buffalo Bylaw.

**Emergency Management Program:** A continuous cycle of planning, training, resourcing, exercising and evaluating to ensure measures are in place to efficiently and effectively respond to and recover from the impacts of any incident. Phases of Emergency Management consist of Mitigation, Preparedness, Response and Recovery.

**Emergency Response:** Measures undertaken, during an emergency, to save lives and limit impacts on property, the environment and the economy.

**Emergency Social Services:** The provision of services on a short-term basis required to preserve the emotional and physical well-being of evacuees and response workers affected by an emergency event. (E.g. food, clothing, lodging, personal care, pet care and psychosocial care).

**Evacuation:** Organized, phased and supervised dispersal of people from dangerous or potentially dangerous areas.

**Group Lodging:** Congregate care facility for the lodging and feeding of evacuees. Generally, the Group Lodging facility operates for a maximum of 72 hours.

**Hazard:** A potential damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradations. Hazards could include natural forces (such as wind, drought, etc.) or technological induced threats (such as aircraft incidents, motor vehicle collisions, industrial accidents, explosions, etc.).

**Hazard, Risk and Vulnerabilities Assessment:** A systematic analysis and ranking of the risks and associated hazards and vulnerabilities – natural, human, and/or technical that may impact the public health and safety, public and private property or the environment. Each risk is ranked based on the probability of its occurrence and the severity of its impact.
**Incident:** An unexpected occurrence or event caused by humans or by natural phenomena that requires action by response personnel to prevent or minimize loss of life or damage to property, environment and reduce economic and social losses.

**Incident Command System:** A standardized organizational structure used to command control and coordinate the use of resources and personnel responding to the scene of an emergency. The Incident Command System is a system of responding that is organized by five functions: Command, Operations, Planning, Logistics and Finance/Administration.

**Incident Commander:** The person who has the authority to command and control operations at the site of the emergency or disaster.

**Incident Command Post:** The location near the site of the emergency or disaster, from which the coordinated control of the emergency operation is directed by the Incident Commander.

**Incident Management System:** A system that defines the roles and responsibilities of personnel and the operating procedures to be used in the management and direction of emergencies and other events. ICS is an incident management system.

**Initial Response:** Resources initially committed to an incident.

**Interface Fire:** A fire in an area where combustible wildland fuels are found adjacent to houses and other structures.

**Jurisdiction Organization:** The organization having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Jurisdiction:** The range or sphere of authority. Organizations have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation.

**Liaison Officer:** A member of the Command/Management Staff responsible for coordinating with representatives from external cooperating and assisting organizations.

**Local Authority:** Mayor and Council of the Regional Municipality of Wood Buffalo as designated by the *Alberta Emergency Management Act*. 

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Regional Municipality of Wood Buffalo
Regional Emergency Management Plan

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Mitigation: Measures taken in advance of an event aimed at decreasing or eliminating risks and the potential impact posed by the hazards on people, property, the environment and/or the economy.

Multi-Organization Incident: An incident where one or more organization assists a jurisdictional organization. May be a single or unified command.

Mutual Aid Agreement(s): A formal agreement between two or more organizations and/or jurisdictions to provide pre-identified support and resources during an emergency.

Operational Guidelines: A written procedure developed by an organization that establishes a commonly accepted course of action and specifies the functional limitations of personnel in performing emergency operations.

Out-of-Services Resources: Resources allocated to an incident but temporarily unable to respond for mechanical, rest, or staffing reasons.

Planning: The process of developing a system for coordinating disaster response and establishing priorities, duties and roles and responsibilities of different individuals and organizations, including actual state of preparedness.

Preparedness: Actions designed to minimize loss of life and damage, and to organize and facilitate timely and effective rescue, relief and rehabilitation in case of disaster.

Prevention: In relation to a disaster, includes the identification of hazards, the assessment of threats to life and property, the taking of measures to reduce or eliminate potential loss to life or property and to protect economic development.

Provincial Operations Centre (POC): The designated facility established by the Alberta government to coordinate the overall organization or jurisdictional response and support to an emergency response.
Reception Centre: A safe gathering place where evacuees can register, receive support services to meet their immediate basic needs.

Recovery: The coordinated process of supporting individuals, communities and organizations impacted by emergency events to recover from an event. Including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.

Regional Emergency Management Plan: A comprehensive plan based on a hazard and risk analysis that outlines how emergencies/disasters will be managed, including criteria for assessing an emergency situation and procedures for mobilizing emergency management personnel and agencies, including communications and coordination systems.

Regional Emergency Operations Centre (REOC): The protected site(s) where representatives from Emergency Management Services coordinate, monitor, and direct emergency response activities during an emergency or disaster.

Relief: The provision of immediate shelter, life support and human needs of persons affected by, or responding to, and emergency.

Resources: Includes food, human resources, any animal, vehicle, vessel, aircraft, plant, apparatus, implement, earthmoving equipment, construction equipment or other equipment of any kind or any means of supplying want or need for assignment to the incident.

Response: In relation to a disaster, includes the process of combating a disaster and of providing immediate relief for persons affected by a disaster. Immediate actions to save lives, protect property and environment and meet basic human needs.

Risk: Expected losses (of lives, persons injured, property damaged and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.

Risk Management: The process of identifying and mitigating risks.

Shelter-in-Place: People not at immediate risk but affected by or in the proximity of an incident will generally shelter in place in the first instance and await advise from emergency services.

Stand Down: The process whereby the conduct of a response is complete, and a shift occurs for the REOC to Demobilization.

State of Local Emergency: A resolution or order of a Local Authority under Section 21 of the Alberta Emergency Management Act. A declaration of a State of Local Emergency creates a legal state of affairs
of a temporary nature so that the Local Authority may take extraordinary actions to deal with the situation at hand.

**Technical Specialists**: Personnel with special skills that can be used where required within the ICS organization.

**Unified Command**: In ICS, Unified Command is a unified team effort which allows all organization with jurisdictional responsibility for the incident, either geographical or functional to manage an incident by establishing a common set of incident objectives, strategies and action plans. This is accomplished without losing or abdicating organization authority, responsibility or accountability. The term “Incident Command” includes Unified Command.

**Unit(s)**: The organizational element having functional responsibility for a specific function within the Operations Section, the Planning Section, the Logistics Section and the Finance Section.

**Unity of Command**: Each person reports to and receives direction from only one supervisor.

**Voluntary Organization**: Non-governmental organizations or agencies, some possessing personnel trained to assist when disaster strikes.

**Vulnerability**: The degree of loss that could result from a potentially damaging phenomenon, or the extent to which a country, area, community, or structure risks being damaged by a disaster. The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

**Warning**: The dissemination of messages signaling imminent hazard, which may include advice on protective measures. A warning issued by Environment Canada (e.g. severe storm warning, tornado warning) for a defined area indicates that the particular type of severe weather is imminent in that area.
10 ANNEXES

A. GOVERNANCE DOCUMENTS
   • *Alberta Emergency Management Act RSA*
   • Emergency Management Bylaw No. 18/006
   • Administrative Procedure ADM 240 – Emergency Management Program

B. EMERGENCY SOCIAL SERVICES PLAN

C. COMMUNITY-BASED EMERGENCY PLANNING GUIDE

D. CRISIS COMMUNICATIONS PLAN

E. EVACUATION PLANS
   • Local Emergency Evacuation Plan - Anzac
   • Local Emergency Evacuation Plan - Conklin
   • Local Emergency Evacuation Plan - Draper
   • Local Emergency Evacuation Plan Fort Chipewyan
   • Local Emergency Evacuation Plan - Fort Fitzgerald
   • Local Emergency Evacuation Plan – Fort McKay
   • Local Emergency Evacuation Plan – Fort McMurray
   • Local Emergency Evacuation Plan – Gregoire Lake Estates
   • Local Emergency Evacuation Plan - Janvier
   • Local Emergency Evacuation Plan – Saprae Creek Estates

F. INFECTIOUS DISEASE PLAN

G. OPERATIONAL PLANS (Confidential)
   • Flood
   • Fire
   • Dangerous Good Reference Manual

H. REGIONAL EMERGENCY OPERATIONS CENTRE MANUAL

I. MAPS
J. RECOVERY PLANS
- Volunteer Management Plan
- Donations Management Plan
- Waste Management Plan
- Traffic Management Plan
- Damage Assessment Plan
- Re-Entry Plan

K. REOC ORGANIZATION CHART with Municipal Department assignments (Confidential)