



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

REGIONAL EMERGENCY MANAGEMENT PLAN

March 2024

Version 3



The following Regional Emergency Management Plan will come into effect upon signing and be made available to the public at such time.

Signed this 25 day of MAR, 2024



Chief Administrative Officer
Regional Municipality of Wood Buffalo



Director of Emergency Management
Regional Municipality of Wood Buffalo



FOREWARD

The Regional Municipality of Wood Buffalo (RMWB) is situated in the northeastern section of the Province of Alberta and encompasses over 60,000 square kilometres, making this the second largest municipality in Canada, by land mass. The RMWB includes nine rural communities and the urban service area of Fort McMurray. Rural communities include Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Gregoire Lake Estates, Janvier, and Saprae Creek Estates.

The RMWB has experienced multiple disasters in recent years and as a result, continues to collaborate on emergency preparedness with communities both within and external to the region. The Regional Emergency Management Plan (REMP) addresses natural and human-induced hazards, risks, and vulnerabilities in the region.

The REMP recognizes community-based emergency preparedness within the region and places a focus on each community within the RMWB to ensure mitigation and preparedness, as well as to ensure effective and efficient response and recovery from incidents that may impact individuals, critical infrastructure, and the environment. From this perspective, the RMWB has developed community-based emergency response plans that are reflective of each community's diverse and unique needs. Hazard risk assessments will be reviewed regularly focusing on the uniqueness of the community's specific area and demographics. Through engagement sessions, communities have the opportunity to contribute to the development of the community emergency management plan (CEMP), which can be found as annexes to the overarching REMP.

The REMP acknowledges that residents, communities, municipalities, all levels of government, emergency responders, private sector – including industry volunteer, and non-governmental organizations (NGOs) are essential when it comes to emergency preparedness and response. Effective collaboration, coordination and communication are key components to sustainable emergency management plans and programs for the region.

The REMP is intended to enhance resiliency and support the objectives of reducing risks in the region. The REMP provides elected officials, municipal administration, and partner agencies a framework to guide preparedness, response, recovery, and mitigation/prevention of current, and relevant, hazards, risks, and vulnerabilities in the region. The REMP further supports strategic preparation of achievable plans that address resource availability, and which are necessary to manage Incidents effectively and efficiently.

The REMP is to be used as a tool to support emergency and disaster response activities but is not intended as a training manual. The plan is broad and intended to be flexible so that it can meet individual community needs within the region. To support the emergency management department, continuous training, exercises, effective communication, and awareness campaigns continue to be relevant to enhance community resilience and preparedness at the individual level. Subject to annual review, the Regional Emergency Management Plan will continue to support Mayor and Council, as well as RMWB Administration's commitment to establish and maintain a resilient region.



CONTENTS

FOREWARD	3
PLAN ADMINISTRATION	9
2.1 Review	9
2.2 Revisions	9
2.3 Plan Availability	9
PURPOSE AND SCOPE	10
3.1 Hazard Mitigation and Risk Reduction	10
3.2 Principles of Emergency and Disaster Management	11
3.2.1 Comprehensive Approach	11
3.2.2 Prevention and Mitigation	11
3.2.3 Preparedness	12
3.2.4 Response	12
3.2.5 Recovery	12
3.2.6 Other Principles of Emergency and Disaster Management	12
3.3 All-Hazards Approach	13
3.3.1 Local Emergency and Disaster Management Capability	14
3.3.2 Resilient Communities	14
GOVERNANCE	15
4.1 Reporting Structure and Governance	15
4.1.1 Mayor and Council	15
4.1.2 Emergency Advisory Committee (EAC)	15
4.1.3 Emergency Management Agency	16
4.1.4 Chief Administrative Officer	17
4.1.5 Director of Emergency Management	17
4.2 Administrative Procedure	18
4.3 State of Local Emergency	18
4.4 Operational Structure	20
4.4.1 Indigenous Partnerships and Emergency Response	22
COMMUNITIES	23
5.1 An Overview of the Regional Municipality of Wood Buffalo	23
5.1.1 Demographics	23
5.1.2 Transportation Methods and Routes	24
5.2 Rural Communities	26
5.2.1 Conklin	26
5.2.2 Janvier	26
5.2.3 Anzac	26
5.2.4 Gregoire Lake Estates	27



5.2.5	Saprae Creek Estates.....	27
5.2.6	Draper	27
5.2.7	Fort McKay	27
5.2.8	Fort Chipewyan	27
5.2.9	Fort Fitzgerald	28
5.3	Hospital, Medical Facilities and Nursing Homes	28
RISK ENVIRONMENT		29
6.1	Hazard, Risk, and Vulnerability Analysis	29
6.1.1	Hazard	29
6.1.2	Risk	30
6.1.3	Likelihood	30
6.1.4	Vulnerability	30
6.1.5	Severity	30
6.2	Hazards in the Regional Municipality of Wood Buffalo	30
6.2.1	Hazard Overview	31
6.3	High Risk Events	32
6.3.1	Wildfires	32
6.3.2	Ice Jam Flooding.....	33
6.3.3	Slope Instability	34
6.3.4	Cyber Attack.....	34
6.3.5	Dangerous Goods and Hazardous Materials.....	34
6.3.6	Air Quality	35
6.3.7	Water Availability.....	36
6.3.8	Fort Chipewyan Access	36
6.3.9	Pandemic and Infectious Disease	36
OPERATIONS		38
7.1	Regional Emergency Coordination Centre.....	38
7.2	Activation of The Plan	38
7.3	Operating Structure – Incident Command System	38
7.4	Principles of ICS.....	39
7.5	RECC Organization under ICS	39
7.5.1	Command Positions	40
7.5.2	Sections	41
7.6	Levels of Activation	42
7.6.1	Staffing Levels Defined.....	43
REGIONAL EVACUATION PLAN.....		44
8.1	Scope	44



8.1.2	Authority and Maintenance.....	44
8.2	Evacuation Plan Development	44
8.2.1	Pre-planning.....	44
8.2.2	Threat Assessment.....	45
8.2.3	Evacuation Populations.....	45
8.2.4	Prioritization of Evacuees	46
8.2.5	Evacuee Movement	46
8.2.5.1	Traffic Management.....	47
8.3	Evacuation Sectors.....	47
8.3.1	Rural North.....	47
8.3.2	Urban Service Area (USA)	47
8.3.3	Rural South.....	48
8.4	Evacuation Planning Maps.....	48
8.5	Evacuation Types and Alternative Measures.....	48
8.5.1	Shelter-in-Place	48
8.5.2	Shelter-in-Place Considerations.....	49
8.6	Making the Decision: Evacuation or Shelter-in-Place?	50
8.6.1	Evacuation Strategies.....	51
8.6.2	Evacuation or Shelter-in-Place Alert	51
8.6.3	Evacuation or Shelter-in-Place Order.....	51
	EMERGENCY COMMUNICATIONS.....	53
9.1	Internal Communications.....	53
9.2	External (Public) Communications.....	53
9.2.1	Joint Information Centre (JIC)	53
9.3	Communication Tools	54
9.3.1	Alberta Emergency Alerts (AEA)	54
9.3.2	MIR3.....	54
9.3.3	Alberta First Responder Radio Communications System (AFRRCS).....	54
9.3.4	QR Code Tool.....	55
9.3.5	Social Media	55
9.3.6	News Radio	55
	RESPONSE PLANS AND PROCEDURES	56
10.1	Emergency Social Services	56
10.2	Community Emergency Management Plans.....	56
10.3	Animal Care and Rescue Plan.....	57
10.4	Resources	57
10.5	Financial Considerations	57
10.5.1	Disaster Recovery Program (DRP).....	58



10.5.2	Municipal Wildfire Assistance Program (MWAP)	58
RE-ENTRY AND RECOVERY		59
11.1	Re-entry	59
11.1.1	Requirements for Re-entry	59
11.2	Recovery	60
11.2.1	Incident Debriefs	60
11.2.2	Critical Incident Stress Management	60
11.2.3	Other Community Considerations	60
ROLES AND RESPONSIBILITIES DURING AN EMERGENCY		61
12.1	Mayor and Council	61
12.2	Emergency Advisory Committee	61
12.3	Chief Administrative Officer	61
12.4	Director of Emergency Management	62
12.5	Emergency Management Agency	62
12.6	Municipal Support	62
12.6.1	Organizational Support Services	63
12.6.2	Public Works Division	63
12.6.3	Regional Emergency and Protective Services (REPS)	64
12.7	External Agency Representatives	64
12.7.2	Alberta Public Safety and Emergency Services	65
12.7.3	Alberta Environment and Protected Areas	65
12.7.4	Alberta Transportation and Economic Corridors	65
12.7.5	Alberta Health Services and Nunee Health	65
12.7.6	Royal Canadian Mounted Police (RCMP)	66
12.7.7	School Boards	66
12.7.8	Search and Rescue (SAR)	66
12.7.9	Utility Providers (Atco Gas, Atco Electric, Telus, Shaw, etc.)	66
12.7.10	Industry Mutual Aid Partners	67
TRAINING AND EXERCISES		68
13.1	Training	68
13.1.1	Building Block Approach to Training	68
13.2	Exercises	70
13.2.1	Building Block Approach for Exercises	70
ACRONYMS		71
GLOSSARY		73
REFERENCES		82
APPENDIX A		84
Governance Documents		84
Appendix A1 - Alberta Emergency Management Act RSA		84



Appendix A2 - Alberta Local Authority Emergency Management Regulation (LAEMR)	106
Appendix A3 - Emergency Management Bylaw No. 18/006.....	109
Appendix A4 - Administrative Procedure ADM 240	126
APPENDIX B	133
Evacuation Map for Lower Townsite	133
ANNEXES	137
ANNEX A: EMERGENCY SOCIAL SERVICES PLAN	137
ANNEX B: ANIMAL CARE AND RESCUE PLAN	137
ANNEX C: COMMUNITY EMERGENCY MANAGEMENT PLANS.....	137
Annex C1 – Conklin	137
Annex C2 - Janvier	137
Annex C3 - Anzac.....	137
Annex C4 – Gregoire Lake Estates	137
Annex C5 – Saprae Creek	137
Annex C6 – Draper	137
Annex C7 – Waterways and Grayling Terrace.....	137
Annex C8 – Gregoire and Prairie Creek Estates	137
Annex C9 – Beacon Hill	137
Annex C10 – Lower Townsite.....	137
Annex C11 – Abasand	137
Annex C12 – Thickwood.....	137
Annex C13 – Timberlea	138
Annex C14 – Parsons Creek.....	138
Annex C15 – Fort McKay	138
Annex C16 – Fort Chipewyan	138
ANNEX D: CRISIS COMMUNICATIONS PLAN	138
ANNEX E: RMWB CONTINUITY OF GOVERNMENT – PANDEMIC PLAN (2020).....	138
ANNEX F: OPERATIONAL PLANS.....	138
Annex F1 – Flood.....	138
Annex F2 - Fire	138
ANNEX G: DANGEROUS GOOD MANUAL.....	138
ANNEX H: REGIONAL EMERGENCY COORDINATION CENTRE MANUAL	138
ANNEX I: WASTE MANAGEMENT PLAN	138
ANNEX J: TRAFFIC MANAGEMENT PLAN	138
ANNEX K: DAMAGE ASSESSMENT PLAN	138
ANNEX L: RE-ENTRY PLAN	139
ANNEX M: RECOVERY PLANS	139

PLAN ADMINISTRATION

The Director of Emergency Management (DEM), as chair of the RMWB Emergency Management Agency (EMA), is responsible for the maintenance and development of the REMP. The Emergency Advisory Committee (EAC), consisting of the Mayor and two Councillors, shall review the plan. This plan has been developed in accordance with the *Alberta Emergency Management Act (The Act)*, the *Local Authorities Emergency Management Regulation (LAEMR)*, and pursuant to the *Regional Municipality of Wood Buffalo Emergency Management Bylaw No. 18/006*.

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

2.1 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)

2.2 Revisions

Version control of the plan is managed by the Emergency Management Department (EMD). The DEM has the responsibility for maintaining all revisions and updates to this plan, as well as revisions and updates to supplementary annexes. 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 (EMA). Redistribution of the plan will be the responsibility of the DEM and a master copy of the REMP is stored within the Emergency Management Department.

Revision	Details	Revised By	Date of Release
001	Initial Release	Chris Graham, ADC Emergency Management	September 1, 2018
002	Update and revision	Jody Butz, DEM & Regional Fire Chief	May 20, 2022
003	Update and revision	Jody Butz, DEM & Regional Fire Chief	March 25, 2024

2.3 Plan Availability

The REMP is available electronically and can be found at www.rmwb.ca. Entering REMP in the search bar will take residents to the Regional Emergency Management Plan (REMP). This document is public facing and available to residents in pdf format.



PURPOSE AND SCOPE

The primary focus of the Regional Municipality of Wood Buffalo's (RMWB) Regional Emergency Management Plan (REMP) is to effectively manage the effects of disasters and significant incidents within the region, through preparation and mitigation efforts. The number and severity of significant incidents and disasters is increasing across Canada (Public Safety Canada [PSC], 2021). This known rise in disasters is the result of increasing natural and human caused hazards, such as climate change and expansion of urban environments. These same factors influence the threat of flooding, fires, severe weather, and industrial accidents across the region. Egress limitations also threaten the delivery of programs and services and hinder ability to evacuate at various times during the year.

The plan is based on a flexible all-hazards approach, that supports the transition of emergency management throughout the four phases of the emergency management continuum: prevention and mitigation, preparedness, response, and recovery. Ahead of a disaster or significant incident, this is achieved by:

- Ensuring appropriate strategies are developed to minimize adverse effects of a disaster
- Developing risk-based plans with a community focus through Community Emergency Management Plans
- Describing the organization, roles, responsibilities, and procedures for effective incident management within
- Outlining operations for effective incident management across the four phases of the emergency management continuum
- Describing the committees and agencies established for the coordination of multi-agency responses
- Assessment and regular re-evaluation of the likelihood and potential impacts of public health and safety, infrastructure, environment, and economy
- Providing resources to enhance community resilience through support before, during and after an incident or disaster
- Providing a comprehensive framework for emergency and disaster management activities

3.1 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
- Annual review and assessment of hazards and risks
- Approval of funding and resources for mitigation projects
- Collaboration with other agencies to share information and understand risks
- Continual testing and maintenance to support mitigation projects
- Ensuring plans and programs support the REMP
- Supporting the training and development of personnel involved on the incident management team
- Enhancing public awareness of risks through online platforms, and other relevant channels as necessary
- Community and stakeholder engagement
- Supporting critical infrastructure maintenance, updating and locations through resource support
- Supporting the development and maintenance of Business Continuity Plans (BCP)



3.2 Principles of Emergency and Disaster Management

All events, whether natural or human caused, should be managed in accordance with the REMP and its annexes.

The REMP is intended to:

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

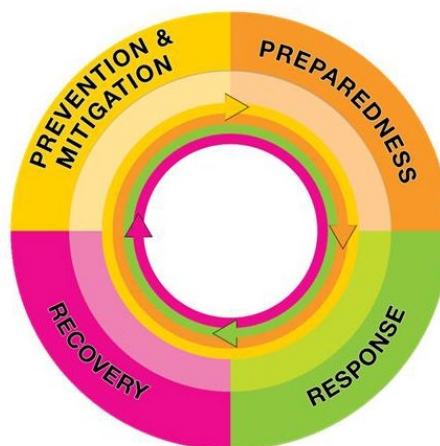
3.2.1 Comprehensive Approach

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 emergency and disaster management by acknowledging the need dedicate sufficient resources to all phases of the emergency management continuum (see Figure 1).

Figure 1

Emergency Management Continuum



3.2.2 Prevention and Mitigation

- Prevention reflects actions taken to avoid occurrence of negative consequences associated with a given threat or hazard (AEMA, 2020).
- Mitigation is actions taken to adapt to, eliminate, or reduce the impact of disasters on lives, property, the environment, and the economy.

This includes hazard identification, risk assessments and implementation of measures to reduce exposure to vulnerabilities from potential consequences of events Identified as hazards in the region.

Land use, zoning management, building and maintenance of critical infrastructure, flood plain mapping, berms, FireSmart, and public education campaigns are examples of prevention and mitigation initiatives.

3.2.3 Preparedness

Preparedness is the process of building capacity to effectively respond when people, property, the environment, or economy are impacted by disasters (AEMA, 2020). This includes plans to ensure timely response, relief, and rehabilitation in the event of an emergency or disaster. It requires appropriate organizational structure, trained personnel, plans and procedures. Preparedness activities include the establishment of mutual aid or assistance agreements, memorandums of understanding (MOU) for goods and services, resource inventories and a robust training and exercise program that supports continual learning, development, and preparation for emergency response.

3.2.4 Response

Response are instantaneous actions taken during an emergency or disaster. These actions minimize the impacts of the incident and serve to protect lives, stabilize the incident, and protect property and the environment to the greatest extent possible.

This is the process by which immediate assistance is provided to affected persons and community. Response operations deal with the immediate issues related to the emergency or disaster. RCMP, Fire and Rescue, Emergency Medical Services (EMS), as well as internal municipal stakeholders respond to everyday emergencies. When emergencies exceed municipal capacity, external resources such as Provincial or Federal assistance may be requested. Municipal response higher level emergencies include activation of the Regional Emergency Coordination Centre (RECC), Emergency Social Services (ESS) and associated Incident Command System (ICS) practices.

3.2.5 Recovery

Recovery begins when an incident is stabilized, and actions are taken to repair and restore a community post incident (AEMA, 2020).

Minimizing negative impacts experienced by residents is a high priority. Planning early for community recovery can limit disruption for people living in disaster impacted areas. There are three recognized phases of recovery.

- **Short-term:** This supports the immediate needs of individuals businesses and communities affected by the incident and will begin as soon as possible once an incident has been stabilized. Examples of short-term recovery efforts may be restoration of power and gas supply to impacted residences.
- **Medium-term:** Continuation of a coordinated response that supports affected communities in the reconstruction of physical infrastructure, restoration of the environment and economy and supporting mental health and psychosocial support needs of the community. Medium-term recovery can occur for weeks and months after an incident.
- **Long-term:** is the extension of the coordinated response for as long as required after an incident has ended. Long term recovery may include seeing projects through for disaster risk reduction, or “building back better” or continued psychosocial supports being provided to impacted persons for an extended period.

3.2.6 Other Principles of Emergency and Disaster Management

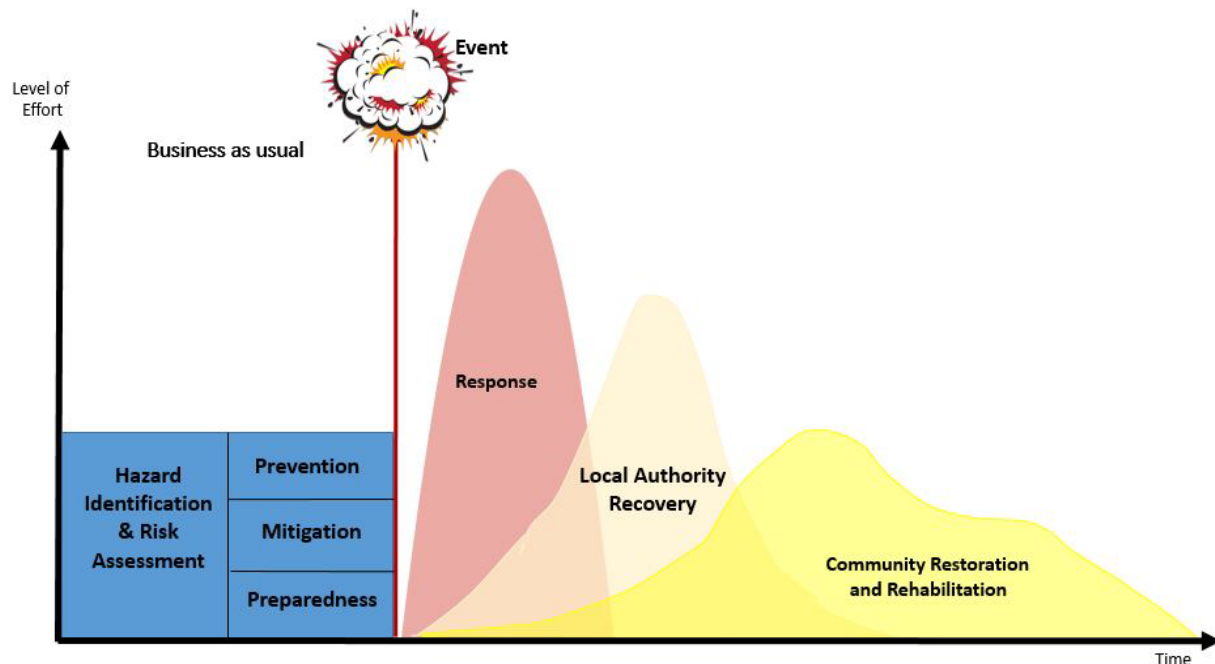
Additional principles of emergency and disaster management (EDM) include:

- **Collaboration:** emergency and disaster management are the responsibility of all levels of government. Collaboration may also include working with community partners, non-governmental organizations, and community organizations to achieve an effective response.
- **Leadership:** works simultaneously with collaboration. Strong leadership supports relationships and the ability to trust decision makers during emergency and disaster management.
- **Flexibility:** ties in with an all-hazards approach to disaster and emergency management. The ability to support different types of emergencies while working many organizations, allows for an incident to be handled from either the top-down or bottom-up.
- **Interoperability:** the way multiple response organizations can work together and communicate during an emergency, using different systems, structures, personnel, and resources.
- **Continuous Improvement:** the most effective way to enhance emergency and disaster management is to continually develop and adapt processes as well as the implementation of best practices.

The Local Authority's primary objective when responding to emergencies and disasters is managing the consequences of the events to reduce the impact on individuals, communities, property, environment, and the economy. Consequence management enables efficient and effective support to communities through key response and recovery plans (see Figure 2).

Figure 2

Phases of Emergency and Disaster Management



3.3 All-Hazards Approach

An all-hazards approach employs generic emergency planning methodologies, modified as necessary according to the circumstances (AEMA, 2020) – this allows the organization to be flexible. It encompasses natural and technological hazards and ensures one management team can respond to any emergency or disaster that may occur. It involves the development of arrangements for managing the

extensive range of possible effects and risks associated with emergencies and disasters. Planning is developed after identifying and evaluating all risks, often through a hazard, risks, vulnerability assessment (HRVA). The all-hazards approach is useful as the range of impacts can create similar consequences which require similar actions. Regardless of the all-hazards approach, some risks will necessitate specific prevention/mitigation measures, response, and recovery actions.

The RMWB had a regional HRVA completed in 2021. This risk assessment involved input from municipal departments and emergency management partners. The Municipality developed HRVAs for each rural community, which reflects their respective hazards and risks, which vary based on geographical location.

3.3.1 Local Emergency and Disaster Management Capability

In Alberta, the Local Authorities manage emergencies and disasters within their jurisdictional boundaries. Apart from a regional advisory role, the Government of Alberta (GOA), except in extraordinary circumstances beyond municipal capability, does not become involved in direct site command or local coordination. The provincial emergency management agency will respond and support a local authority through their emergency coordination centre, an incident command post or through recovery activities as needed.

3.3.2 Resilient Communities

Strong established links between individuals, voluntary organizations and local authorities enhance community preparedness and resiliency. Individuals and communities should be prepared to support themselves during an emergency or disaster. Community members should be informed of the risks and follow advice on appropriate precautions. When effectively integrated into emergency management plans, community organizations may be capable of aiding and providing access to resources, expertise, and specialized skills.

Resiliency is established throughout the emergency management continuum and from lessons learned during emergencies and disasters. Communities develop “the ability to draw upon their own inherent strengths and capabilities to absorb the impact of a disruption, to reorganize, change, and learn from the disruption, and to adapt to emergent shocks” (Public Safety Canada, 2019a, p.6).

GOVERNANCE

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

The Alberta Local Authority Emergency Management Regulation (LAEMR) came into effect on January 1, 2020. The LAEMR provides direction on emergency management roles and responsibilities and requirements of municipalities to plan and prepare for the safety of their communities. The LAEMR provides the requirements for the Emergency Advisory Committee (EAC), Emergency Management Agency (EMA), regional collaboration, and emergency management planning and exercises. In the Regional Municipality of Wood Buffalo (RMWB) the Municipal *Emergency Management Bylaw* outlines responsibilities of the EMA. The Regional Emergency Management Plan (REMP) outlines the structure and decision-making process during significant emergencies and disasters, as well as the roles and responsibilities of EMA members.

Administrative Procedure 240 (ADM-240) defines the roles and responsibilities of municipal divisions and departments that may be required to support incident response. See table 1 below for summary of governance documentation.

Table 1

Governance Framework

- | |
|--|
| <ol style="list-style-type: none">1. Province of Alberta, <i>Emergency Management Act</i> – Chapter E-6.8 – Appendix A12. Province of Alberta, Local Authority Emergency Management Regulation – Appendix A23. Bylaw No. 18/006, <i>Emergency Management Bylaw</i> – Appendix A34. Administrative Procedure ADM-240 – Appendix A4 |
|--|

4.1 Reporting Structure and Governance

Reporting structure and governance is outlined below, representing information from Bylaw 18/006, the RMWB's current Emergency Management Bylaw.

4.1.1 Mayor and Council

In accordance with *The Act*, the local authority – defined as Mayor and Council under Bylaw 18/006 - is responsible for the direction and control of the municipality's emergency response. The local authority is also responsible for preparedness and maintenance of emergency plans and programs.

The *Emergency Management Act* requires that,

A local authority shall establish and maintain, subject to the regulations, 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 (Emergency Management Act, 2020, p.9)

4.1.2 Emergency Advisory Committee (EAC)

The Act directs municipalities to appoint an Emergency Advisory Committee (EAC).

The *Emergency Management Act* requires that:

A local authority shall appoint, subject to the regulations, an emergency advisory committee consisting of a member or members of the local authority ... a person or persons the local

authority designates, to advise on the development of emergency plans and programs, and to exercise any powers delegate to the committee under Section 11.3(1)(a) (Emergency Management Act, 2020, p.9)

Pursuant to *The Act*, the RMWB passed the Emergency Management Bylaw No. 18/006 to set the administrative responsibility and structure under Section 11 of *The Act*. The RMWB's Emergency Management Bylaw provides for the establishment of the following:

5. 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.
6. 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 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.

The EAC may also establish such sub-committees or working groups as it deems advisable to seek information and advice from key stakeholders with respect to Emergency Management in the Municipality. The sub-committees may include representatives of Indigenous communities, rural communities, the social profit sector, small businesses, and the oil sands industry, depending on the scope of the committee (see figure 3).

4.1.3 Emergency Management Agency

The *Alberta Emergency Management Act* (2020) 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 an appointed Director of Emergency Management (DEM). The *Emergency Management Bylaw (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.

4.1.4 Chief Administrative Officer

Sections 22 and 23, of the *Emergency Management Bylaw (18/006)* provides the following direction for the Chief Administrative Officer (CAO):

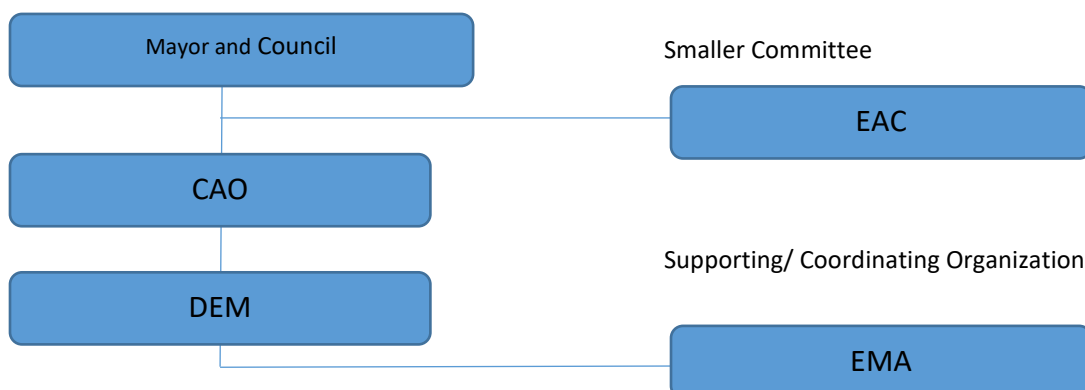
- 22. The CAO:
 - a) shall appoint a Director of Emergency Management;
 - b) may appoint one or more Deputy Directors of Emergency Management and specify the duties of the Deputy Director position; and
 - c) may appoint such members of the Municipality's senior leadership team to the Emergency Management 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.

4.1.5 Director of Emergency Management

Under Sections 19 and 20 of the *Emergency Management Bylaw (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.

Figure 3
Emergency Management Governance Structure



4.2 Administrative Procedure

Administrative Procedure or ADM 240 is an administrative order, approved by the CAO, that details Emergency Management roles and responsibilities within the Municipality.

4.3 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.

Specific sections (5, 14, 15, 16, 17, and 18) of the *Emergency Management Bylaw* pertain to a State of Local Emergency.

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 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 (SOLE) if the declaration is deemed inappropriate. A declaration of a SOLE lapses after seven days unless it is renewed or cancelled by the Mayor or delegate. Under the 2020 amendments to the

Alberta Emergency Management Act declarations for SOLE that relate to a pandemic have a 90-day expiry.

Table 2

Requirements for Declaration of a State of Local Emergency

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; this is done by the Alberta Emergency Management Agency (AEMA)

The declaration of a SOLE provides extraordinary powers in relation to the area of the municipality directly affected by the declaration. When a SOLE is declared, the CAO is authorized to exercise the powers delegated through the Delegation of Authority Matrix (see Table 3).

Table 3*Delegation of Authority Matrix*

POWERS AVAILABLE UNDER STATE OF LOCAL EMERGENCY	CAO*	DEM**
Cause the Regional Emergency Plan or any related plans or programs to be put into operation.	X	
Control or prohibit travel to or from any area of the Municipality.	X	
Authorize the conscription of persons needed to meet an emergency.	X	
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.	X	
Any other acts necessary to respond to the emergency, but not specified in Section 19(1) of <i>The Act</i> .	X	
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		X
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.		X
Acquire or utilize any real or personal property considered necessary to prevent, combat, or alleviate the effects of an emergency or disaster.		X
Authorize or require any qualified person to render aid of a type he or she is qualified to provide.		X
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.		X
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.		X

Note: 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 Acting CAO or the DEM.

Note: 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.

4.4 Operational Structure

The Local Authority is responsible for emergency management within its jurisdiction. The Director of Emergency Management (DEM) is appointed by the CAO and delegated responsibility as per provincial legislation.

The Emergency Management Department coordinates preparedness, response, recovery, and mitigation efforts through the operations of the Emergency Coordination Centre in cooperation with internal municipal departments, external agency partners, and the provincial government.

RMWB divisions, whose managed services are directly related to the protection of life, property, and/or the environment are considered as lead divisions in emergency response. A Lead Division provides subject matter expertise for an emergency management incident, including advice on legislation that pertains to their role in the Municipality. For example, the Environmental Services Department is responsible for the provision of potable water; therefore, should a major water emergency occur, Environmental Services Department would be tasked with leading the response, with support from other municipal divisions and departments. Emergency Management would provide coordination and support to the lead division on the response. As members of the RMWB's leadership team, directors and managers have specific responsibilities in relation to Emergency Management, including:

- **Understanding:**
 - emergency management roles and responsibilities related to prevention/mitigation, preparedness, response, and recovery designated to their division and allocating staff and resources accordingly.
- **Ensuring:**
 - Corporate policies and procedures related to emergency management are appropriately operationalized within their division.
 - completion and implementation of division-specific procedures for prevention/mitigation of and operational response to, emergency events involving division resources.
- **Supporting:**
 - Supporting staff to engage in emergency management training, exercising and development opportunities as they pertain to their designated roles.
 - Supporting the development and implementation of the Regional Emergency Management Plan (REMP) and all corresponding plans and procedures. Participating in emergency management related committees and/or agencies
- **Learning:**
 - Participation in training and exercise opportunities related to their role(s) in emergency management plans and programs.
- **Reporting:**
 - "Near-miss" and actual incidents that contribute to a better understanding of the risk profile of the municipality.

When individual capacity to deal with an incident is exceeded by the emergency, municipal emergency resources are applied to the emergency. This constitutes the municipality's first level of intervention. Once these resources become exhausted, the municipality will bring in mutual aid resources from adjacent municipalities or industry partners.

If an incident exceeds the capacity and capability of the municipality, the province may be requested to assist. 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 (coordinating agency). The *coordinating agency* at the municipal level is the RMWB Emergency Management Department. Alberta Emergency Management Agency (AEMA)

supports emergency response at the provincial level and Public Safety Canada at the federal. Emergency management partners, including industry and non-government organizations (NGOs) also contribute to planning, response, and recovery efforts at all levels.

4.4.1 Indigenous Partnerships and Emergency Response

The RMWB is a complex specialized municipality with First Nations peoples residing both on and off-reserve, as well as Metis peoples. The Government of Alberta, and the Government of Canada, have identified that all First Nations hold the right and responsibility for emergency management activities for members living on reserve. All persons residing within the jurisdiction of the RMWB are the responsibility of the municipality.

First Nations in the region fall under federal jurisdiction and operate as their own authority during emergency response. Through Indigenous Services Canada (ISC), support, training, and resources are available to First Nations to mitigate, prepare for, respond to, and recover from emergencies.

First Nations have distinct governance structures as they are a local authority and do not fall under the local authority of the RMWB. Each First Nations community has their own ability to govern and support emergency response in a way that will support their community members living on reserve. Through agreements at the federal level, the Alberta Emergency Management Agency (AEMA) is empowered to support First Nations in the province of Alberta in emergency management functions, such as mitigation, preparedness, response.

Should an emergency or disaster impact a First Nations Reserve, the RMWB's Director of Emergency Management (DEM) may connect with the DEM of the First Nation to discuss concerns and share information. AEMA First Nations Field Officers and the Field Officer(s) for the local authority may also liaise to support the respective responses in a coordinated fashion. Should additional supports be requested, the municipality may assist First Nations, wherever possible, upon official request from leader to leader, or DEM to DEM. First Nations members who live off-reserve will receive emergency management supports, from the jurisdiction within which they reside, and as required.

There are no Metis settlements within the boundaries of the RMWB, as such, there are no Metis Local Authorities within the region. Metis peoples residing in the RMWB fall under the responsibility of the RMWB as the local authority. There are six Metis Nations in the region: Chard Metis, Conklin Metis Local, Fort Chipewyan Metis Association, Fort McKay Metis Nation, Fort McMurray Metis 1935, and the Willow Lake Metis Nation.

The Metis Nations have valuable insight into the cultural needs of Metis people during emergencies. Metis leadership may be consulted during the planning and preparedness phases of emergency management to share their knowledge and insight regarding emergency preparedness, and how best to support Metis peoples during extraordinary events. Through engagement with Metis communities, Community Emergency Management Plans (CEMPs) are developed to ensure appropriate considerations and supports are available to all residents under the RMWB's jurisdictional authority.

First Nations should consult with AEMA and ISC to ensure that they are positioned to provide emergency management supports and services as they deem necessary. Funding for First Nations disaster management is handled through alternative avenues to those of the RMWB. Any Members living off reserve would be eligible for supports through the local authority. As with any resident of the

municipality requiring emergency support, registration is required through the RMWB's Emergency Social Services Program.

COMMUNITIES

5.1 An Overview of the Regional Municipality of Wood Buffalo

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. Remnants of the Canadian Shield can be seen in the community of Fort Chipewyan. The region is rich in natural resources.

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

5.1.1 Demographics

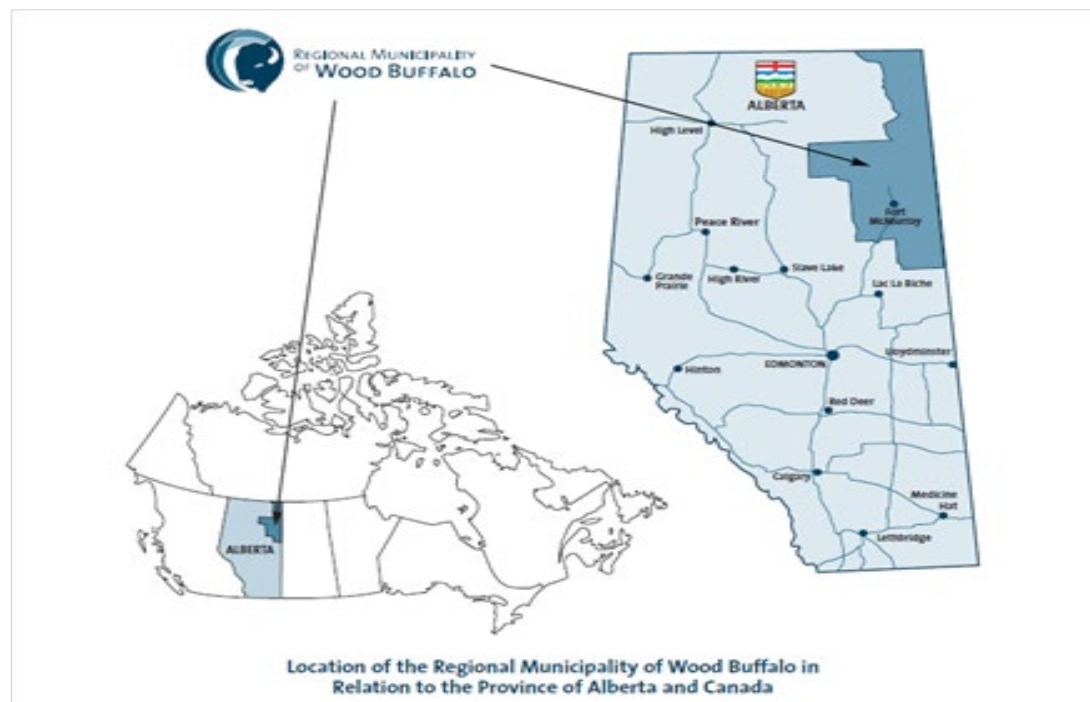


Table 4*Municipal Population by Sector*

	Population		Permanent	Shadow
Urban Service Area (USA)	76,006	71.7%	72,917	3,089
Rural Communities	2,740	2.6%	2638	102
Project Accommodations	27,313	25.7%		
Total*	106,059			

Table 5*Population Count by Community***Urban Service Area**

Abasand	Beacon Hill	Gregoire & Prairie Creek	Lower Townsite	Parsons Creek	Saline Creek	Thickwood	Timberlea	Waterways
3,772	1,821	3973	11,016	3880	8	15,023	36,157	273

Rural Communities - not encompassing First Nations Reserves.

Anzac	Conklin	Draper	Fort Chipewyan	Fort Fitzgerald	Fort McKay	Gregoire Lake Estates	Janvier	Saprae Creek Estates
568	178	132	847	6	57	217	77	658

Note: First Nations peoples living on-reserve are not reflected in Municipal Census Data

Note: Census information is compiled from 2021 Municipal Census

5.1.2 Transportation Methods and Routes

5.1.2.1 Transit

RMWB Transit provides bus service within the urban service area of Fort McMurray and to the surrounding communities of Fort McKay, Gregoire Lake Estates, Anzac, Conklin and Janvier, servicing over 2,600 riders per day. Fixed route and paratransit service is provided 7 days per week with a fleet of 64 conventional, 12 specialized buses and 2 contractor-operated buses.

5.1.2.2 Canadian National Railway (CN)

The Municipality is serviced by CN Rail. This is a 320 km railway that runs from Lynton (just west of YMM Airport) to Boyle where it continues south to Edmonton connecting with CN's mainline. Currently, rail transportation only services the oil sands and timber industry and provides no passenger service. Fort McMurray is not directly connected with rail transportation. Rail traffic runs adjacent to the rural communities of Anzac, Janvier, and Conklin.

5.1.2.3 Highways

Fort McMurray and Fort McKay are connected to Edmonton via Highway 63. Fort McMurray is also serviced by Highway 881, a major connector to southern rural communities and Lac La Biche. Highway 881 is a secondary route to Highway 63 and the intersection of Highway 55, which connects for travel south to Edmonton. Hwy 881 connects through Anzac, Gregoire Lake Estates, Janvier, and Conklin. Winter roads are constructed and maintained each year to supply land access from Fort McMurray to Fort Smith, Northwest Territories and to Saskatchewan via the La Loche Winter Trail.

5.1.2.4 Air

The Fort McMurray International Airport (YMM) is 13 km southeast of Fort McMurray. It is the largest airport in northern Alberta. It has regular scheduled flights to major cities. Since 2010 the airport has been managed by the Fort McMurray Airport Authority, a community-based not-for-profit organization. The airport is critical for the receipt and delivery of supplies when egress is impacted by an emergency. The airport has its own fire and emergency services and engages the RMWB's emergency management department regularly for training and participation in exercises.

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 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 transportation during periods that the winter road is not in operation, other than marine. It is operational 24 hours per day, seven days a week and can support Visual Flight Rules (VFR) and Instrument Flight Rules (IFR) operations. The airport is operated by the municipality and as per Canadian Airport Regulations (CARS), an annual exercise is conducted to ensure continued operation.

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. The Snye aerodrome also provides an area for float planes to take off and land in the event such transportation would be required.

In addition to these airports, there are twelve active and six abandoned private airstrips operated by oil companies to support oil sands operations. These airstrips are generally used to fly workers in and out of sites from locations across Canada.

5.1.2.5 Bridges

Three major bridges traverse the Athabasca River on Highway 63 in 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 five-lane bridge that allows traffic to flow northbound in Fort McMurray. A fourth bridge, the Peter Lougheed Bridge (commonly known as "*The Bridge to Nowhere*"), is located north of Fort McKay, Alberta. There are also several secondary bridges that span various rivers and creeks within the Municipality. Loss of use of any bridge in the region has the potential to create delays, supply issues and other concerns for residents and commuters.

5.2 Rural Communities

A separate and detailed Community Emergency Management Plan (CEMP) for each community is included in an annex to this REMP (See Annex C). The local community plan reflects the uniqueness of each specific community including their local hazards and the priorities and needs of their demographics.

5.2.1 Conklin

Conklin is the southernmost community in the RMWB, located approximately 155 kilometres southeast of Fort McMurray. It is located on Christina Lake and can be accessed from Highway 881.

According to the 2021 census, there are 178 residents. Conklin has commercial facilities (gas station, post office, store, café, lounge, and lodging), a volunteer fire department and the Conklin Community School from ECS to grade nine, which is part of the Northland School District. The Conklin Multiplex provides a variety of recreational and community services, including a municipal office, fitness area, arena, banquet hall children's play area, foodservices, and remote library access and community shelves. The community also has several outdoor recreational areas for community use.



5.2.2 Janvier

The hamlet of Janvier is located between Anzac and Conklin, approximately 120 kilometres south of Fort McMurray, and on the shores of Bohn Lake. It can be accessed from Alberta Highway 881 as well as a small airstrip located in the community. There is a Métis population in Janvier, and it is home to the Chard Métis and the Chipewyan Prairie First Nation.

According to the 2021 Municipal census, there are 77 people living directly in the municipal hamlet. The hamlet is bordered by the Chipewyan Prairie First Nation Reserve and First Nations population demographics are not included in the municipal census data for Janvier. School aged residents attend Father R. Perin School, operated by Northland School Division, from ECS to grade nine. Community services include a volunteer fire department, a satellite RCMP detachment, a municipal building, and outdoor recreational facilities.

5.2.3 Anzac

The hamlet of Anzac is on the eastern shore of Gregoire Lake in the southern region of the Municipality, near Gregoire Lake Provincial Park. It is located approximately 45 kilometres southeast of Fort McMurray and can be accessed via Highway 881.

There is a significant Métis population in Anzac, and it is home to the Willow Lake Métis Nation. According to the 2021 census, there are 568 residents. Community services include a volunteer fire department, the Anzac Recreation Centre, outdoor recreation facilities, local restaurants, stores, and the Anzac Community School, providing education for children and youth directly in the community from start to finish. Anzac Community School targets students in ECDP through grade 5, while Bill Woodward School educates those in grade 6-12.

5.2.4 Gregoire Lake Estates

Located on the shore of Gregoire Lake, the hamlet of Gregoire Lake Estates is along the Highway 881 corridor, between Gregoire Lake Provincial Park and Fort McMurray First Nation 468, approximately 35 kilometres southeast of Fort McMurray.

According to the 2021 Municipal census, there are currently 217 people living in Gregoire Lake Estates. There are no commercial developments or community services in Gregoire Lake Estates. Residents utilize services of Anzac and Fort McMurray First Nation #468.

5.2.5 Sapræ Creek Estates

Sapræ 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 Sapræ Creek Trail (formerly Hwy 69).

According to the 2021 Municipal census, there are 658 residents. There is a volunteer fire department, and recreational facilities at Vista Ridge All Seasons Park including snow skiing, golf, and other facilities.

5.2.6 Draper

The community of Draper is primarily made up of acreages built along the banks of the Clearwater River. Development is primarily centered along Draper Road, a cul-de-sac approximately eight kilometers in length that connects to Fort McMurray through the Waterways neighborhood. There is currently only road access to the Draper area via one route. The 2021 Municipal Census put the population of Draper at 132.

5.2.7 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.

According to the 2021 Municipal census, there are 57 residents living in the hamlet portion of Fort McKay. The census does not include residents living on Fort McKay First Nation Reserve Lands. Services in Fort McKay include a volunteer fire department, Fort McKay School (ECDP to Grade 6), Fort McKay First Nation Band Hall, Fort McKay Métis Office, an amphitheatre, Fort McKay Arena, a community hall, wellness centre, and the Fort McKay Elders Centre.

5.2.8 Fort Chipewyan

Located on the northwest shore of Lake Athabasca, Fort Chipewyan is the second largest community in the RMWB with 847 residents as per the 2021 Municipal Census. Many of the residents are Mikisew Cree First Nation, Athabasca Chipewyan First Nation, and Fort Chipewyan Métis. It is important to note that the municipal census information does not account for First Nations Members residing on the Allison Bay 219 and Dog Head 218 Reserves, which border the municipal hamlet. Fort Chipewyan can only be accessed by air or boat in the summer. A winter road is constructed and maintained, which is an important resource for transportation of goods during operational months. Limited access represents a risk with respect to access to fuel, food, supplies and services year around.

Community services include the airport, a volunteer fire department, Mamawi Community Hall, Sonny Flett Aquatic Centre, Archie Simpson Arena, Athabasca Delta Community School (ECDP to grade twelve,



operated by Parkland School Division) and Fort Chipewyan Community High School. Fort Chipewyan is a full-service community with grocery stores, restaurants, and lodging. The community is “off grid” and relies on fuel for heating and generating electricity.

5.2.9 Fort Fitzgerald

Located on the border of Alberta and the Northwest Territories, 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 Wood Buffalo Winter Road to Fort Chipewyan, from the northwest on Highway 5 and by the Slave River waterway. According to the 2021 Municipal census, there are 6 residents living in Fort Fitzgerald.

5.3 Hospital, Medical Facilities and Nursing Homes

A broad spectrum of community-based and acute healthcare services are available to the population:

- The Northern Lights Regional Health Centre (NLRHC) is fully equipped with 24-hour emergency care, an Intensive Care Unit (ICU), full surgical services, a radiology unit, and a medical laboratory. There are a total of 123 beds within the facility, supporting a variety of medical needs in the Region.
- Willow Square Continuing Care Centre, offers private, personal living space and personal care for adults and seniors. With a capacity of 108 beds, it provides accommodation, personal and healthcare support on a 24/7 basis.
- Rotary House Seniors Lodge is a seniors retirement home located in downtown Fort McMurray.
- The Woodsmoke Elders Lodge is a senior’s complex in Anzac.
- The Nunee Health Board Society in Fort Chipewyan is the lead public health agency, supporting residents in Fort Chipewyan. The Nunee Health Board Society provides a nursing station, wellness centre, home care, public health, and telehealth services to residents of those communities.
- Kahkiyow Keykanow Elders Care Home is an AHS Facility in Fort Chipewyan.

RISK ENVIRONMENT

The success of any emergency management plan and corresponding programs is contingent on understanding risks and vulnerabilities, and how they may impact a community. 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.

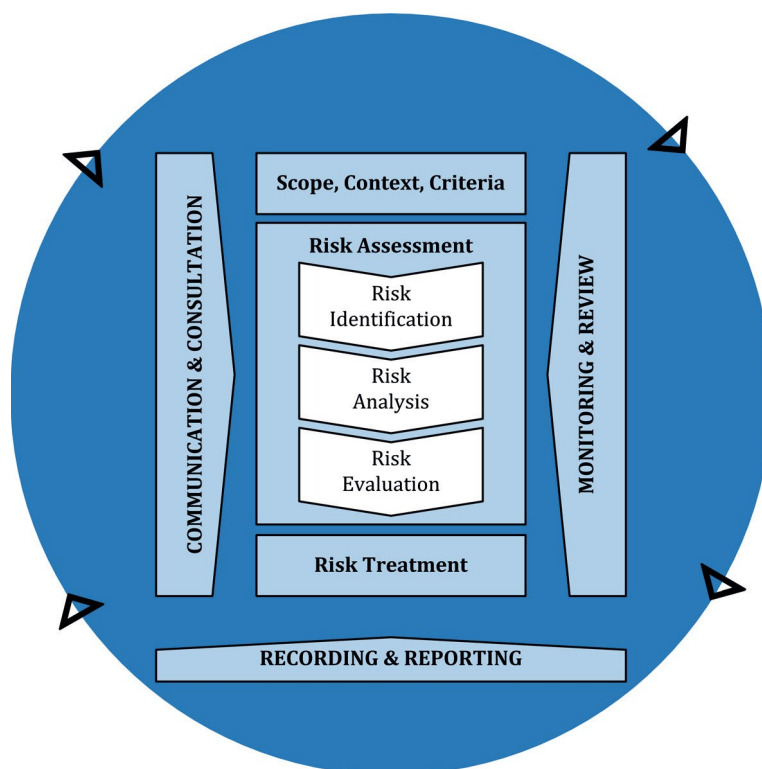
6.1 Hazard, Risk, and Vulnerability Analysis

The Hazard, Risk and Vulnerability Analysis (HRVA) is a systematic analysis and ranking of the risks, hazards, and vulnerabilities – both natural, human, and/or technological - that may impact public health and safety, property, or the environment. Each risk is ranked based on the probability of its occurrence and the potential severity of its impact.

The HRVA model used for this analysis follows the risk management process described in the “CSA ISO 31000:18, Risk management — Guidelines” (see figure 4).

Figure 4

Hazard, Risk, and Vulnerability Analysis Model



6.1.1 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.)

6.1.2 Risk

The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions.

6.1.3 Likelihood

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.

6.1.4 Vulnerability

A condition or set of conditions determined by physical, social, economic, and environmental factors or processes that increases the susceptibility of a community to the impact of hazards. Vulnerability is a measure of how well prepared and equipped a community is to minimize the impact of or cope with hazards.

6.1.5 Severity

The severity of any risk can be quantified as follows:

- **Likelihood** of a risk is the chance of an event or an incident happening, whether defined, measured or determined objectively or subjectively.
- **Impact** of a risk, sometimes called its consequence, is the effect that a risk will have on the assets-at-risk should the hazard or threat develop into a disruptive event or incident

In 2020 a Hazard, Risk and Vulnerability Analysis (HRVA) was completed with input from internal RMWB departments, external partners, and stakeholders. The severities are a product of *Likelihood x Impact*. Natural and human-caused hazards in the Municipality were mapped and scored as:

- Insignificant
- Minor
- Moderate
- Major
- Catastrophic

The information enables Council, Administration, and the Emergency Management Department of Regional Emergency and Protective Services (REPS), to address community vulnerability and contribute toward community resilience.

6.2 Hazards in the Regional Municipality of Wood Buffalo

Prioritization of the risks supports, risk-informed, interdepartmental decision-making, such as program delivery of risk treatments and subsequent detailed assessments. The following table provides the final output of the risk analysis process (see table 6). The Risk Analysis Summary is a prioritized ranking based on the evaluated severity and likelihood for each risk event. In addition, the use of HRVA risk criteria colour coding groups the risk events from *extreme risk* to *very low risk*. The changing potential impacts of likelihood, resulting from climate change influences, is also reflected in the table below. 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 6
Risk Analysis Summary

Risk Event	Severity	Likelihood	Climate Change Influence on Likelihood
WUI Wildfire	Major	High	Increasing
Ice Jam Flooding	Major	Moderate	Uncertain ****
Slope Instability	Moderate	High	Increasing
Cyber Attack	Minor	Very High	N/A
DG Release (rail, tractor)	Moderate	Moderate	N/A
Fort Chipewyan Access	Moderate	Moderate	Increasing
Opioid Crisis	Moderate	Moderate	Uncertain
Water Availability	Moderate	Moderate	Decreasing
Train Derailment	Moderate	Moderate	N/A
Aviation Accident	Moderate	Moderate	N/A
Major Pipeline Release	Major	Low	N/A
Severe Summer Storm	Minor	High	Increasing
Air Contamination	Minor	High	N/A
Tailings Dam Dyke Failure	Catastrophic	Very Low	Increasing
Pandemic	Major	Low	Increasing
Severe Winter Storm	Moderate	Minor	Increasing
H2S Release	Moderate	Minor	N/A
Major Structural Fire	Moderate	Minor	N/A
Terrorist Attack	Moderate	Moderate	N/A
Industrial Explosion	Moderate	Moderate	N/A
Utilities Disruption	Minor	Low	Increasing
Critical Infrastructure Failure	Minor	Low	Increasing
Significant MVA	Major	Very Low	N/A
Labour Disruption	Minor	Very Low	N/A

6.2.1 Hazard Overview

The Disaster Risk Matrix below is a qualitative risk matrix that graphically represents the likelihood and severity of the hazards identified to the RMWB. The arrows indicate the expected influence of climate change on the hazard event's likelihood:

- *Arrow to the right* indicates an expected increase in the hazard's likelihood due to climate change
- *Arrow to the left* indicates an expected decrease in the hazard's likelihood due to climate change
- *Question mark* indicates an uncertain influence of climate change on the hazard's likelihood

Figure 5
RMWB Disaster Risk Matrix

RMWB Disaster Risk Matrix							
Risk Treatment Considerations							
	Extreme Risk	Eliminate/Immediate Risk Treatment. These are extreme risks, unacceptably high, driven by relatively high likelihood and consequences. Immediate risk treatment required. Monitor rigorously.					
	High Risk	Mitigate. These are high risks and warrant management action to reduce the likelihood or consequence of the risk. High priority risk treatment required. Monitor closely.					
	Moderate Risk	Accept or Mitigate to ALARP (as low as reasonably practicable). These are moderate risks and may be relatively well understood and managed through the application of control measures or counter measures. Some risk treatment required to reduce to lower levels. May develop mitigation controls and/or contingency plans.					
	Low Risk	Accept. Low risks are common place and should be monitored and accepted. Additional risk treatment not likely required.					
	Very Low Risk	Accept. Risk events do not require further consideration.					
Likelihood Ranking			Very Low 1	Low 2	Moderate 3	High 4	Very High 5
Likelihood Ranking Score			May only occur in exceptional circumstances. Has occurred in last 20 years	May occur and has occurred in last 10 years	Has occurred once within last 5 years	Has occurred twice in last 5 years	Has occurred 3 or more times in last 5 years
Likelihood Description			May only occur in exceptional circumstances. Has occurred in last 20 years	May occur and has occurred in last 10 years	Has occurred once within last 5 years	Has occurred twice in last 5 years	Has occurred 3 or more times in last 5 years
Severity	Catastrophic	5 10+ Fatalities > 100 Displaced Major infrastructure damages Long-term economic, social, and environmental impact	Tailings Dam Dyke Failure				
	Major	4 5 - 10 Fatalities 25 - 50 Displaced Major infrastructure damages Short-term & widespread economic, social, and environmental impact	Significant MVA Pandemic Influenza	Major Pipeline Release	Ice Jam Flooding ?	WUI Wildfire	
	Moderate	3 <5 Fatalities >10 Injured 10 - 25 Displaced Widespread infrastructure damages Long-term and localized economic, social, and environmental impact		Terrorist Attack Industrial Explosion	DG Release Fort Chip Access Water Availability Train Derailment Aviation Accident	Slope Instability	
	Minor	2 0 Fatalities <10 Injured 5 - 10 Displaced Minor infrastructure damages Short-term and localized economic, social, and environmental impact	Labour Disruption	Utilities Disruption Critical Infrastructure Failure	Severe Winter Storm H2S Release Major Structural Fire	Severe Summer Storm	Cyber Attack
	Insignificant	1 0 Fatalities <5 Displaced Minor infrastructure damages Minor economic, social, and environmental impact					

Note: The RMWB Disaster Risk Matrix was last updated in 2020 by Associated Engineering

6.3 High Risk Events

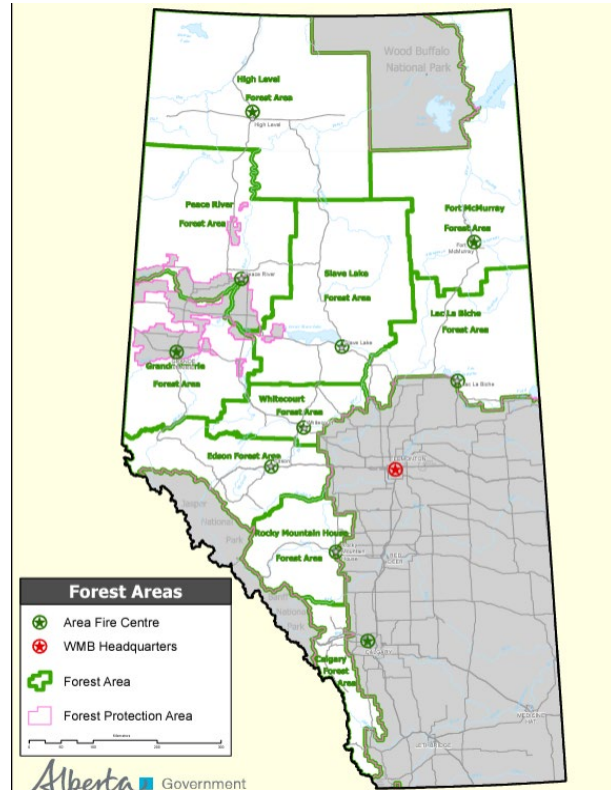
6.3.1 Wildfires

Wildfires in the RMWB are a significant risk to residents as communities in the region are surrounded by boreal forest, which comprises more than 270 million hectares across Canada (Government of Canada [GOC], 2021). Where Alberta Wildfire jurisdictions are concerned, the RMWB encroaches on two different Forest Areas, Lac La Biche to the south, along Hwy 881 and the Fort McMurray Forest Area throughout the rest of the region. See Figure 6 for a detailed map of current Alberta Forest Areas.

Figure 6
Alberta Forest Areas

Wildfire is a natural and frequent occurrence within the RMWB. In the last 25 years the RMWB experienced several Wildland Urban Interface (WUI) wildfires that impacted residents, First Nations, and Metis people in the urban service area and rural communities. The 2016 Horse River Wildfire impacted the entire region but forced the evacuation of nearly 80 000 residents from the urban service area and damaged more than 2400 structures.

The 2023 wildfire season forced the evacuation of Fort Chipewyan, which is home to two First Nations and a municipal hamlet, totalling about 1 200 residents. The evacuation was conducted over the course of several days as residents were only able to leave via air or water. While no hamlet structures were lost, the close proximity of the fire to the Fort Chipewyan airport resulted in an evacuation order which lasted nearly four weeks.



Once the incident was stabilized and remediation complete, residents were able to return to the community. As a result of this incident, the Fort Chipewyan CEMP is under review and will be updated to reflect learnings from this evacuation. During this same year, the community of Fort Fitzgerald also experienced an evacuation order due to wildfire threats to the community.

Climate change related factors, such as increased temperatures in spring and summer, longer fire seasons, and reduced precipitation are likely to cause a significant increase in the annual likelihood of the RMWB experiencing wildfire events (Walkinshaw, 2017). In addition, future RMWB wildfires are likely to be more severe in nature (Walkinshaw, 2017). For these reasons, the direction of change of WUI wildfire risk to the RMWB due to climate change was assessed as ‘increasing’.

6.3.2 Ice Jam Flooding

Given the confluence of the Athabasca and Clearwater Rivers, and the connection to the Athabasca River Basin, the RMWB is prone to riverine flooding. Of the various types of riverine flooding, river breakup is an annual event in the RMWB and poses the greatest flood-related risk to the region.

River breakup occurs when spring snowmelt enters the basin causing the river ice to break near the urban service area before it has fully thawed. This occurrence increases the risk of flooding for the lower townsites and other areas in Fort McMurray when large chunks of ice may push together, creating an ice jam. The ice jam is then unable to move freely through river system, forcing water levels to back up and rise behind the ice jam. When water levels are impacted significantly and riverbanks are no longer able to contain the water, flooding occurs.

Normal river elevation of the Clearwater River is 241.2 metres above sea level. Flood conditions develop when the water levels rise to 243.3 metres. Since 1835, 15 of 16 floods in the Urban Service Area (USA) have been ice jam floods. The 2020 Fort McMurray flood event reached 1:100-year water levels impacting several areas including Lower Townsite, Waterways, Draper, and low-lying areas of Taiganova. This flood impacted the municipal Under Ground Services (UGS) building, and the Wastewater Treatment Plant (WWTP). Approximately 13,000 people were evacuated and about 1,230 structures were affected. Climate change influences on the likelihood of ice jam flooding depends on a complex interplay between freeze-up and break-up mechanisms, river flow timing, and river and ice interactions with the surrounding environment (Turcotte et al., 2019).

Considering climate change influence on precipitation, temperature, and ice jam is assessed as *high*, the RMWB approved additional funding and resources to complete mitigation projects reaching beyond the initial scope, to minimize impacts of future flood events. Permanent berm construction is underway and seasonal flood mitigation measures are deployed annually in preparation for river breakup. These measures will serve to support future ice jam flooding events, reducing the impacts of overland flooding on developed areas, not preventing flood events. The effectiveness of these mitigation measures remains unknown. As a result, the related risk resulting from future ice-jam-related flooding in the region was assessed as uncertain.

6.3.3 Slope Instability

The geological conditions within the RMWB, specifically within certain urban service area neighbourhoods, present hazardous slope movement conditions to residents and their properties. Regional slope instability is continually monitored and assessed by geotechnical engineering. The loss of vegetation attributed to the 2016 Horse River Wildfire on slopes adjacent to the at-risk neighbourhoods exacerbated this condition. As such, shallow slope failures are expected to increase (Thurber Engineering Ltd., 2017).

Climate change is very likely to increase the likelihood of extreme summer precipitation events. In addition, increasing WUI fire risk will increase the likelihood of erosion-prone slopes, beyond those already exacerbated by the 2016 Horse River wildfire. For these reasons, the direction of change of slope instability risk to RMWB, because of climate change, was assessed as *increasing*.

6.3.4 Cyber Attack

A cyber attack “includes the unintentional or unauthorized access, use, manipulation, interruption or destruction (via electronic means) of electronic information and/or the electronic and physical infrastructure used to process, communicate and/or store that information” (Public Safety Canada, 2010, p.3).

Malicious cyber use poses a significant threat to the RMWB’s critical infrastructure and economic well-being of its residents. With the changing landscape of internet use – more people using the internet more often for everyday tasks - Canadians, and their employers are more susceptible to cyber attacks (Communications Security Establishment [CSE], 2022). The impact of municipal level cyberattacks can erode confidence in government and increase threats to daily operations (Public Safety Canada, 2019).

6.3.5 Dangerous Goods and Hazardous Materials

The Dangerous Goods Transportation and Handling Act of Alberta defines Dangerous Goods (DG) as “a product, substance, or organism included by its nature or by the regulations in any of the classes listed in the Act’s schedule” (Dangerous Goods Transportation and Handling Act [DGTHA], 2021, p. 2).

Further, a release is defined as “a discharge, emission, explosion, outgassing, or other escape of dangerous goods...from a means of containment being used to handle or transport the dangerous goods” (DGTHA, 2021, p. 3). There are extensive volumes of dangerous goods transported through the RMWB daily, increasing the likelihood of a DG incident.

The mode of transportation for dangerous goods includes rail and tractor trailer. The Lynton Rail Yard is located at the end of Sapræ Creek Trail (formerly Hwy 69), near the community of Sapræ Creek and is the access point for DG transportation via rail to and from the municipality. Highway 63, Sapræ Creek Trail, and Highway 881 are the main routes for dangerous goods being transported by road.

The transportation of DGs along these routes poses a risk to any community along the way. A DG vapour release could impact the urban service area and any adjacent communities. Additional impacts could be access of emergency services to an area and threats to communities based on factors such as wind direction and speed. Certain DGs have an emergency evacuation requirement in case of release. Pipeline and on-site hydrogen sulphide (H₂S) releases are addressed separately.

6.3.6 Air Quality

Air quality can be affected directly or indirectly by disasters, such as a chlorine gas release, H₂S release, industry emissions, structural fire emissions, and wildfire smoke, as well as contaminants left behind following a flood. Threats such as air contamination, air pollution, wildfires, and climate change work together to exacerbate the human impact on health and the environment (United Nations Office for Disaster Risk Reduction [UNDRR], 2019).

The Wood Buffalo Environmental Association (WBEA) monitors the environment, specifically air quality in the RMWB since 1997. The WBEA operates 17 air monitoring stations and 23 passive monitoring stations (Wood Buffalo Environmental Association [WBEA], 2022). The following figure illustrates the air quality health index utilized to determine health risks based on above factors.

Figure 7
Air Quality Matrix

Health Risk	Air Quality Health Index	Health Messages	
		At Risk Population	General Population
Low Risk	1 – 3	Enjoy your usual outdoor activities.	Ideal air quality for outdoor activities.
Moderate Risk	4 – 6	Consider reducing or rescheduling strenuous activities outdoors if you are experiencing symptoms.	No need to modify your usual outdoor activities unless you experience symptoms such as coughing and throat irritation.
High Risk	7 – 10	Reduce or reschedule strenuous activities outdoors. Children and the elderly should also take it easy.	Consider reducing or rescheduling strenuous activities outdoors if you experience symptoms such as coughing and throat irritation.
Very High Risk	Above 10	Avoid strenuous activities outdoors. Children and the elderly should also avoid outdoor physical exertion.	Reduce or reschedule strenuous activities outdoors, especially if you experience symptoms such as coughing and throat irritation.

In addition, Fort McKay has developed a Fort McKay Air Quality Index (FMAQI) to assess nitrous oxide, ozone, and PM2.5 (airborne particulate matter that have a diameter less than 2.5 µm). The oil sands industry also maintains air quality testing protocols.

6.3.7 Water Availability

Natural and/or human causes may impact the ability of the municipal water treatment plants to produce potable water for the communities served. Additional water concerns for the region are related to drought conditions. Water management is the responsibility of all levels of government and restrictions may be implemented at any time to ensure water is being conserved for long term sustainability (Government of Alberta [GOA], 2024). The drought index for the province fluctuates year over year depending on projected precipitation and the monitoring of water and snowpack levels, as well as water levels in basins, rivers, and lakes (GOA, 2024). In the event of reduced availability, or the complete lack of potable water, interruption to domestic and economic activities will occur. If water quality is compromised, there could be devastating impacts to human and ecological health.

6.3.8 Fort Chipewyan Access

The integrity of the Fort Chipewyan Winter Road is a critical to the sustainability of the northern community as it ensures the restocking of fuels, building materials and other items that are difficult to transport via air. The winter road is dependent on adequate freezing conditions to create and maintain over-waterway ice surfaces and river crossings. The most significant concern for the Fort Chipewyan Winter Road is the steadily declining number of freezing degree days (FDD). Additional factors that can impact Fort Chipewyan Winter Road access include:

- **Crossings:** The reliability of the Des Roches Crossing is linked to lake levels, which is indirectly affected by flow rates of an upstream dam
- **Vehicle traffic interruption:** Motor vehicle collisions or incidents can cause the shut down of the road, interrupting delivery of essential goods
- **Technology:** Use of specialized equipment and engineering resources to confirm ice thickness can support the sustainability of the Fort Chipewyan Winter Road

6.3.9 Pandemic and Infectious Disease

A pandemic is the widespread, large-scale outbreak of an infectious disease that causes an increase in morbidity and mortality, and which can also cause significant economic, social, and political disruption (Madhav et.al, 2017). Typically, the World Health Organization (WHO) declares (and has the international authority to do so) a pandemic situation. In 2020, a worldwide pandemic created a plethora of concerns across the world. The RMWB was impacted as well as most other regions of the country. Public Health restrictions were implemented, and the declaration of a State of Public Health Emergency was made to support enforcement of public health restrictions.

The RMWB also declared local states of emergency on several occasions to gain extraordinary decision-making powers to support the pandemic response. While not guided by emergency management directly, the RMWB's emergency management branch supported the response and worked to ensure that the RMWB remained a safe place to be throughout the years long pandemic. With ups, downs and ever-changing public health restrictions, residents of the RMWB experienced economic hardships, travel restrictions, isolation, and a spike in mental health concerns. While still recovering from the pandemic, residents of the RMWB can rest assured that pandemic plans are in place and that they will continue to be reviewed, updated, and utilized, in support of provincial response to similar events in the future.

Pandemics and Infectious Disease outbreaks are health issues that are managed on a provincial or higher level by health experts. The RECC will only be activated for these types of emergencies if there are organizational needs to track and support mandated responses, and to ensure business continuity of RMWB services. Health crises are typically not a municipal responsibility.



OPERATIONS

7.1 Regional Emergency Coordination Centre

The Regional Emergency Coordination Centre (RECC) is the established place where members of the incident management team coordinate emergency response. During a major emergency or incident, the RECC brings together representatives from municipal divisions and partner agencies to strategically coordinate resources in support of on-scene operations and activities. The RMWB RECC is equipped with specialized situational awareness technologies, and other resources and tools used to support response. The RMWB's emergency coordination centre is located at:

Fire Hall #5 Room 244
200 Sapræ Creek Trail,
Fort McMurray, AB
T9H 4P1

7.2 Activation of The Plan

The RECC will be activated by the Director of Emergency Management (DEM) in response to any event that has a significant community consequence. Timely activation is critical for an effective response to maximize potential for life safety, minimize property loss, and to lessen negative impacts on the environment and economy. When activated, the RECC is under the leadership of Director of Emergency Management (DEM).

The DEM may activate the RECC when any of the following criteria are met:

- The number of people who 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 preplanned and requires active management to ensure public safety
- Response coordination is a large, widespread event
- Multiple agencies are involved in the response
- The event has multiple response sites
- Resource coordination is required because of limited local resources
- Conditions are uncertain and event may escalate
- Additional communications resources are required due to public and political interest
- A declaration of State of Local Emergency (SOLE) occurs
 - The RECC can be activated without a SOLE

7.3 Operating Structure – Incident Command System

Most incidents are handled at a local level by emergency response personnel, in a single jurisdiction. In some instances, incidents may rapidly expand to become multi-jurisdictional, multi-agency responses. The Incident Command System (ICS) is a standardized on-site management system designed to enable effective, efficient incident management through coordination of resources – both personnel and equipment – as well as through communications, planning, logistic and financial support related directly and solely to the incident. ICS is recognized as the preferred emergency management response system in Canada, the United States, and many other countries.

As part of the *Local Authority Emergency Management Regulation* (2020), the RMWB is required to use the ICS model for major incident response. The principles and practices of ICS are the focal point of any incident response. The primary purposes of using the ICS model are:

- Safety of responders and others
- Achieve incident objectives
- To ensure effective and efficient use of resources

7.4 Principles of ICS

ICS presents standardized organizational structure, functions, processes, and terminology. Based on fourteen principles, the ICS model allows for the standardization of processes and the integration of individuals, regardless of their organization, into an incident response. ICS training is provided to municipal employees as well as external partners in collaboration with the Alberta Emergency Management Agency (AEMA). The fourteen principles include:

- Management by Objectives
- Common Terminology
- Chain of Command and Unity of Command
- Establishment and Transfer of Command
- Modular Organization
- Manageable Span of Control
- Resource Management
- Integrated Communications
- Information and Intelligence Management
- Accountability
- Incident Locations and Facilities
- Incident Action Plan (IAP)

When organization utilize only some of these principles, it will often result in failure of an organization to successfully manage an incident. Implementing and abiding by the principles will lead to higher rates of success when it comes to executing the Incident Command System.

7.5 RECC Organization under ICS

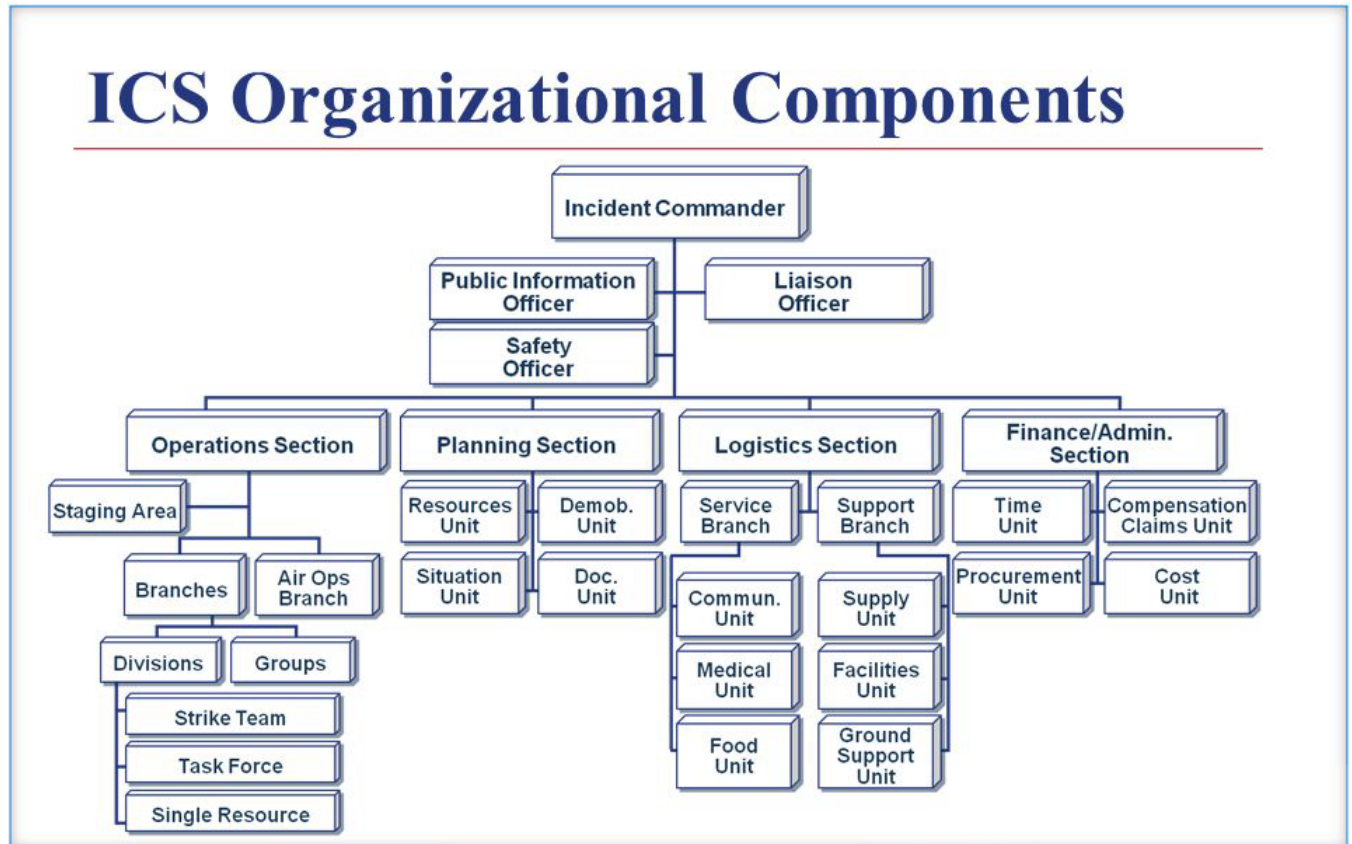
The functions performed from the RECC are divided into five sections:

- Command (IC, Information Officer, Safety Officer, Liaison Officer)
- Operations Section
- Planning Section
- Logistics Section
- Finance/Admin Section

Except for the Command function, ICS functions are generally overseen by a Section Chief. If a Section Chief position has not been activated, the IC is responsible for overseeing any functions within a Section on the organizational chart (See Figure 8 below). Section Chiefs, along with Command Staff, report to the Incident Commander or Deputy IC as required.



Figure 8
ICS Organization Chart



Staffing requirements should be identified by the Incident Commander or Section Chief and then filled accordingly based on incident size and complexity.

7.5.1 Command Positions

Below are brief descriptions of Command Positions that may be activated within the RECC.

7.5.1.1 Agency Administrator

- The Agency Administrator (CAO) is not a member of the Incident Management Team (IMT), and is not an ICS specific position, but acts as the direct link to Mayor and Council (Local Authority), unless otherwise assigned
- Maintains overall responsibility of the response
- Provides policy guidance to the DEM

7.5.1.2 Incident Commander (IC)

- Oversees activities in the RECC and site level response
- Enacts policy guidance provided by the CAO
- In conjunction with the CAO, provides high level incident briefings to Mayor, Council and other stakeholders as required
- The DEM may or may not fill the role of the Incident Commander (IC)

7.5.1.3 Information Officer (IO)

- Serves as the coordination point for public information and media relations
- Actions the policies and procedures defined in the RMWB Crisis Communications Plan
- The IO may be assigned assistants as necessary
- All communications must be approved by the IC

7.5.1.4 Safety Officer (SO)

- Develops and recommends measures to ensure personnel safety, and to assess and anticipate hazardous and unsafe situations
- Liaises with other Section Chiefs to ensure overall incident safety
- Safety Officer may exercise emergency authority to stop any unsafe acts if personnel are in imminent danger

7.5.1.5 Liaison Officer (LO)

- Functions as a point of contact for outside agencies and representatives that may be asked to attend the RECC
- Assists and serves as an advisor to the RECC Director
- Communicates RECC guidelines, directives, Incident Support Plans and Situation Reports to partners and stakeholders

7.5.2 Sections

7.5.2.1 Operations Section

- Communicates operational needs to appropriate RECC personnel
- Assists the IC in developing objectives and strategies for the incident
- Oversees tactical operations
- Gathers situational information, responds to the evolving needs of groups working in the field and recommends adjustments to action plans through the IC
- Ensures effective communication between service providers and first responders and the RECC

7.5.2.2 Planning Section

- Leads operational planning processes
- 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 incident decisions and Incident Action Plans (IAP) associated with the event

7.5.2.3 Logistics Section

- Provides telecommunication, human resources and information technology (IT) resources
- Arranges feeding, lodging, and other support services for emergency responders
 - May activate secondary positions within Logistics tasked with specifically supporting Emergency Social Services (ESS)
- Works closely with the Operations Section Chief and Resource Unit to establish resource allocation priorities
- Ensures transportation and facility requirements are met



7.5.2.4 Finance Section

- Ensures that financial records are maintained throughout the incident
- In consultation with CAO and IC 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 and other resources

7.6 Levels of Activation

The magnitude and scope of the emergency will determine what level the RECC is activated to. This will also support determining required positions within the Incident Management Team (IMT). When the RECC is activated by the DEM, Incident Command System (ICS) positions are staffed according to activation level (See Figure 9 below). When the DEM determines that the RECC is no longer required for emergency response and recovery operations, the RECC will be demobilized.

Figure 9

RECC Levels of Activation

Levels of Activation	Event/Situation	Activity
1 ROUTINE	<ul style="list-style-type: none">• Emergency Management is conducting normal routine activities	<ul style="list-style-type: none">• 911 Dispatch Centre coordinates all incidents and emergencies in the region• Enhanced awareness for developing incidents• Level 1 Staffing
2 MONITOR	<ul style="list-style-type: none">• Potential threat has been identified• Pre-response readiness activities and monitoring	<ul style="list-style-type: none">• Virtual or Physically in the RECC• Level 2 Staffing• No formal ICS forms required (although documentation of awareness activities logged)• No conscription of non-EM staff
3 PARTIAL	<ul style="list-style-type: none">• Limited evacuations• Large scheduled events (high potential)• Some resources/support required• Monitor status of ongoing incident	<ul style="list-style-type: none">• Virtual or Physically in the RECC• Level 3 Staffing• ICS forms and Operational Periods required• Conscription of RES/RMWB Staff
4 FULL	<ul style="list-style-type: none">• Multiple sites• Multiple agencies involved• Extensive evacuation• Infrastructure damage• Above typical resources/support required• Potential for Declaration of State of Local Emergency	<ul style="list-style-type: none">• Physical Activation• Level 4 Staffing• ICS forms required• Conscription of RES/RMWB Staff• External Partners as needed• Extended Operational Period staffing relief considerations



7.6.1 Staffing Levels Defined

Level 1 Staffing – Emergency Management (EM) department performing regular job functions.

Level 2 Staffing – EM Department only supporting coordination (no formal ICS positions).

Level 3 Staffing - Command and General staff (C&G), Situation Unit Leader (SITL), Documentation Unit Leader (DOCL), Resource Unit Leader (RESL), ESS Group Supervisor, and any other positions identified by the IC or designate.

Level 4 Staffing – All ICS positions as required.



REGIONAL EVACUATION PLAN

An evacuation is the process of removing people from an area where a present or imminent danger is occurring. Incidents or emergencies that may warrant an evacuation will usually present one or more of the following characteristics:

- Threat to life safety
- Threat to, or risk of, significant property damage
- Threat to, or risk of, significant environmental impacts

Evacuation planning is intended to support potential evacuations of part, or in some cases all, of a community. Evacuation routes have been developed for all communities in the RMWB, however, with the diverse nature of emergencies, highly specific plans can be difficult to develop. Evacuation planning requires a level of flexibility for emergency responders when enacting a plan. The goal in evacuation planning is to ensure the safe, effective, and coordinated evacuation of the area under threat.

8.1 Scope

The Local Authority will make every effort to balance the rights of individuals, protect personal property and reduce environmental impacts as much as possible. As a result, evacuations should only be ordered under certain circumstances, such as a threat to life, property or the environment is imminent or present.

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

- Area being impacted (rural, urban, or combination of communities)
- What types of evacuation may be considered as well as alternatives (if they exist)
- Potential role other organizations and municipalities may play in supporting an evacuation
- Communication

8.1.2 Authority and Maintenance

The *Alberta Emergency Management Act (The Act)* 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.

The Act also requires a local authority to provide adequate care and protection of those persons, livestock, and of personal property, as per section 19(1)(g). The authority to conduct evacuations is outlined in the RMWB's Emergency Management Bylaw.

8.2 Evacuation Plan Development

The RMWB's Evacuation Plan is a combination of fundamental principles, specific hazard plans and community developed emergency evacuation plans. Evacuations are often multi-jurisdictional activities, making extensive coordination among numerous divisions, governments, and agencies necessary.

8.2.1 Pre-planning

The REMP, supported by individualized Community Emergency Management Plans (CEMPs), includes details on the Municipality's demographics and hazards that may necessitate an evacuation. When an evacuation alert or order is issued, the following considerations are being made:

- Is the area within municipal boundaries or jurisdiction?
- Entirety of impacted (or potentially impacted area)
 - What are the needs/responsibilities for supporting evacuated persons?



- Does the impacted area include any First Nations Reserves?
- Population of impacted area
- Challenges for an evacuation of the area
- Impacted businesses/industry and critical infrastructure.
- Community egress routes for evacuees and emergency responders
- Are there vulnerable populations in the area?

8.2.2 Threat Assessment

A threat (risk) assessment is a process used by emergency authorities to determine the nature and extent of a risk through analysis of potential hazards and evaluation of existing conditions. Analyzing potential hazards and evaluating existing conditions of vulnerability or capacity that could pose a potential threat or harm to people, property, the environment, or economy 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
- 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 risk assessment, the type, category, and extent of an evacuation will be considered.

8.2.3 Evacuation Populations

A critical element of any evacuation is the population being moved. All activities and efforts will be focused on effective and efficient evacuation of an affected population. Demographics include categories such as age, sex, income, race, religion, and socioeconomic status, among others. When considering evacuation of an area, these factors may be considered to ensure the safest evacuation possible. To further assess evacuation, the following should also be considered:

- Evacuation routes
- Number of evacuees in affected area(s)
- Available transportation and potential limitations
- Location of Emergency Social Services (ESS) site(s)
- Persons who may require specialized or additional assistance (Vulnerable Persons Registrants)
- Populations in known areas of high risk (flood zones, near hazardous material storage)
- Languages spoken

To ensure that all individuals are considered when planning for an emergency, the RMWB has developed and implemented a Vulnerable Persons Registry (VPR), and a By Name List (BNL) for individuals living rough. The Vulnerable Persons Registry focuses on seniors, individuals with physical or developmental disabilities, cognitive impairments, or mental health challenges during an emergency. For personal emergencies, registrants on the Vulnerable Persons Registry also have enhanced support through 9-1-1 Dispatch, through collaboration with fire, police and EMS dispatched in the region.

The By Name List (BNL) was developed in partnership with the Wood Buffalo Wellness Society for the Coordinated Access System. The BNL includes individuals who are experiencing homelessness, or “living

rough”, in the region and provides valuable information on how to contact these individuals in the event of an emergency.

Collaboration with the Living Rough Committee to establish emergency information and muster locations for these individuals has, and continues to, support the safe evacuation of the Region’s most vulnerable populations. Coordination of access to the BNL can be done by contacting the RMWB’s Community Services Division.

Below is a non-exhaustive list of populations that may require additional support during an evacuation:

- Persons with sensory impairments (e.g., hearing, vision)
- Persons with mobility issues
- Persons with mental health challenges
- Persons with developmental disabilities (e.g., Autism, Down Syndrome)
- Persons with medical conditions
- Females with high-risk or at-term pregnancies
- Persons requiring addiction services and supports
- Persons requiring translation services
- Seniors
- Individuals experiencing homelessness or living rough

8.2.4 Prioritization of Evacuees

Different types of hazards may also dictate variations in the criteria for populations as outlined above. If evacuees need to be prioritized as a result of a specific risk, the priority would be as follows from the local authority:

Stage 1 – Medical Evacuation (Medevac)

- Medevac is used for those individuals receiving home care or residing in a health-care facility in an impacted community
- These individuals would be evacuated by Alberta Health Services under the Alberta Emergency Health Services Act
- If local conditions (e.g., smoke or inclement weather) prevent normal medical flights or transport, emergency medical evacuation assistance may be requested

Stage 2 – Vulnerable Populations

- Includes any individuals who may require additional care and/or support to evacuate
 - Includes persons with disabilities, seniors, children, pregnant persons, individuals with medical conditions who require additional medical support
 - Also includes caregivers and companion animals where possible and applicable

Stage 3 – Remaining Evacuees

- Includes any, and all, remaining individuals in an impacted area and their companion animals
- Emergency responders (police, fire, peace officers, sheriffs etc.) tasked with door-to-door evacuation notification to ensure people are leaving to reduce risk to life safety

8.2.5 Evacuee Movement

Once the number and geographic distribution of potential evacuees is determined, this information will be analyzed against the transportation network. In most evacuation scenarios, evacuee movement will occur on roadways and highways, in personal vehicles and transit vehicles. Given the potentially large

numbers of vehicles that will be accessing the roadway at the same time, it is important to consider what can be done to increase traffic capacity and minimize congestion.

8.2.5.1 Traffic Management

Traffic management is critical to ensuring a safe, efficient, and effective evacuation. Ensuring evacuation routes are kept clear, and used for their intended purpose, is a necessity. Additional routes for emergency vehicle access should also be considered as planning is done, as well as the continuous movement of traffic. This function is frequently supported by RCMP, Sheriffs and Peace Officers in the region.

8.2.5.2 Air Evacuation

Some communities may require air support to achieve evacuation, due to a current threat, or geographical location. Fort Chipewyan is one such community that will require support via air for approximately eight months each year. When air support is required, coordination of this will occur from within the established RMWB Logistics Section. Use of the Logistics structure for this will provide oversight by the local authority and enable effective evacuation. Evacuation supports may be required in the community and additional law enforcement, fire, animal control and/or EMS may be deployed as a result.

8.2.5.3 Evacuation by Water

Some communities may also evacuate via water should the need arise. The expansive waterways system that runs through the Urban Service Area (USA), connects into the Athabasca River and into Lake Athabasca and beyond allows for an alternative method of evacuation when roadways are not viable. The communities of Fort Chipewyan and Fort McKay especially may be inclined to utilize the waterways to get to safety when time of year allows. If this occurs, supports will be mobilized at strategic departure and arrival locations to support evacuees.

8.3 Evacuation Sectors

For evacuation purposes, the RMWB has been divided into the following sectors: rural north, rural south, the Urban Service Area (USA). These three primary sectors may be divided into sub-sectors based on the area being impacted by a threat.

8.3.1 Rural North

Communities included in the rural north sector would be Fort Fitzgerald, Fort Chipewyan, Fort McKay. In addition to these communities, there is also consideration for numerous oil field, work camp and industry sites north of Fort McMurray where individuals live and work while on shift in the region.

8.3.2 Urban Service Area (USA)

Fort McMurray is considered the Urban Service Area – that is, the area that provides all services to the majority of residents in the RMWB. Within the USA, critical infrastructure, residences, schools, leisure centres, stores and more can be found. The USA is divided into ten neighbourhoods, which include Parsons Creek, Timberlea (including Eagle Ridge and Stone Creek), Thickwood, Lower Townsite, Waterways, Draper, Abasand and Grayling Terrace, Beacon Hill, and Gregoire and Prairie Creek. Within each of these neighbourhoods, there are additional sub-neighbourhoods (for example the L's, and the B's in Timberlea). These sub-neighbourhoods are often based on local knowledge which could be a tool used in supporting evacuation of a small area.



8.3.3 Rural South

Rural south includes all outlying communities from the USA, south of the Athabasca River. The rural south sector includes Saprae Creek Estates, Gregoire Lake Estates, Anzac, Janvier, and Conklin.

8.4 Evacuation Planning Maps

Evacuation planning maps, completed ahead of known or potential threats can play an integral part in effective evacuation. Socializing these maps, or zones, to residents ahead of a potential emergency can make stressful situations easier. The RMWB, specifically the Lower Townsite and low-lying areas of Waterways, Grayling Terrace and Draper experience the majority of these impacts each year. As such, evacuation zones and corresponding mapping, have been developed to support a timelier evacuation, should it be required (see Appendix B). Evacuation planning maps should include the following information:

- Summary Sheet
- Description of the Sector
- Boundaries
- Number of Households
- Vulnerable Residents/Populations
- Evacuation Routes
- Sector Hazards
- Potential Shelter List
- Facility Survey (including health care, special care, and childcare facilities)
- Emergency Response Procedures
- Required Resources

8.5 Evacuation Types and Alternative Measures

Evacuations may occur through a variety of methods including via land, air, or water. The method(s) of evacuation will be determined by community location, current hazard and immediate threat level and any other immediate factors that may impact evacuation processes. As an example, the community of Fort Chipewyan is highly susceptible to the need for air and/or water evacuation – largely due to time of year – while the urban service area of Fort McMurray would most likely look at land evacuation via personal vehicles or mass transportation.

With any evacuation, challenges may arise with planned evacuation routes which will require alternative options, routes or a “Plan B”. In these circumstances, decisions will be made by the Incident Commander or through the individual with delegated authority by the RMWB (DEM), based on the immediate situation.

8.5.1 Shelter-in-Place

An alternative to evacuation, such as shelter-in-place, is determined at the discretion of the Director of Emergency Management or the Incident Commander (IC). Occasionally an evacuation may cause more danger to residents than sheltering themselves in a safe place. Shelter-in-place refers to remaining inside your home, school, place of work, or other safe facility, during emergencies because the threat to life safety is less in those locations.



Residents may be asked to shelter-in-place in situations where being outside may put life safety at higher-risk than being indoors. Some shelter-in-place scenarios may include the release of contaminants into the environment, excessive smoke from wildfire, inclement weather, and active aggressors.

Shelter-in-Place may be the most appropriate measure if an evacuation would expose individuals to more risk, there is a lower risk to health, the situation is dissipating or, if the incident may be stabilized before an evacuation would be complete.

8.5.2 Shelter-in-Place Considerations

8.5.2.1 Environmental Contamination

Evacuations may be caused by hazards that lead to contamination of the environment or critical infrastructure. Contamination may be the result of chemical, biological, radiological, and/or nuclear releases from a wide variety of risks and threats present in the region. The nature of the contaminants will vary, and different contaminants may require different approaches to achieve incident resolution. The presence of contaminants in an emergency area may complicate evacuation operations, resulting in the need for additional procedures and equipment to support these situations. Emergency responders may not be able to enter an area without subjecting themselves to an unreasonable level of risk, which results in a need for quick access to necessary personal protective equipment (PPE) to protect themselves from risks and lessen the threat to personal safety. Additional resources may be requested through the province should the need arise.

Residents may also be limited in their ability to move through an affected area safely. They may be unable to leave their location without being contaminated and this would result in an ideal situation where shelter-in-place would be the safest option to minimize additional risks.

8.5.2.2 Spread of Disease

Airborne disease may become another type of contaminant that could require shelter-in-place measures. Individuals in these areas (think hospital or other institutional facility) may be exposed to airborne disease that could result in a need for isolation or decontamination procedures to ensure the safety of themselves and to eliminate the risk of spread of the contaminant. Decontamination could necessitate specialized screening and cleaning resources before people are transported to advanced care and sheltering facilities.

8.5.2.3 Severe Weather

Severe weather may be another time when shelter-in-place is the best solution to minimize the risk to life safety. In these circumstances (such as a tornado, winter storm, or heavy rainfall), a shelter-in-place alert or order may be issued to the public along with specific instructions for residents to follow to ensure life safety. These situations may also require a combination of both evacuation in some areas and shelter-in-place in others.

8.5.2.4 Poor Air Quality

Extreme temperatures and smoke from wildfires are two additional threats to the region. In either of these circumstances, a shelter-in-place alert or order may be issued to provide community members with additional information on how to remain safe. Both of these circumstances may have detrimental impacts on people with pre-existing health conditions.

Incorporating air cleaning mechanisms in homes, or large facilities may help individuals during times of heavy smoke or poor air quality. It should be highlighted that these risks have the potential to impact any part of the region, with spring and summer being the highest risks seasons.

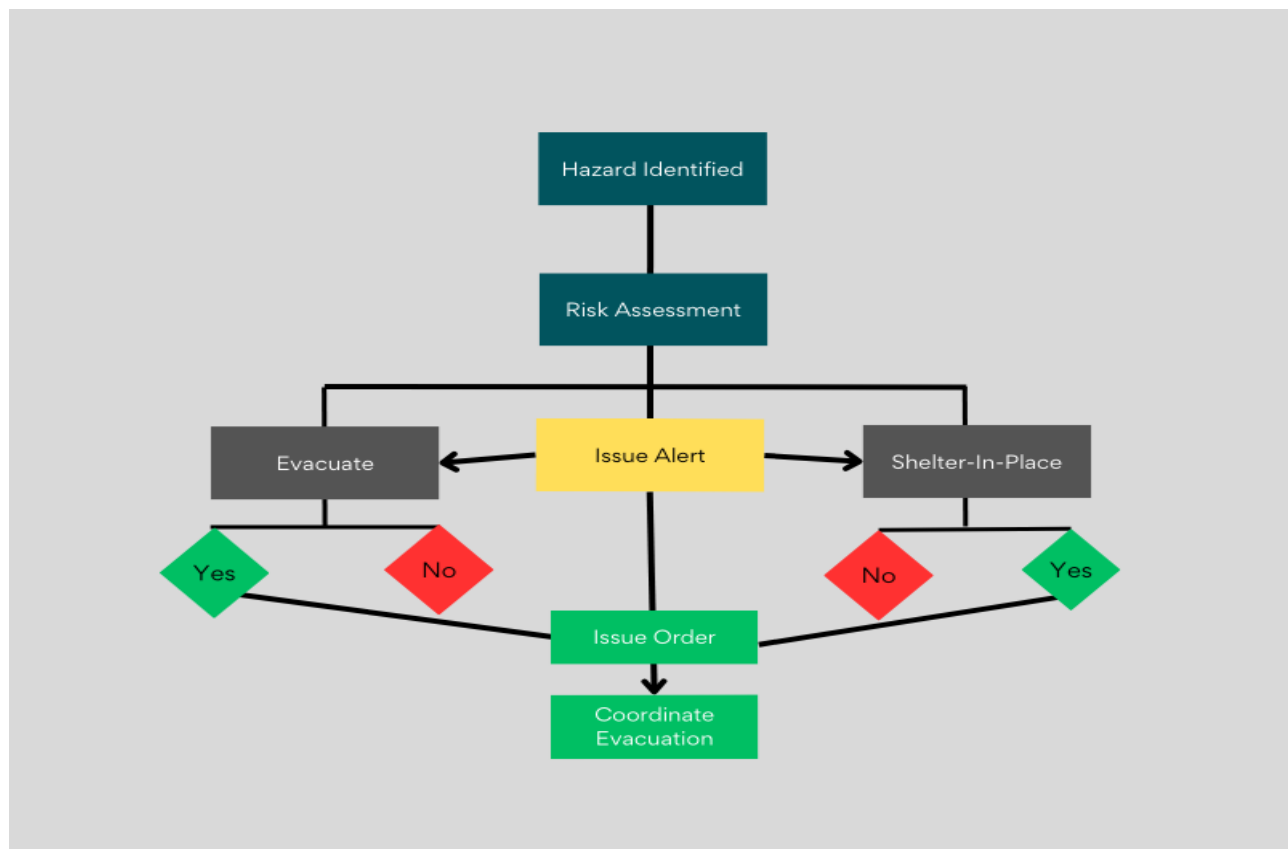
8.5.3.5 Active Aggressor

While active aggressor situations would be led by law enforcement authorities, support may be required from the RECC in the event of a situation that required community members to shelter-in-place for an extended period of time. Beyond that, emergency management would not be involved in these scenarios, but it is important to acknowledge this use of shelter-in-place to reduce risk to human lives.

8.6 Making the Decision: Evacuation or Shelter-in-Place?

The decision to evacuate an area or shelter-in-place can be a difficult one to make for emergency authorities. Emergency authorities must consider the priorities of emergency management and make decisions based on the least amount of disruption, and the best possible outcome in terms of preservation of life. The following decision-making matrix may be used as a guideline to support these decisions during an emergency (see Figure 10).

Figure 10
Evacuation Decision Making Flowchart



8.6.1 Evacuation Strategies

A small-scale evacuation can usually be supported by another community or area within the region. This allows evacuees to stay as close to home as possible, and provides less stress when re-entry becomes possible. A large-scale evacuation may mean that evacuee support will be required beyond regional boundaries. When this occurs, neighbouring communities may be called upon to support evacuees through partnerships, hosting agreements and “good neighbour” efforts.

The following evacuation strategies may be enacted to support the safe, coordinated, and orderly evacuation of people for any of three key priorities of emergency management (life safety, protection of property and the environment):

- **Phased evacuation:** used to minimize congestion when egress or evacuation routes are limited
 - Can support smooth flow of traffic and fewer resources being required to support initial evacuation
- **Partial evacuation:** used to delineate impacted areas and typically refer to a specific area, community or neighbourhood within the region
 - Number of evacuees should not overwhelm regional resources
 - Often involves on-scene activity by emergency responders who may direct and coordinate the evacuation
- **Widespread Evacuation:** Used for larger incidents that impact a significant portion, or multiple communities in the region. The threat is likely to cause far-reaching damage, compromising critical infrastructure and hinder evacuee movement
 - Will involve a large number of evacuees and may quickly overwhelm regional resources
 - Require extensive effort by emergency responders to coordinate, transport and support affected populations
 - Significant demands on staff and resources
 - Alternate evacuation routes may be required, depending on the path of the threat

8.6.2 Evacuation or Shelter-in-Place Alert

An **evacuation alert** is used to inform a population of a potential or impending threat to their community. An evacuation alert provides the threatened population with a warning and *usually* allows time for residents to prepare to leave their homes on short notice, and in an orderly fashion. Alerts may also provide information to residents regarding evacuation routes, potential hazards during the evacuation and emergency social services. Evacuation alerts **do not** require a declaration of a state of local emergency (SOLE). Once an Evacuation Alert has been issued, the movement of vulnerable populations becomes a consideration.

A Shelter-in-place Alert is like an evacuation alert in that it provides information and instructions to residents on what they should do to shelter in place and allows time for individuals to prepare to be indoors for an extended period. Shelter in place is a viable option when there are concerns from inclement weather, heavy smoke from wildfire, severe storms, or active aggressor situations.

8.6.3 Evacuation or Shelter-in-Place Order

An **evacuation order** is issued when there is an imminent threat to life safety. The sole intention of an evacuation order is to ensure residents are directed to leave an area under threat or at high risk in order to preserve life safety. Under an order, the impacted population is ordered to depart a specific area

immediately. When an evacuation order is in place, some individuals may refuse to leave the area. When this occurs, those individuals remain at their own risk. There is no guarantee that emergency responders will be able to assist them later and responder lives will not be put at risk to support individuals who previously refused to evacuate. Individuals refusing to evacuate also waive the right to provision of essential services throughout the duration of the evacuation order.

To ensure accountability and information sharing, it is critical that emergency responders (fire, police, peace officers, sheriffs etc.) provide door to door evacuation notice to residents and encourage them to leave the area. Adults (anyone over 18 years) may decide to stay behind, but children cannot be forced by their guardians to remain in a home under imminent danger or an evacuation order. This grants law enforcement the authority to remove a child from an unsafe situation under the *Child, Youth and Family Enhancement Act*.

A State of Local Emergency (SOLE) will normally be declared to enforce an evacuation order; however, an evacuation may begin before the official declaration is signed off when life safety is significantly threatened, and time is of the essence. During and after an evacuation order, access control to the impacted area is implemented and enforcement of the order may be required.

EMERGENCY COMMUNICATIONS

Emergency communication is critical during any incident to ensure information is shared among responders and the public in appropriate and effective ways. These internal and external communication methods vary depending on response requirements and responding agencies. As a result, communication tools have been implemented to better support this necessity during an emergency in the region. These tools currently include the following:

- Alberta Emergency Alerts (AEA)
- MIR3
- Alberta First Responder Radio Communications System (AFRRCS)
- QR Code Tool
- Social Media
- News Radio

9.1 Internal Communications

Internal communication is used among emergency responders to coordinate and facilitate incident stabilization and response. Capacity to support interoperability is critical for effective response and when this is not met, breakdown of communication occurs, creating additional challenges for the response. MIR3 and AFRRCS are two tools used to support internal communication during a response. Other systems, such as Microsoft Teams and email, used on a regular basis, also support internal communications. A detailed, incident specific, communications plan, developed by the communications unit within logistics will help to clarify communication methods in an incident and foster interoperability among responding agencies.

9.2 External (Public) Communications

External, or public communications, are required of every response, through the information officer. The level of involvement will vary from incident to incident. The bottom line is that the public wants accurate, timely and reliable information when an emergency occurs and if this is not available, people will turn to unreliable sources to find information, creating additional problems for responders. As a result, a robust Crisis Communications Plan (CCP) has been developed in anticipation of emergency events (See Annex D).

The CCP provides guidance on communications and processes, as well as pre-determined messaging and templates for things like evacuation alerts and orders. The CCP also includes broadcast media contacts, arrangements for Joint Information Centres (JICs) and other outlets that may need to be accessed to provide public facing communication throughout the incident.

9.2.1 Joint Information Centre (JIC)

A Joint Information Centre (JIC) can be the difference between effective and ineffective incident communication. The intent of a JIC is to bring Information Officers (and Assistant Information Officers – (AIOs)) from multiple lead response agencies together, to develop and provide coordinated public messaging that can then be shared widely, on a variety of platforms. This allows for all responding agencies to have the same accurate, reliable, and timely messaging which minimizes the distribution of misleading, inaccurate or contrasting information. The intent of the JIC is to provide collaborative messaging and not to command the overall incident response.

9.3 Communication Tools

9.3.1 Alberta Emergency Alerts (AEA)

Alerts are an important component of emergency communications and may be sent out at different intervals of emergency response. An alert may be issued as part of pre-warning, evacuation, ongoing communications, or a re-entry program. An alert may include:

- A brief description of the nature and severity of the emergency
- Instructions on what to do next
- Information on the likelihood of an evacuation
- Details on where to go if an evacuation occurs, and what to take with you
- How to ensure your property is left as safe as possible
- Direction on companion animals and livestock evacuation (if applicable)
- Shelter-in-place instructions, if warranted
- Evacuation route specifics for the affected area
- Where to get more information

Upgraded by the province to integrate into the National Public Alerting System (NPAS) in 2023, the Alberta Emergency Alert system was adopted by the Regional Municipality of Wood Buffalo that same year. With the adaptation of the AEA system, residents with cell phones can now receive broadcast intrusive alerts anywhere in the region that may be impacted by an emergency, whether an individual has the AEA app or not.

The AEA system connects with cellphones within a specified geographical area, determined by the alert issuer, and will push broadcast intrusive (formerly critical) alerts to all cellphones within that range. Critical alerts are issued when public safety is threatened, and time is limited. These alerts will interrupt all television and radio broadcasts and be pushed to any cell phone within a specified region of the province.

Non-broadcast intrusive (formerly non-critical) alerts are only received by individuals with the app and are used to inform the public of a potential hazard and provide additional time to residents to prepare for the emergency. 24/7 support for AEA is available through the province and the RMWB has a team of trained AEA alert issuers who have the ability to issue alerts authorized by the DEM/IC as required. More information on the updated Alberta Emergency Alert system can be found at <https://www.alberta.ca/alberta-emergency-alert.aspx>.

9.3.2 MIR3

MIR3 is an internal automated notification system (ANS) used to communicate with members of the Incident Management Team (IMT), Vulnerable Persons Registry (VPR) Registrants, Emergency Social Services (ESS) Team and any other specific group of individuals that may need quick, efficient messaging throughout an incident. Profiles can be set up to receive phone calls, emails, text messages or a combination of all notification methods. This is a contracted service initiated by the Emergency Management Department and supported by a select team of trained municipal employees.

9.3.3 Alberta First Responder Radio Communications System (AFRRCS)

The Alberta First Responder Radio Communications System (AFRRCS) was introduced provincially in response to a need for heightened interoperability among emergency responders and first became operational in July of 2016 (Government of Alberta [GOA], 2024b). The key feature of AFRRCS is the



ability of interagency responders to share talk groups to better coordinate on-scene emergency response. The AFRRC system is used in day-to-day operations for emergency responders across the region and heightens the ability of agencies, such as police, fire, and EMS, to coordinate resources that will enhance efficiency.

9.3.4 QR Code Tool

The QR Code Tool was developed in response to gaps in information provided to both emergency responders and the public during an evacuation. In circumstances where an evacuation may impact enough residents to activate Emergency Social Services (ESS), the dual purpose QR Code Tool may be used.

First, emergency responders can quickly scan the code to find up-to-date information that may be shared with evacuees; information such as registration centre locations, how to register, animal care and rescue information, and how to access additional resources. The large 'sticky note' QR code was designed in high-visibility colours to allow emergency responders to 'mark' any residence that had been attended by an emergency responder, minimizing duplication of efforts by responders in an evacuation.

The large QR codes remain on the door of the residence, and residents are provided with a smaller pocket-sized version of the QR code that they can take with them as they evacuate. This simple tool functions to enhance interoperability between emergency responders conducting the evacuation on the ground, the public, and the Regional Emergency Coordination Centre (RECC) where supports are being activated and established and the QR Code Tool is updated. The webpage that the QR Code Tool points to is updated as information is available.

9.3.5 Social Media

Social media plays a significant role in external communications. As mentioned before, the ongoing need to monitor social media and share accurate, reliable, and timely information through a reliable source is key to effective emergency communications. Social media has, in many instances, replaced radio and television messaging as many people in the region are now tuned into platforms such as Facebook, Instagram and Tik Tok more than radio or television. Social media posts by sources other than local authorities or provincial governments may not be accurate. Incident information should be obtained from trusted sources and only considered valid if posted by an authority.

9.3.6 News Radio

While many are highly connected through social media, there is still a population in the RMWB that prefers print and news radio to social media. This validates the need for information to be made available through more traditional methods such as news radio to ensure that all populations in the region are being considered and informed of critical situations that may impact them.

RESPONSE PLANS AND PROCEDURES

10.1 Emergency Social Services

The safety of residents is the primary motivation for evacuation. If it is deemed that residents need to be evacuated, Emergency Social Services (ESS) will be activated to provide supports that help meet the basic needs of evacuees (See Annex A). These needs may include food, shelter, clothing, water, or other necessities.

The establishment and location of Registration Centers and Accommodations Sites will depend on the complexities of the incident and the location of the affected community. ESS has pre-determined facilities throughout the region that may be utilized in an emergency. These facilities vary in size and availability of these facilities during an emergency is dependent on the affected area. The community will be notified of the establishment of a Registration Centre or other ESS Site via the RMWB website, social media, broadcast media, and press releases.

Emergency Social Services (ESS) may be activated to assist with Operations at a muster point if the intended period of evacuation is relatively short. For evacuations that may require a longer evacuation time, Registration Centres will be set up at locations in a “safe zone”.

Registration centres are established to register evacuees and provide them with emergency necessities. Evacuees are encouraged to have an emergency plan in place, but this is not always possible. Preferred solutions for short term accommodation are outlined below:

- A destination of the person’s own choosing (relatives, friends, etc.)
- An established accommodations site (hotel, motel, or group lodging facility)
- A Registration Centre
- Evacuees will be permitted to return to their homes and businesses as soon as possible once appropriate safety assessments have been conducted and all hazards considered.

10.2 Community Emergency Management Plans

Pre-planning is conducted through the development of incident specific plans. Plans currently exist for high-risk hazards, such as forest fires, flooding (see Annex F) and response to dangerous goods (see Annex G), while community emergency management plans (CEMP) are focused on community specific hazards, risks and vulnerabilities that could impact specific areas of the region. CEMP plans include the following elements:

- Three highest rated risks for the specific community
- Defined perimeter for an evacuation perimeter (sector and sub-sector)
- Estimated number of residents in area (based on current census data)
- Population demographics for the area
- Estimated time required to evacuate area
- Pre-determined potential registration or evacuee centres in the area
- Public Information details and/or communication methods to be used
- Evacuation routes
- Consideration for resource staging area(s)

10.3 Animal Care and Rescue Plan

As a result of the need for animal care and rescue supports during the 2016 Horse River Wildfire, the Animal Care and Rescue Plan (See Annex B) was initially developed in 2017. Several amendments to the plan, and significant revision in the aftermath of the 2020 River Breakup Flood, have resulted in the development of a robust, collaborative plan that engages animal support organizations throughout the region.

The plan intent is to support community members who are evacuated with immediate animal care needs, as required. The Animal Care and Rescue Plan is the responsibility of Bylaw Services and regular review, and maintenance of the plan is required to align with review of the REMP. The Animal Care and Rescue Plan will be activated when animal support needs are identified during an emergency.

10.4 Resources

The following resource considerations will be made when emergency or disaster occurs and the RECC is activated to support the response:

- Staging areas and Base camps (ex: parking lot for trucks, rest areas for personnel)
- Access routes and transportation needs
- Identifying specialized skillsets
- Availability and accessibility of resources (is the resource able to support? Can we get the resource?)
- Repair and maintenance of resources
- Food for responders (operations in the field and in the ECC)
- Safety and security of persons (both impacted and responders)
- Critical incident stress management (CISM)
- Succession planning for an extended response
- Re-deployment or demobilization of resources
- Pre-determined resource lists for suppliers and incident responders
- Return of borrowed or leased resources

The Resource Unit Leader (RESL) will be responsible for ensuring that resources (both equipment and personnel) are checked into an incident and their status tracked as the incident progresses through collaboration with Logistics and the Operations Sections. This can be achieved in a variety of ways, but an onboarding/check in process has been established to support this function. The importance of resource tracking to ensure timely and efficient expenditures, as well as the safety of resource personnel are paramount when working emergency response.

10.5 Financial Considerations

Every emergency response has a financial component to it and spending should be tracked and monitored in an efficient manner to support reconciliation, tax dollar stewardship, and reimbursement of partners and suppliers in a timely manner. As such, financial considerations and processes should be established ahead of an incident for simple activation during a response. The following are considerations for establishing financial processes:

- Extraordinary expenditures
- Authorization of expenditures (ex: who can sign a purchase order?)
- Simplicity of system being used (ex: Could anyone be taught the system and support the functions?)



- Human Resources considerations (ex: tracking of over-time, volunteers, collective agreements)
- Potential for cost recovery (ex: Disaster Recovery Program (DRP))
- Accessing resources for emergency purchases (ex: P Cards)

10.5.1 Disaster Recovery Program (DRP)

The Disaster Recovery Program (DRP) is a program offered by the Government of Alberta and helps to support the local authority (RMWB) with financial assistance related to uninsurable loss and damage directly related to emergencies and disasters (Government of Alberta [GOA], 2024c). The DRP program, however, comes with limitations and requires that the emergency be approved for the program prior to reimbursement submissions. Additionally, as of 2021, the DRP program underwent amendments to create a cost-sharing model that requires DRP applicants to absorb 10% of all uninsurable losses (overtime wages, ESS costs, etc.), regardless of program approval for uninsurable, eligible expenses in an emergency.

The DRP program may also be made available to homeowners, businesses, agriculture operations and other organizations with specific parameters and limitations (GOA, 2024c). It is critical to remember that not every emergency or disaster will be eligible for the DRP program and that being underinsured, or not insured, does not meet eligibility requirements (GOA, 2024c). As needs are identified during different emergencies across the province, the DRP program adjusts eligibility criteria. In 2023, for the first time, reimbursable expenses included mental health and psychosocial supports.

Supports for off-reserve First Nations and Metis peoples are only claimable by the local authority when a DRP claim has been approved. Expenses incurred by any non-local authority must be agreed to by the local authority prior to spending through formal communication channels and in writing. Additional appropriate authorization and documentation of the expenditures must be completed to ensure fiscal responsibility and eligibility for the Disaster Recovery Program. Expenses not approved by the local authority, will be the responsibility of the party expending the funds.

Maintaining fair, reasonable, and documented distribution of supports to all evacuees is a high priority of the local authority. Any evacuee that does not register through the RMWB's Emergency Social Services program will not be eligible for emergency supports through the local authority.

10.5.2 Municipal Wildfire Assistance Program (MWAP)

The Municipal Wildfire Assistance Program, or MWAP, is a program designed to support local authorities and Metis Settlements, that had to provide extraordinary resources to fight wildfires which occurred outside of a Forest Protection Area, but within their region (Government of Alberta [GOA], 2024c). Local Authorities able to verify previous mitigation efforts in the area and enforcement of these efforts may be eligible for MWAP assistance (GOA, 2024c). Similar to the DRP program, not all incidents will be eligible for the MWAP program and local authorities would be required to go through the appropriate application process to receive cost-recovery benefits.

RE-ENTRY AND RECOVERY

11.1 Re-entry

After an incident is stabilized, it will be necessary to plan for the return residents to return home. This planning will be led by the Planning Section and will be critical for the safe return of community members to their homes. The decision to re-enter an evacuated area is guided by several factors including:

- Incident stabilization
- Access to the community
- Condition of critical infrastructure (must be operational, with some limitations)
- Hazards have been identified and/or eliminated
- Weather conditions allow for a safe return
- Essential Services are re-instated and able to support the community

The degree of damage will vary within an impacted area. A simple solution to support re-entry in these instances is through phased re-entry. Similar to phased evacuation, phased re-entry is done area by area to ensure calm, smooth return is possible.

11.1.1 Requirements for Re-entry

Evacuees are usually very eager to return home, especially if they have been faced with an extended evacuation and disruption of their daily lives. Prior to re-entry, emergency response personnel must ensure the following requirements, at a minimum, are met for the safe return of evacuees:

- Damage assessments for homes and businesses (as required)
- Utilities assessment
- Debris Removal
- Transportation plan to support individuals without personal transportation
- Access to psychosocial supports
- Extended supports through municipal operations (Pulse Line, reception centres etc.)
- Communication of re-entry plan to public

Timely and accurate communication of the re-entry plan is another critical component to successful re-entry. In developing re-entry communication to the public, the following components will be considered:

- 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?
- Where to find accurate information on re-entry procedures
- Any travel route limitations
- Vehicle restrictions
- Security checkpoints
- Times
- Any other pertinent information (ID requirements, expectations etc.)
- Re-entry support supplies being offered (ex: cleaning kits or food hampers)

11.2 Recovery

The sooner recovery can begin, the better. Recovery should, in theory, begin as soon as an incident is stabilized and includes the restoration of infrastructure, and the emotional, physical, social, and economic well-being of impacted residents.

The RMWB will maintain an essential services list which will contain division and departmental contacts, as well as contacts for external agencies that may be required to support recovery, ahead of re-entry. In some situations, essential services personnel will be required to remain in an impacted area to provide security, information, and assessments on the condition of the community.

11.2.1 Incident Debriefs

After an emergency, responders should participate in incident debriefs, focused on the ability to support the incident. These debriefings are generally formal and completed to support the development of an after-action report. While sometimes difficult to accomplish immediately after demobilization, the sooner these debriefs can be completed, the better as responder memories will be sharper in regard to the incident.

11.2.2 Critical Incident Stress Management

Response to large incidents can have a significant impact on the mental health of emergency responders. As a result, Critical Incident Stress Management, or CISM, debriefs can be highly beneficial to operational responders and those working from within an emergency coordination centre. CISM, while not a requirement, typically focuses on a peer-to-peer debriefing and provides an opportunity, in a safe space, for responders to discuss the more impactful experiences they had during the incident, not so much the operational. The RMWB has a team of employees with CISM training that are able to support these specific debriefing sessions.

11.2.3 Other Community Considerations

Recovery from an incident can include long lasting impacts on residents. There will frequently be a spike in the need for mental health and psychosocial supports (MHPSS) in the immediate aftermath of an emergency. As a result, there may be a need for additional psychosocial supports to be established in the community, for an extended period, so as to not exhaust supports already established in the community.

Another factor for community recovery may revolve around safety and security. Situationally, needs may arise for enhanced police presence in a community to ensure residents are settling back into routines. While a uniformed presence is not always the answer, additional resources of this nature may be required to ensure a feeling of public safety in a community that recently experienced vulnerability.



ROLES AND RESPONSIBILITIES DURING AN EMERGENCY

12.1 Mayor and Council

- 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.
- The roles and responsibilities of elected officials do not include attendance at the Regional Emergency Coordination Centre unless specifically requested by the Director of Emergency Management

12.2 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).

In consultation and coordination with the Regional Emergency Coordination 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

12.3 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



12.4 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 Coordination Centre Plan and determine which members of the Emergency Management Agency are required to support the Regional Emergency Coordination 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 Coordination 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 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

12.5 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 Coordination 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

12.6 Municipal Support

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:

12.6.1 Organizational Support Services

12.6.1.1 Strategic Communications

- Develop and release public information with the IC's approval
- 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.)
- Provide public information relating to recovery processes and programs

12.6.1.2 Project Management Office

- 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
- Ensure the safety and integrity of critical municipal infrastructure
- Planning and Development Department
- Conduct damage assessments and Safety Codes Inspections as required
- Participate in Disaster Recovery Planning

12.6.2 Public Works Division

Public works includes Parks and Recreation, Facility Maintenance, Fleet Services, Transit Services, Underground Services, and the 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 Nuneen 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
- Respond to incidents as required
- Regional Emergency and Protective Services (REPS) Division – Emergency Management Department
- Ensure activation of RECC
- Ensure activation and provision of goods and services (including food, shelter, and water) for evacuees impacted by incident
- Ensure activation of ESS Team and timely set up and response of Registration Centre or other ESS Site(s), dependent on situational requirements
- Ensure timely and effective contact with and evacuation of Vulnerable Persons Registry Registrants, should evacuation assistance be required
- Provide support as a Liaison Officer as warranted

12.6.3 Regional Emergency and Protective Services (REPS)

12.6.3.1 9-1-1 Dispatch

- Provide tactical dispatch support to operations on the ground
- Support ESS functions including establishment of registration centres and ongoing supports
- Support resource assignment and tracking

12.6.3.2 Bylaw Services

- Assist with evacuations of impacted areas (door to door)
- Provide uniformed presence, as requested, for ESS Sites or other emergency functions
- Provide Animal Care and Rescue support
- Ensure trained staff is available to attend the Regional Emergency Coordination Centre
- Ensure the continuity of operations
- Work as part of a larger damage assessment team to provide timely information to the Regional Emergency Coordination Centre
- Protect and secure municipal infrastructure or areas affected by an emergency or disaster

12.6.3.3 Operations

- 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
- When necessary, activate Mutual Aid Agreement(s) with external partners to support operation and equipment needs

12.6.3.4 RCMP Support

- Support RCMP functions during evacuation
- Support ESS functions including establishment of registration centres and ongoing supports
- Provide any additional support as required while maintaining business continuity

12.7 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, and the following have been identified as important participants in all phases of emergency management. Each 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 Regional Emergency Coordination Centre and their anticipated emergency operation responsibilities:



12.7.1 Alberta Wildfire

- Provide advice on the progress of wildfires within the region
- 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
- Provide information and advice on time frames should evacuation be imminent
- Provide, or assist in, rescue operations where required.

12.7.2 Alberta Public Safety and Emergency Services

12.7.2.1 Alberta Emergency Management Agency

The Director of Emergency Management will normally request a representative from the Alberta Emergency Management Agency (field officer) to be present in the RECC. The AEMA representative is responsible for updating the Provincial Emergency Coordination Centre (PECC). Requests to the PECC should go through the field officer or alternate 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

12.7.3 Alberta Environment and Protected Areas

- 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.

12.7.4 Alberta Transportation and Economic Corridors

- 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

12.7.5 Alberta Health Services and Nunee Health

- Provide advice to the RECC 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

12.7.6 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

12.7.7 School Boards

There are four school boards in the RMWB. These include Fort Murray Catholic School District (FMCS), Fort McMurray Public School District (FMPD), Greater North Central Francophone Education Region No. 2 (also known as Conseil Scolaire Centre-Nord), Parkland School Division (Fort Chipewyan) and Northland School Division (Anzac, Janvier and Conklin). These school boards offer early entry through grade 12 school systems in the RMWB. Additionally, the RMWB is home to Keyano College, a privately owned college with main campus in the Lower Townsite of Fort McMurray and satellite campuses in rural communities in the region.

- 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 Registration Centres or ESS Sites, and to assist in the coordination on their use and operation
- Act as a liaison to keep the respective School Boards informed of Regional Emergency Coordination Centre decisions that may impact their activities

12.7.8 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.

12.7.9 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



12.7.10 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, Canadian Natural Upgrading Limited.



TRAINING AND EXERCISES

Training and exercises are critical components of emergency preparedness because it introduces and familiarizes personnel with their role in the event of an emergency.

13.1 Training

Emergency Management strives to provide emergency management training to municipal employees and partner agencies in the region who may be called on to support an incident response. Cross training with individuals who from different organizations provides distinct and varying views, opinions and experiences which lead to more robust training programs. Training courses provided through emergency management may be comprised of a combination of the following organizations/agencies:

- Members and potential members of the Incident Management Team
- Community Partners (Fort McMurray Airport Authority)
- Emergency Social Services Team Members
- Community Organizations that support ESS
- Emergency Responders (including RCMP, Fire and Bylaw)
- New staff with no emergency management knowledge/training
- Employees of neighbouring municipalities
- Alberta Saskatchewan Incident Support Team (ASIST) Members
- Industry Partners

Within emergency management, there are two streams of training available, Emergency Management – specific to functioning as part of an incident management team, and Emergency Social Services – specific to providing evacuee support.

13.1.1 Building Block Approach to Training

Emergency Management uses a building block approach for training, so that courses can build upon one another, and participants have the option to become more specialized and progress through their respective training path.

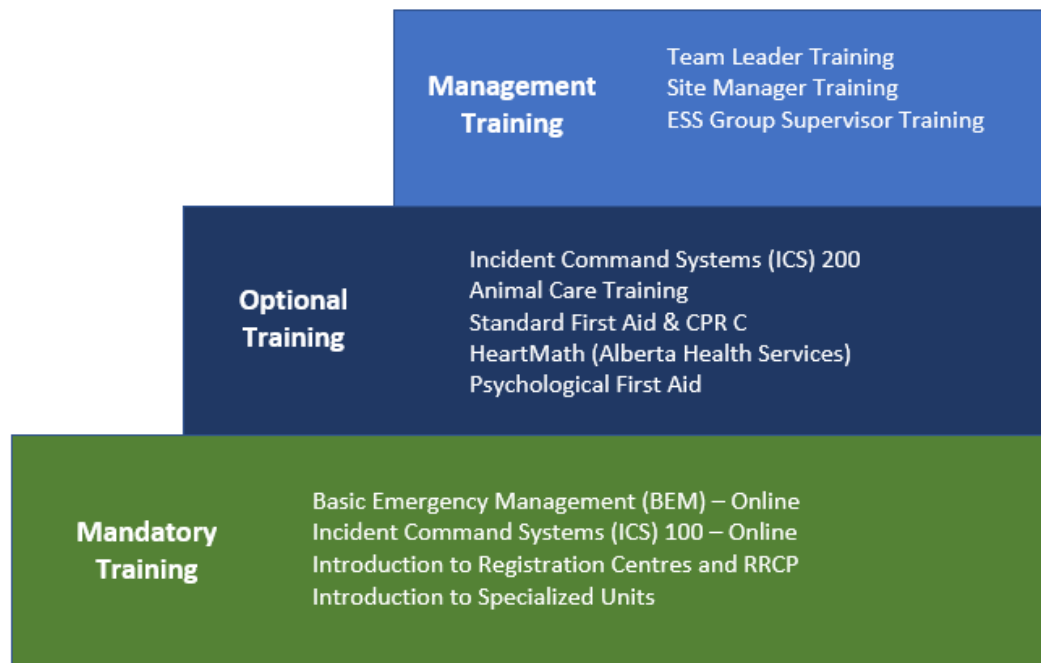
The approach promotes continuous improvement and enhances capacity by having individuals who are interested in specific Emergency Management streams take training that is of interest to them. Many individuals are trained in multiple positions and are able to support in different roles during an emergency or disaster.

Completion of courses in order will ensure that participants have core knowledge before progressing to more advanced courses. This training model delivers a range of in-house and accredited training and development opportunities, which cover leadership, disaster operations and functional capabilities.

Figure 10
RECC Building Block Approach



Figure 11
Emergency Social Services Building Block Approach



13.2 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 and are also a requirement of the Local Authority Emergency Management Regulation (LAEMR).

The LAEMR requires local authorities to engage in at least one training exercise annually, with a larger functional exercise being conducted every four years. Local authorities that activate for an emergency during a calendar year may also consider the event as their four-year functional exercise requirement. All exercises are reported to Alberta Emergency Management Agency (AEMA) – through field officers - and tracked for a Local Authority to successfully meet requirements.

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, day long 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
- 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 an exercise all participants should have the opportunity to engage in a debrief. This ensures that all opportunities for improvement are noted and incorporated into future training activities and all procedures are updated as required.

13.2.1 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. Figure 12 illustrates the building block approach used for exercise design and facilitation. The following are types of exercises that are used to support emergency management functions and practice response skillsets:

- Seminars
- Workshops
- Tabletops
- Drills
- Functional
- Full Scale

ACRONYMS

AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency
AFRRCS	Alberta First Responders Radio Communications System
AHS	Alberta Health Services
ANS	Automated Notification System
ASIST	Alberta Saskatchewan Incident Support Team
BNL	By Name List
BWA	Boil Water Advisory
C & G	Command and General
CAO	Chief Administrative Officer
CCP	Crisis Communications Plan
CISM	Critical Incident Stress Management
CEMP	Community Emergency Management Plan
DG	Dangerous Goods
DDEM	Deputy Director of Emergency Management
DEM	Director of Emergency Management
DRP	Disaster Recovery program
DOCL	Documentation Unit Leader
EAC	Emergency Advisory Committee
EDM	Emergency Disaster Management
EM	Emergency Management
EMA	Emergency Management Agency
EMS	Emergency Medical Services
ESS	Emergency Social Services
FDD	Freezing Degree Days
GOA	Government of Alberta
HRVA	Hazard, Risk and Vulnerabilities Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Centre
LAEMR	Local Authority Emergency Management Regulation
MOU	Memorandum of Understanding
MWAP	Municipal Wildfire Assistance Program
NGO	Non-Governmental Organization
NLRHC	Northern Lights Regional Health Centre
NPAS	National Public Alerting System
PECC	Provincial Emergency Coordination Centre
PPE	Personal Protective Equipment
PSC	Public Safety Canada
RECC	Regional Emergency Coordination Centre
REMP	Regional Emergency Management Plan
REPS	Regional Emergency and Protective Services
RESL	Resource Unit Leader



RMWB	Regional Municipality of Wood Buffalo
RCMP	Royal Canadian Mounted Police
SITL	Situation Unit Leader
SOE	State of Emergency
SOLE	State of Local Emergency
UGS	Underground Services
USA	Urban Service Area
VPR	Vulnerable Persons Registry
WUI	Wildland Urban Interface
WWTP	Wastewater Treatment Plant



GLOSSARY

A

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.

Activation Level: This term describes the vastness and level of resources required to respond to an emergency. Activation levels also provide the option to increase or decrease as an incident unfolds and more information becomes available.

ADM 240: An administrative order, approved by the CAO, that details the Emergency Management roles and responsibilities within the Municipality

Administration: RMWB employees involved in emergency response, from the CAO, DEM and down through chain of command.

Agency (Agencies): An Agency is a division of government with a specific function, or a non-governmental organization (private contractors and business) 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 an agency or organization’s participation in the emergency response.

Alberta Emergency Management Agency: AEMA operates under the authority of the Emergency Management Act and assists local authorities across the province through all phases of emergency management planning through coordination and cooperation of all organizations involved.

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. Through funding from the Government of Alberta, the networks construction, operation and maintenance were possible and AFRRCS became operational 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.

B

Branch: The organizational level having functional or geographic responsibility for major parts of incident operations.

Broadcast-Intrusive Alert: critical alert messaging that is pushed through all media avenues, including television, radio, and mobile phones in a certain area.

Business Continuity: A plan, often associated to emergency management or disruptions to business, that will allow an organization to continue regular operations, despite an incident affecting a portion of the region or day to day operations.

C

Chain of Command: An orderly line of authority within the ranks of the ICS organization structure.

Chief Administrative Officer: The person responsible for the administration of the Regional Municipality of Wood Buffalo and is accountable to 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. They may have an assistant or assistants, as needed.

Community Emergency Management Plan: A separate plan developed for each community within the Regional Municipality of Wood Buffalo. These plans focus on specific community needs and hazards and include important and relevant information for community members.

Coordinating Agency: Various level of government or organizations tasked with managing an emergency. The coordinating agency is responsible for collaborating with other agencies or levels of government in order to effectively respond to an incident.

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 10 Council members.

Critical Infrastructure: Any facility, system, or service that is imperative to the safety and well-being of citizens and communities. This may include things like the municipal building, hospitals, and water treatment plants.

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.

Cyber Attack: unintentional or unauthorized access, use, manipulation, interruption or destruction of electronic information. This may also include damage or unauthorized use of electronic and physical infrastructure used to process, communicate and/or store that information.

D

Dangerous Goods: a product, substance, or organism included by its nature, or regulations, in any of the classes listed in the Dangerous Goods Transportation and Handling Act's schedule.

Delegation of Authority: A statement provided to the Incident Commander by the CAO 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 Coordination Centre.

Disaster: An occurrence of a natural catastrophe, human caused or technological incident 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.

E

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 Act (The Act): Provides the legislative framework for local and provincial management of emergencies and disasters. It outlines the roles and responsibilities of the Minister of Municipal Affairs, the provincial government, and local authorities. The EMA provides the authority for the granting of additional powers during a state of emergency (SOE) or a state of local emergency (SOLE) and governs the coming into force, expiration, and termination of these states of emergency. The EMA also has regulation making authority.

Emergency Management Agency (EMA): 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: Also known as Bylaw 18/006 of the Regional Municipality of Wood Buffalo, identifying local regulations and requirements for Emergency Management.

Emergency Management Continuum: 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 the continuum consist of Mitigation, Preparedness, Response and Recovery.

Emergency Medical Services (EMS): Part of an integrated service model utilized by Regional Emergency Services, EMS provides medical response and transport services to residents of the RMWB.

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

Emergency Social Services: Short term supports provided to emergency affected individuals, to provide adequate care and necessities to those who are displaced. These services are provided to preserve the emotional and physical well-being of evacuees and response workers affected by an emergency event. Supports may include, but are not limited to, food, clothing, accommodations, animal care and emotional support.

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

Evacuation Alert: Issued when time allows it and provides residents an opportunity to prepare to evacuate. Evacuation alerts do not require evacuation or a State of Local Emergency (SOLE) to be issued and is usually an indicator that preparations should begin for the evacuation of vulnerable populations.

Evacuation Order: Issued when time is of the essence and threat to life safety is likely. Evacuation orders require residents to leave an impacted area immediately.

F

G

H

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.

I

Impact: negative effects of an incident on people, property and the environment. This may also include negative effects on the economy or psychosocial factors.

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 Action Plan (IAP): this is a formal document that outlines goals, objectives, operational periods and priorities during an incident.

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 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.

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

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.
compose information and ensure collaborative, aligned public messaging related to an incident

J

Joint Information Centre: an assembly of information officers from multiple agencies who work to

Jurisdiction: The range or sphere of authority, based on geographical area, legal responsibility, or a mandated function. Organizations have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation.

K

L

Large-scale evacuation: When a significant portion of the population is required to leave the community as a result of an imminent threat to life safety, property, or the environment

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

Likelihood: Frequency of occurrence for a particular hazard event.

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

M

Memorandum Of Understanding: A document developed in the planning and preparedness phase of the emergency management continuum, usually for the provision of specific goods and/or services.

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-agency response: An incident where one or more organization assists a jurisdictional organization. May be a single or unified command.

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

N

Non-broadcast intrusive: an alert issued to inform community members of a potential threat or hazard, these messages do not interfere with regular radio or television broadcasts but are received by individuals within a specified range of the impacted area



Non-Governmental Organization: A non-profit organization that operates with government funding.

O

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.

P

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 Emergency Coordination Centre: The designated facility established by the government of Alberta to coordinate response and provide support to emergency responses throughout the province.

Q

R

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.

Re-entry: The process of preparing and supporting residents to return home after an evacuation.

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

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.

Registration Centre: A safe gathering place where evacuees can register and receive support services to meet their immediate basic needs.

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.

Resiliency: the ability to bounce back quickly from an incident

S

Severity: Measured as *likelihood x impact* of an event occurring.

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 advice from emergency services.

Slope Instability: A significant shift in land on slopes due to a combination of natural and human factors.

Small-scale Evacuation: when only a portion of a community is impacted and required to leave due to an impending threat or hazard.

State of Local Emergency (SOLE): A resolution of the Local Authority to create a temporary legal state in which extraordinary powers may be taken to address a major emergency or disaster.

T

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

Threat: when a hazard become imminent and there is a risk to life safety, property and/or the environment

U

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.

V

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.

W

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 a type of severe weather is imminent in that area.

X Y Z

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APPENDIX A

Governance Documents

Appendix A1 - Alberta Emergency Management Act RSA



Province of Alberta

EMERGENCY MANAGEMENT ACT

Revised Statutes of Alberta 2000
Chapter E-6.8

Current as of September 1, 2020

Office Consolidation

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Note

All persons making use of this consolidation are reminded that it has no legislative sanction, that amendments have been embodied for convenience of reference only. The official Statutes and Regulations should be consulted for all purposes of interpreting and applying the law.

Regulations

The following is a list of the regulations made under the *Emergency Management Act* that are filed as Alberta Regulations under the Regulations Act

	Alta. Reg.	Amendments
Emergency Management Act		
Disaster Recovery	51/94	196/2006
Government Emergency Management	248/2007	112/2012, 18/2017, 216/2017, 202/2018
Local Authority Emergency Management	203/2018	

EMERGENCY MANAGEMENT ACT

Chapter E-6.8

Table of Contents

- 1 Definitions
- 2 Crown bound
- 3 Proof of authorization

Part 1 Administration

- 3.1 Alberta Emergency Management Agency
- 4 Cabinet Committee
- 5 Advisory committees
- 6 Regulations
- 7 Subrogation regulations
- 7.1 Local authority emergency management regulations
- 9 Powers of Minister
- 10 Ministerial orders
- 11 Municipal emergency organization
- 11.1 Emergency advisory committee
- 11.2 Emergency management agency
- 11.3 Delegation by local authority
- 12 Disaster Relief Fund
- 13 Recovery of expenditures
- 14 Fees
- 17 Offence
- 17.1 Confidentiality

Part 2 State of Emergency

- 18 Declaration of state of emergency
- 19 Powers of Minister in emergency
- 19.1 Compliance with evacuation order
- 20 Termination of state of emergency
- 21 Declaration of state of local emergency

- 22 Cancellation of declaration of state of local emergency
- 23 Termination of declaration of state of local emergency
- 23.1 Notice provisions do not apply
- 24 Powers of local authority
- 25 Dispute re compensation amount
- 26 Conscript's employment

Part 3

Liability Protection for Emergency Service Providers

- 27 Minister
- 28 Local authority
- 29 Search and rescue organization

HER MAJESTY, by and with the advice and consent of the
Legislative Assembly of Alberta, enacts as follows:

Definitions

1(1) In this Act,

- (a) "Agency" means the Alberta Emergency Management Agency referred to in section 3.1(1);
- (a.1) "Cabinet Committee" means the committee of the Executive Council appointed under section 4;
- (b) "declaration of a state of emergency" means an order of the Lieutenant Governor in Council under section 18;
- (c) "declaration of a state of local emergency" means a resolution or order of a local authority under section 21;
- (d) repealed 2007 c12 s3;
- (e) "disaster" means an event that results in serious harm to the safety, health or welfare of people or in widespread damage to property or the environment;
- (f) "emergency" means an event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property or the environment;
- (f.1) "evacuation order" means an evacuation order made under section 19(1)(g) or section 24(1)(b);
- (g) "local authority" means

- (i) where a municipality has a council within the meaning of the *Municipal Government Act*, that council,
 - (ii) in the case of an improvement district, the Minister responsible for the *Municipal Government Act*,
 - (iii) in the case of a special area, the Minister responsible for the *Special Areas Act*,
 - (iv) the settlement council of a settlement under the *Metis Settlements Act*,
 - (v) the park superintendent of a national park or the superintendent's delegate where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the park superintendent is a local authority for the purposes of this Act, or
 - (vi) the band council of an Indian band where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the band council is a local authority for the purposes of this Act;
- (g.1) "Managing Director" means the person designated under section 3.1(2), and includes any person acting in the capacity of the Managing Director;
- (h) "Minister" means the Minister determined under section 16 of the *Government Organization Act* as the Minister responsible for this Act;
- (i) "municipality" means the area comprising a municipality within the meaning of the *Municipal Government Act* or an improvement district or special area and includes
- (i) the settlement area of a settlement under the *Metis Settlements Act*,
 - (ii) the area comprising a national park where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the park superintendent is a local authority for the purposes of this Act, and

- (iii) the area comprising an Indian reserve where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the band council is a local authority for the purposes of this Act.
- (2) For greater certainty, a reference in this Act to an order
 - (a) made under section 19(1) or (1.1) includes an order made by the Managing Director or any other person authorized to make that order under section 19(7), and
 - (b) made under section 24(1)(b) includes an order made by a person authorized by a local authority to make that order under section 24(1)(c).

RSA 2000 cD-13 s1;2002 c32 s5;2004 c30 s2;
2007 c12 s3;2018 c14 s2;2020 c7 s2

Crown bound

2 This Act binds the Crown.

1992 c31 s3

Proof of authorization

3(1) If the Minister authorizes a person to carry out a power or duty of the Minister under this Act as the Minister responsible for this Act or as a local authority and the authorization

- (a) is made in writing,
- (b) purports to be signed by the Minister responsible for the *Municipal Government Act* or the Minister responsible for the *Special Areas Act*, and
- (c) states that the person named in it is authorized under this section to carry out the power or duty set out in the written authorization,

that written authorization or a copy of it shall be admitted in evidence as proof, in the absence of evidence to the contrary, of that person's authorization to carry out the power or duty without proof of the signature or official character of the Minister.

(2) In a proceeding under this Act in which proof is required as to the existence and contents of a declaration or order made under this Act, a certified or notarized copy of the declaration or order is admissible in evidence as proof of the statements contained in the declaration or order, and proof of the signature of the Minister or members of the local authority is not required.

RSA 2000 cD-13 s3;2007 c12 s4;2010 c5 s2;2018 c14 s3

Part 1 Administration

Alberta Emergency Management Agency

3.1(1) There shall be a part of the public service of Alberta known as the “Alberta Emergency Management Agency”.

(2) The Minister shall designate a person employed in the Minister’s department as the Managing Director of the Agency.

(3) In accordance with the *Public Service Act*, there may be appointed such officers and employees that the Minister considers are required for the administration of the business and affairs of the Agency.

2007 c12 s5; 2018 c14 s4

Cabinet Committee

4 The Lieutenant Governor in Council may appoint a committee consisting of those members of the Executive Council whom the Lieutenant Governor in Council designates to advise on matters relating to emergencies and disasters.

RSA 1980 cD-36 s3

Advisory committees

5(1) The Minister may appoint committees as the Minister considers necessary or desirable to advise or assist the Minister, the Cabinet Committee or the Managing Director.

(2) The members of committees appointed under subsection (1) who are not officers or employees of the Crown, or officers or employees of an agency of the Crown, may be paid remuneration for their services and expenses at a rate or rates fixed by the Minister.

RSA 2000 cD-13 s5; 2007 c12 s6

Regulations

6 The Lieutenant Governor in Council may make regulations

- (a) assigning responsibility to departments, boards, commissions or Crown agencies for the preparation or implementation of plans or arrangements or parts of plans or arrangements to deal with emergencies;
- (b) repealed 2018 c14 s5;
- (c) governing the assessment of damage or loss caused by a disaster and the payment of compensation for the damage or loss;
- (c.1) respecting the providing of funding for the reimbursement of costs incurred by local authorities and individuals in

connection with measures taken to reduce or mitigate potential flood hazards, including, without limitation, regulations

- (i) prescribing or describing the measures to be taken to reduce or mitigate potential flood hazards that are eligible for the reimbursement of costs, and
 - (ii) governing the procedures applicable to and the proof required for the reimbursement of costs;
- (c.2) respecting the filing and removal of caveats against titles to land in a flood fringe or floodway, as those terms are defined in the regulations, for which funding has been provided pursuant to a disaster recovery program administered under the regulations;
- (d) governing the sharing of costs incurred by the Government of Alberta or by a local authority in conducting emergency operations;
- (e) requiring persons
- (i) who are engaged or may be engaged in any operation,
 - (ii) who are utilizing or may be utilizing any process,
 - (iii) who are using any property in any manner, or
 - (iv) on whose real property there exists or may exist any condition,
- that may be or may create a hazard to persons or property, whether independently or as a result of some other event, to develop plans and programs in conjunction with local authorities to remedy or alleviate the hazard and to meet any emergency that might arise from the hazard;
- (f) governing the administration of the Disaster Relief Fund;
- (g) concerning any other matter or thing necessary for the administration of this Act and for which no specific provision is made in this Act.

RSA 2000 cD-13 s6;2002 c32 s5;2007 c12 s7;
2010 c5 s3;2013 c21 s1;2018 c14 s5

Subrogation regulations

7(1) The Lieutenant Governor in Council may make regulations establishing that Her Majesty in right of Alberta has a right of subrogation with respect to

- (a) payments of compensation made by Her Majesty in right of Alberta for damage or loss caused by a disaster, or
 - (b) payments made by Her Majesty in right of Alberta for the purpose of sharing costs incurred by a local authority in conducting emergency operations.
- (2) The regulations under this section may define and describe the right of subrogation and may deal with any matter respecting the enforcement of or procedures relating to the right of subrogation.
- (3) The regulations under this section may provide that the right of subrogation applies to payments made before November 15, 1993.

1993 c23 s3

Local authority emergency management regulations**7.1** The Lieutenant Governor in Council may make regulations

- (a) respecting the powers, duties and functions of local authorities under this Act;
- (b) respecting the establishment of emergency advisory committees referred to in section 11.1, including the duties and functions of the committees;
- (c) respecting the establishment of emergency management agencies referred to in section 11.2, including the duties and functions of the agencies;
- (d) respecting the delegation of a local authority's powers or duties under this Act and the regulations;
- (e) respecting training requirements for persons designated by the regulations;
- (f) respecting the preparation, approval, maintenance and co-ordination of local authority emergency plans and programs;
- (g) respecting the conduct of exercises relating to emergency plans.

2018 c14 s6

8 Repealed 2011 c13 s3.**Powers of Minister****9** The Minister may

- (a) review and approve or require the modification of provincial and municipal emergency plans and programs;

- (b) enter into agreements with the Government of Canada or of any other province or territory or any agency of such a government, dealing with emergency plans and programs;
- (c) make surveys and studies of resources and facilities to maintain and provide information necessary for the effective preparation of emergency plans and programs;
- (d) make surveys and studies to identify and record actual and potential hazards that may cause emergencies;
- (e) make payments and grants, subject to any terms or conditions that the Minister may prescribe, to local authorities for the purposes of assisting in emergency preparedness and the provision of public safety programs;
- (f) enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs;
- (g) conduct public information programs relating to emergency preparedness for and the mitigation of disasters.

RSA 1980 cD-36 s6;1985 c22 s7;1992 c31 s5;1995 c34 s13

Ministerial orders

10(1) The Minister may, by order,

- (a) divide Alberta into various subdivisions for the purpose of organizing integrated emergency planning, training, assistance and emergency operations programs;
- (b) require local authorities of those municipalities located within a subdivision referred to in clause (a) to prepare integrated plans, procedures and mutual assistance programs to deal with emergencies and to submit them to the Managing Director for review;
- (c) establish procedures required for the prompt and efficient implementation of plans and programs to meet emergencies;
- (d) require a person to whom the order is directed and
 - (i) who is engaged or may be engaged in any operation,
 - (ii) who is utilizing or may be utilizing any process,
 - (iii) who is using any property in any manner, or

- (iv) on whose real property there exists or may exist any condition,

that may be or may create a hazard to persons or property, whether independently or as a result of some other event, to develop plans and programs in conjunction with one or more local authorities to remedy or alleviate the hazard and to meet any emergency that might arise from the hazard.

- (2) The *Regulations Act* does not apply to an order made under subsection (1).

RSA 2000 cD-13 s10;2002 c32 s5;2007 c12 s8

Municipal emergency organization

11 A local authority

- (a) shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the Government assumes direction and control under section 19(5.1) or 22(3.1);
- (b) shall approve emergency plans and programs, subject to the regulations;
- (c) may enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs.

RSA 2000 cD-13 s11;2007 c12 s9;2010 c5 s4;2018 c14 s7;
2020 c2 s2

Emergency advisory committee

11.1(1) A local authority shall appoint, subject to the regulations, an emergency advisory committee consisting of a member or members of the local authority or, in the case of an improvement district, a special area or a national park, a person or persons the local authority designates, to advise on the development of emergency plans and programs, and to exercise any powers delegated to the committee under section 11.3(1)(a).

- (2) The local authority shall provide for the payment of expenses of the members of the committee.

2010 c5 s4;2018 c14 s8

Emergency management agency

11.2(1) A local authority shall establish and maintain, subject to the regulations, 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) There shall be a director of the emergency management agency, who shall

- (a) prepare and co-ordinate emergency plans and programs for the municipality,
- (b) act as director of emergency operations on behalf of the emergency management agency,
- (c) co-ordinate all emergency services and other resources used in an emergency, and
- (d) perform other duties as prescribed by the local authority.

(3) A local authority, except an improvement district, special area, national park or Indian reserve, may by bylaw that is not advertised borrow, levy, appropriate and expend all sums required for the operation of the emergency management agency.

(4) For greater certainty, an emergency management agency may be maintained by and may act as the agent of more than one local authority.

2010 c5 s4;2018 c14 s9

Delegation by local authority

11.3(1) A local authority may delegate some or all of the local authority's powers or duties under this Act to

- (a) a committee composed of a member or members of the local authority, including an emergency advisory committee appointed under section 11.1(1), and
- (b) subject to the regulations, one or more of the following:
 - (i) a regional services commission established under the *Municipal Government Act* representing 2 or more local authorities if the regional services commission is authorized by its bylaws to exercise that power or duty;
 - (ii) if authorized by order of the Minister, a joint committee representing 2 or more local authorities that is composed of one or more members appointed by each of the local authorities;
 - (iii) in the case of a summer village and if authorized by order of the Minister, another local authority.

(1.1) Where, under subsection (1)(b)(iii), a summer village has delegated its powers or duties under this Act to a local authority, the local authority may subdelegate those powers or duties to a

committee composed of a member or members of that local authority, including an emergency advisory committee appointed under section 11.1(1).

(2) Despite sections 21(1) and 23(1), a delegate of a local authority under subsection (1) that declares or terminates a local state of emergency shall do so by resolution.

2010 c5 s4;2018 c14 s10;2020 c25 s3

Disaster Relief Fund

12(1) There is hereby established a Disaster Relief Fund into which may be deposited public donations for disaster relief in areas inside or outside Alberta.

(2) The Disaster Relief Fund shall be administered in accordance with the regulations by a committee called the "Disaster Relief Committee" consisting of those persons who are appointed to the committee by the Lieutenant Governor in Council.

(3) Members of the Disaster Relief Committee who are not officers or employees of the Crown, or officers or employees of an agency of the Crown, may be paid remuneration for their services and expense allowances at the rate fixed by the Lieutenant Governor in Council.

RSA 1980 cD-36 s10

Recovery of expenditures

13 When an expenditure with respect to a disaster is made by the Government within or for the benefit of a municipality, the local authority, other than a park superintendent or an Indian band council, shall, if so required by the Lieutenant Governor in Council, pay to the Minister the amount of the expenditure or the portion of it as may be specified in the order, at the times and on the terms as to the payment of interest and otherwise that the order may require.

RSA 2000 cD-13 s13;2006 c23 s23

Fees

14 The Minister may charge fees for any services or materials that are provided and any research that is carried out in respect of matters to which this Act pertains.

1985 c22 s12

15 and 16 Repealed 2010 c5 s5.

Offence

17 Any person who

(a) contravenes this Act or the regulations,

- (b) fails to comply with an evacuation order, or
- (b.1) fails to comply with an order made
 - (i) under section 19(1)(d), (e), (f), (j) or (k) or 24(1)(b) with respect to the matters referred to in section 19(1)(d), (e), (f), (j) or (k), or
 - (ii) under section 19(1.1),
- or
- (c) interferes with or obstructs any person in the carrying out of a power or duty under this Act or the regulations

is guilty of an offence and liable to imprisonment for a term of not more than one year or to a fine of not more than \$10 000 or to both imprisonment and a fine.

RSA 2000 cD-13 s17;2010 c5 s6;2018 c14 s11;2020 c7 s3

Confidentiality

17.1(1) Terms used in this section have the same meaning as is assigned to them in the *Freedom of Information and Protection of Privacy Act*.

(2) The *Freedom of Information and Protection of Privacy Act* does not apply in respect of information in a record that is in the possession of a public body where the information

- (a) is used or to be used for the purpose of preparing or administering a consequence management plan for human-induced intentional threats under a regulation under this Act, or
- (b) forms part of a consequence management plan for human-induced intentional threats under a regulation under this Act.

2002 c32 s5;2018 c14 s12

Part 2 State of Emergency

Declaration of state of emergency

18(1) The Lieutenant Governor in Council may, at any time when the Lieutenant Governor in Council is satisfied that an emergency exists or may exist, make an order for a declaration of a state of emergency relating to all or any part of Alberta.

- (2) A declaration of a state of emergency under subsection (1) must identify the nature of the emergency and the area of Alberta in which it exists.
- (3) Immediately after the making of an order for a declaration of a state of emergency, the Minister shall cause the details of the declaration to be published by any means of communication that the Minister considers is most likely to make known to the majority of the population of the area affected the contents of the declaration.
- (4) Unless continued by a resolution of the Legislative Assembly, an order under subsection (1) expires at the earlier of the following:
- (a) at the end of 28 days, but if the order is in respect of a pandemic, at the end of 90 days;
 - (b) when the order is terminated by the Lieutenant Governor in Council.
- (5) Repealed 2010 c5 s7.
- (5.1) Unless otherwise provided for in the order for a declaration of a state of emergency, where
- (a) an order for a declaration of a state of emergency is made, and
 - (b) there is a conflict between this Act or a regulation made under this Act and any other Act or regulation, other than the *Alberta Bill of Rights* or the *Alberta Human Rights Act* or a regulation made under either of those Acts,
- during the time that the order is in effect, this Act and the regulations made under this Act shall prevail in Alberta or that part of Alberta in respect of which the order was made.
- (6) The *Regulations Act* does not apply to an order made under subsection (1).

RSA 2000 cD-13 s18;2007 c23 s1;2009 c26 s34;2010 c5 s7;
2011 c13 s3;2013 c21 s1;2020 c7 s4

Powers of Minister in emergency

19(1) On the making of the declaration and for the duration of the state of emergency, the Minister may do all acts and take all necessary proceedings including the following:

- (a) put into operation an emergency plan or program;

- (b) authorize or require a local authority to put into effect an emergency plan or program for the municipality;
- (c) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;
- (d) authorize or require or make an order to authorize or require any qualified person to render aid of a type the person is qualified to provide;
- (e) control or prohibit or make an order to control or prohibit travel to or from any area of Alberta;
- (f) provide for or make an order to provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and co-ordinate or make an order to provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of Alberta;
- (g) order 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;
- (h) 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;
- (i) 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;
- (j) procure or fix prices or make an order to 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 any part of Alberta for the duration of the state of emergency;
- (k) authorize the conscription or make an order for the conscription of persons needed to meet an emergency.

(1.1) In addition to any other orders the Minister is authorized to make under this Act, the Minister may make any order necessary, in the Minister's opinion, to lessen the impact of the emergency.

(2) As it relates to the acquisition of real property, subsection (1)(c) does not apply to real property located within a national park or an Indian reserve.

(3) If the Minister acquires or utilizes real or personal property under subsection (1) or if any real or personal property is damaged or destroyed due to an action of the Minister in preventing, combating or alleviating the effects of an emergency or disaster, the Minister shall cause compensation to be paid for it.

(4) The Lieutenant Governor in Council may make regulations in respect of any matter mentioned in subsection (1).

(5) Subject to subsection (5.1), on the making of an order under section 18(1) respecting an emergency in respect of which a state of local emergency has been declared, the local authority is responsible in the municipality for the co-ordination and implementation of the necessary plans or programs prepared pursuant to this Act.

(5.1) If the Minister authorizes the Managing Director or another person under subsection (6), the Managing Director or the other person authorized by the Minister is responsible for the co-ordination and implementation of the necessary plans or programs prepared pursuant to this Act and all persons and agencies involved in the implementation are subject to the control and direction of the Managing Director or the other authorized person.

(6) The Minister may, by order, authorize another person to be responsible for the co-ordination and implementation of the necessary plans or programs prepared pursuant to this Act and all persons and agencies involved in the implementation are subject to the control and direction of that person.

(7) On the making of an order under section 18(1), the Minister may, by order, authorize the Managing Director or any other person to exercise some or all of the powers given to the Minister under subsection (1) or (1.1).

(8) The *Regulations Act* does not apply to an order made under subsection (1)(d), (e), (f), (g), (j) or (k) or (1.1).

RSA 2000 cD-13 s19;2007 c12 s11;2010 c5 s8;2018 c14 s13;
2020 c2 s3;2020 c7 s5

Compliance with evacuation order

19.1(1) If an evacuation order is made, every person within the area that is the subject of the evacuation order must leave the area

(a) immediately, or



- (b) if a deadline for evacuation is specified in the evacuation order, by that deadline.

(2) Subsection (1) does not apply to a person acting under the direction of a person exercising powers under section 19(1) or 24(1)(b), as the case may be, so long as there is a plan for safely evacuating that person in a timely manner and the means available to carry out the plan.

2018 c14 s14

Termination of state of emergency

20(1) When, in the opinion of the Lieutenant Governor in Council, an emergency no longer exists in an area in relation to which a declaration of a state of emergency was made, the Lieutenant Governor in Council shall make an order terminating the declaration of a state of emergency in respect of that area.

(2) Immediately after an order is made under subsection (1), the Minister shall cause the details of the termination to be published by any means of communication that the Minister considers is most likely to make known to the majority of the population of the area affected the contents of the termination order.

RSA 1980 cD-36 s17

Declaration of state of local emergency

21(1) A local authority may, at any time when it is satisfied that an emergency exists or may exist in its municipality, by resolution or, in the case of the Minister responsible for the *Municipal Government Act*, the Minister responsible for the *Special Areas Act* or a park superintendent of a national park, by order, make a declaration of a state of local emergency relating to all or any part of the municipality.

(2) A declaration of a state of local emergency under subsection (1) must identify the nature of the emergency and the area of the municipality in which it exists.

(3) Immediately after the making of a resolution for a declaration of a state of local emergency, the local authority shall cause the details of the declaration to be published by any means of communication that it considers is most likely to make known to the population of the area of the municipality affected the contents of the declaration.

(4) Repealed 2010 c5 s9.

RSA 2000 cE-6.8 s21;2010 c5 s9

Cancellation of declaration of state of local emergency

22(1) The local authority shall forthwith on making a declaration of a state of local emergency forward a copy of the declaration to the Minister.

(2) The Minister may cancel the declaration of a state of local emergency at any time the Minister considers appropriate in the circumstances.

(3) Where a declaration of a state of local emergency has been made and the Lieutenant Governor in Council makes an order for a state of emergency relating to the same area of the municipality, if there is any conflict between the direction of the Managing Director or another person authorized by the Minister under section 19(6) and the local authority, the direction of the Managing Director or the other authorized person prevails.

(3.1) If a declaration of a state of local emergency has been made, an order under section 18(1) for a state of emergency by the Lieutenant Governor in Council relating to the same area of the municipality may provide that the declaration of a state of local emergency ceases to be of any force or effect.

(4) A declaration of a state of local emergency lapses at the end of 7 days, or at the end of 90 days if the declaration is in respect of a pandemic, after its making by the local authority unless it is earlier cancelled by the Minister or terminated by the local authority or unless it is renewed by the local authority.

(5) This section and section 21(3) apply to any renewal of a state of local emergency.

RSA 2000 cE-6.8 s22;2020 c2 s4;2020 c7 s6

Termination of declaration of state of local emergency

23(1) When, in the opinion of the local authority, an emergency no longer exists in an area of the municipality in relation to which a declaration of a state of local emergency was made, it shall by resolution or, in the case of the Minister responsible for the *Municipal Government Act*, the Minister responsible for the *Special Areas Act* or a park superintendent of a national park, by order, terminate the declaration of a state of local emergency in respect of that area.

(2) Immediately after

- (a) the passage of a resolution or order terminating a declaration under subsection (1),

- (b) the cancellation by the Minister of a declaration of a state of local emergency, or
- (c) the termination by lapse of time of a declaration of a state of local emergency,

the local authority shall cause the details of the declaration or cancellation or the fact of the termination by lapse of time to be published by any means of communication that it considers is most likely to make known to the majority of the population of the area affected the contents of the declaration or cancellation or the fact of the termination.

RSA 1980 cD-36 s20;1985 c22 s18

Notice provisions do not apply

23.1 Where the sole purpose of a meeting of a local authority is to pass a resolution referred to in section 21(1) or 23(1), the notice requirements in sections 194 to 196 and 199 of the *Municipal Government Act* do not apply.

2002 c32 s5;2020 c7 s7

Powers of local authority

24(1) On the making of a declaration of a state of local emergency and for the duration of the state of local emergency, the local authority may do all acts and take all necessary proceedings including the following:

- (a) cause any emergency plan or program to be put into operation;
- (b) exercise any power given to the Minister under section 19(1) in relation to the part of the municipality affected by the declaration;
- (c) authorize any persons at any time to exercise, in the operation of an emergency plan or program, any power given to the Minister under section 19(1) in relation to any part of the municipality affected by a declaration of a state of local emergency.

(1.01) Despite subsection (1)(b) and (c), the Minister may, by order, restrict, prohibit or terminate the exercise

- (a) by a local authority of any power given to the Minister under section 19(1) in relation to the part of the municipality affected by the declaration of a state of local emergency, or
- (b) by a person authorized by a local authority to exercise, in the operation of an emergency plan or program, any power given to the Minister under section 19(1) in relation to any

part of the municipality affected by a declaration of a state of local emergency.

(1.02) The Minister may, by order, rescind, cancel or modify any bylaw enacted, resolution passed, action taken, order made or direction given by a local authority during a state of local emergency.

(1.03) The *Regulations Act* does not apply to an order made under subsection (1.01) or (1.02).

(1.1) If the local authority acquires or utilizes real or personal property under subsection (1) or if any real or personal property is damaged or destroyed due to an action of the local authority in preventing, combating or alleviating the effects of an emergency or disaster, the local authority shall cause compensation to be paid for it.

(2) A local authority, except the local authority of an improvement district, special area, national park or Indian reserve, may, during or within 60 days after the state of local emergency, by bylaw that is not advertised but is approved by the Minister responsible for the *Municipal Government Act*, borrow any money necessary to pay expenses caused by the emergency including payment for services provided by the Government of Alberta or by the Government of Canada when the services were provided at the request of the local authority.

(3) In the case of an improvement district, the Minister responsible for the *Municipal Government Act* and in the case of a special area, the Minister responsible for the *Special Areas Act* may, during or within 60 days after the state of local emergency, borrow any money necessary to pay expenses caused by the emergency including payment for services provided by the Government of Alberta or by the Government of Canada when the services were provided at the request of the Minister responsible for the *Municipal Government Act* or the Minister responsible for the *Special Areas Act*, as the case may be.

RSA 2000 cE-6.8 s24;2010 c5 s10;2020 c7 s8

Dispute re compensation amount

25(1) If any dispute arises concerning the amount of compensation payable under section 19(3) or 24(1.1), the matter shall be determined by arbitration and the *Arbitration Act* applies.

(2) For greater certainty, arbitration is not available to contest eligibility for compensation under this Act or the regulations.

RSA 2000 cD-13 s25;2018 c14 s15

Conscript's employment

26 A person's employment shall not be terminated by reason only that the person is conscripted pursuant to section 19(1) or 24(1).

1992 c31 s10

Part 3
Liability Protection for Emergency
Service Providers

Minister

27 No action lies against the Minister or a person acting under the Minister's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under this Act or the regulations, including a power or duty under section 19(1)(d), (e), (f), (g), (j) or (k) or (1.1) or 19.1 of this Act.

2010 c5 s11; 2018 c14 s16; 2020 c7 s9

Local authority

28 No action lies against a local authority or a person acting under the local authority's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under this Act or the regulations including a power or duty under section 19(1)(d), (e), (f), (g), (j) or (k) or 19.1 or the exercise of the powers under section 24(1)(b) of this Act, during a state of local emergency.

2010 c5 s11; 2018 c14 s17; 2020 c7 s10

Search and rescue organization

29 No action in negligence lies against a search and rescue organization, the directors of that organization or a person acting under the direction or authorization of that organization for anything done or omitted to be done in good faith while acting under an agreement between that organization and the Minister.

2010 c5 s11

Local Authority Emergency Management Regulation Summary

When will the Local Authority Emergency Management Regulation come into force?

The regulation will come into force on January 1, 2020. Local authorities must meet the requirements for emergency advisory committees, emergency management agencies, regional collaboration, and emergency management plans by January 1, 2020.

Specific timelines for training and exercise requirements are outlined below.

Emergency Advisory Committees

The emergency advisory committee must be appointed by bylaw, and that bylaw must at a minimum:

- Set out the purpose of the committee both during and outside emergencies.
- Establish that the committee provides guidance and direction to the emergency management agency.
- Establish procedures that must be followed when declaring a state of local emergency.
- Identify the committee membership and chair by title or position.
- Set out a minimum meeting frequency, which must be at least once per year.
- Outline quorum and procedural requirements for decision making, unless they are set out in another bylaw.

Emergency Management Agencies

The emergency management agency must be established by bylaw, and that bylaw must at a minimum:

- Set out the responsibilities of the agency.
- Appoint a person as the director of emergency management, or state that a person who holds a specified position or title is appointed as the director of emergency management by virtue of holding that title or position.
- State that the agency is responsible for the administration of the local authority's emergency management program.
- Identify how often the agency must report to the emergency advisory committee on agency activities, which must be at least once per year and include an update on the agency's review of the emergency plan.
- State that the command, control, and coordination system prescribed by the Managing Director will be used by the agency.
- Indicate if the agency is acting on behalf of more than one local authority, and identify these local authorities.

The Managing Director of Alberta Emergency Management Agency will prescribe a command, control, and coordination system that must be used by emergency management agencies. This system will be identified through a notice posted at aema.alberta.ca.

Regional Collaboration

- If a local authority has delegated some or all of their powers under the *Emergency Management Act* to a regional services commission or joint committee, the local authority must establish a bylaw setting out the powers and duties which have been delegated.
- If the local authority has delegated powers to a regional services commission, their bylaw must indicate whether the local authority will maintain an independent emergency management agency.
- When summer villages delegate powers and duties under the *Emergency Management Act* to another local authority, the local authority accepting the delegation of the summer village may delegate the powers to a council committee.
- When a summer village delegates powers and duties under the *Emergency Management Act* to another local authority, the summer village and the local authority must establish in bylaw which powers and duties have been delegated and accepted.

Training Requirements

Training requirements will be prescribed by the Managing Director by posting a notice at aema.alberta.ca. The requirements are as follows:

Elected Officials

Must complete the following course within 90 days of taking their official oath, or by January 1, 2021:

- The Municipal Elected Officials Course

Directors of Emergency Management

Must complete the following courses within 18 months of being appointed, or by July 1, 2020:

- Basic Emergency Management,
- Incident Command System (ICS) 100, 200, and 300
- The Director of Emergency Management Course

Municipal Staff

Staff who have been assigned responsibilities respecting the implementation of the emergency plan must complete the following courses within six months of being identified for this role, or by January 1, 2020:

- Basic Emergency Management
- ICS 100

The Managing Director of Alberta Emergency Management Agency may grant exemptions or extensions in some exceptional cases, and may approve alternative courses. For more information, please visit aema.alberta.ca or speak to your field officer.

Emergency Management Plans

The emergency management agency must review the emergency plan at least once per year, and make that plan available to the Alberta Emergency Management Agency for review and comment annually.

A local authority's emergency management plan must include the following:

- A description of the local authority's emergency management program.
- The procedures for implementing the plan during an emergency or exercise response.
- The local authority's plan for preparedness, response, and recovery activities.

- A hazard and risk assessment.
- Emergency management program exercises the local authority will engage in.
- The plan for regular review and maintenance of the emergency plan, and the plan for the review and maintenance of the plan after an exercise, emergency or disaster.
- How the command, control and coordination system prescribed by the Managing Director of the Alberta Emergency Management Agency will be used by the emergency management agency.
- Assignment of responsibilities respecting the implementation of the emergency plan to employees and elected officials by position.
- A training plan for staff assigned responsibilities in the emergency plan.
- The mechanisms used to prepare and maintain contact lists for those assigned responsibilities respecting implementation of the emergency plan.
- The plan for communications, public alerts, and notifications during exercises, emergencies and disasters.
- The plan for providing emergency social services during an emergency or disaster.

Emergency Management Exercises

Local Authorities must complete the following:

- A table top exercise within one year from January 1, 2020, and annually after the regulation is in force.
- A functional exercise within four years from January 1, 2020, and at least once every four years after the regulation is in force.
- Participation in a regional exercise that utilizes the local authority's emergency plan meets this requirement.
- If a community experienced an emergency or disaster in the previous four years that utilized the emergency plan and resulted in a written post-incident assessment that includes observations and recommendations for improvement and corrective action, the requirement for the conduct of a functional exercise will be met.
- Local authorities must submit an exercise notification to Alberta Emergency Management Agency 90 days before the functional exercise, which includes the exercise date, scenario, objectives and participant list.



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

**Consolidated Version
of
Emergency Management Bylaw**

(being Bylaw No. 18/006 of the Regional Municipality of Wood Buffalo, as amended by Bylaw No. 19/004, consolidated and printed under the authority of the Chief Administrative Officer of the Regional Municipality of Wood Buffalo)

This is certified to be a true copy of consolidated Bylaw No. 18/006 of the Regional Municipality of Wood Buffalo.

Jade Brown
Chief Legislative Officer

The text shown in parentheses in various locations throughout this document identifies the corresponding amending bylaw which authorized the change. For example (BL19/004) refers to Bylaw No. 19/004

BYLAW NO.18/006

A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO PROVIDE FOR EMERGENCY MANAGEMENT

WHEREAS pursuant to the *Emergency Management Act* of the Province of Alberta the council of a municipality is responsible to prepare and approve emergency plans and programs and is responsible for the direction and control of the municipality's response to an emergency;

NOW THEREFORE the Regional Municipality of Wood Buffalo, in Council duly assembled, enacts as follows:

Short Title

1. This bylaw may be cited as the *Emergency Management Bylaw*.

Statement of Background, Purpose and Council Expectations

2.
 - (a) In May 2016 the Regional Municipality of Wood Buffalo experienced one of the worst natural disasters in Canadian history in the form of a wildfire that seriously impacted the lives of virtually all of our residents and caused property damage measured in the billions of dollars. The disaster led to declarations of states of emergency, provincial and local, that remained in effect until December 2016.
 - (b) A review of preparedness for and response to the wildfire was undertaken in 2017 and resulted in a Lessons Learned Report containing recommendations set out in Schedules "A" to "D" of this Bylaw.
 - (c) The Council has adopted a Strategic Plan that includes a commitment to implementing the recommendations of the Lessons Learned Report. It is the desire and direction of the Council that the Municipality's Chief Administrative Officer shall work toward implementation of those recommendations in a purposive and systematic manner over time and in so doing shall bring forward to Council for consideration such policies, programs and budgets as the CAO considers desirable to achieve implementation of those recommendations.
 - (d) This bylaw responds to one aspect of the Lessons Learned Report recommendations -- review of Emergency Management governing documentation -- and also serves as enabling legislation for establishment of a new framework and structure for Emergency Management in the Municipality.
 - (e) The Council may from time to time adopt policies and programs not inconsistent with this bylaw or the Act for the purpose of ensuring that the Municipality

maintains an Emergency Management organization and a level of Emergency preparedness appropriate to meet the needs of the residents of the Municipality, or for the purpose of further delineating the role of the Council itself in the Municipality's Emergency Management organization.

Definitions

3. In this bylaw any word or expression used in the Act or in the *Municipal Government Act* of Alberta has its statutory meaning unless otherwise specified in this section, and:
 - (a) "Act" means the *Emergency Management Act*, RSA 2000, c.E-6.8, as amended, or any successor legislation;
 - (b) "Acting Mayor" means the Councillor appointed by Council under subsection 152(3) of the *Municipal Government Act*;
 - (c) "Chief Administrative Officer" or "CAO" means the person appointed by Council under section 205 of the *Municipal Government Act* to be chief administrative officer for the Municipality;
 - (d) "Council" means the elected council of the Municipality;
 - (e) "Deputy Director" means a person appointed by the CAO under section 22 of this bylaw to be a Deputy Director of Emergency Management;
 - (f) "Deputy Mayor" means the Councillor appointed by Council under subsection 152(1) of the *Municipal Government Act*;
 - (g) "Director" means a person appointed by the CAO under section 22 of this bylaw to the position of Director of Emergency Management established under section 19 of this bylaw;
 - (g.1) "Disaster" has the meaning set out in the Act. (BL 19/004)
 - (h) "Emergency" has the meaning set out in the Act and does not include the definition in the *Municipal Government Act*;
 - (i) "Emergency Advisory Committee" or "Committee" means the Council committee established under section 4 of this bylaw;
 - (j) "Emergency Management" means the management of Emergencies including all activities and risk management measures related to the phases of: prevention, mitigation, preparedness, response and recovery.
 - (k) "Emergency Management Agency" or "Agency" means the agency established under section 9 of this bylaw;

- (l) “Emergency Management Plan” means a planning document approved by the CAO on the recommendation of the Director, dealing comprehensively with all phases of Emergency Management;
- (m) “Emergency Operations Centre” means a secure site from which Emergency response and recovery activities are monitored, coordinated and supported;
- (n) “Indigenous” includes First Nations, Non-Status Métis and Inuit; **(BL 19/004)**
- (o) “Lessons Learned Report” means the report dated July 27, 2017 entitled *Lessons Learned and Recommendations from the 2016 Horse River Wildfire*;
- (p) “Mayor” means the chief elected official of the Municipality;
- (q) “Municipality” means the municipal corporation of the Regional Municipality of Wood Buffalo or the geographic area contained within its boundaries;
- (r) “State of Local Emergency” means a state of local emergency declared in accordance with the provisions of the Act and this bylaw.

Emergency Advisory Committee

- 4. (a) An Emergency Advisory Committee is established consisting of the Mayor who shall chair the Committee, and two other Members of Council, who are appointed by Council. In the absence of the Mayor, the remaining Committee members shall appoint a Chair.
- (b) The initial appointments of the two members of Council to the Committee shall be made when this bylaw has passed and be effective until Council’s Organizational Meeting in 2021. Subsequent appointments shall be made at Council’s Organizational Meeting and be for two-year terms. **(BL 19/004)**
- 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.
- 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 the 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.
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 into 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 stakeholders 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.
8. A quorum of the Committee consists of a majority of its members except when the Committee is exercising its powers with respect to declaring a State of Local Emergency in which case a quorum is as prescribed in sections 14 to 18 of this bylaw.

Emergency Management Agency

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.

11. The Director may invite representatives of external organizations to work with the Agency in developing the Emergency Management Plan or related plans or programs, or in implementing the Emergency Management Plan or related plans or programs after they have been adopted or approved, including without limitation representatives of: the Indigenous community, the Government of Alberta, industry or industry groups, business or business groups, utility and telecommunication providers, community organizations, local leaders, support groups, emergency social service organizations, and mutual aid partners.
12. The Agency shall act as agent of the Council in exercising the Council's duties to prepare and approve Emergency plans and to cause any Emergency plan or program to be put into operation. Where the Council has delegated such duties to the Director under this bylaw, the Agency shall generally support and provide assistance and guidance to the Director in the development, implementation and coordination of Emergency Management plans and programs, including without limitation at the Director's request:
 - (a) assisting in development and ongoing review of the Municipality's Emergency Management Plan and any other documents that relate to or support the Emergency Management Plan including administrative directives, strategic plans, budgets, business plans and business continuity plans;
 - (b) assist in developing recommendations for policies and programs, and requests to the CAO or Council for resources or budget approvals;
 - (c) during and following the response phase of an Emergency, assist with coordinating or facilitating communications; implementing business continuity plans, and supporting recovery planning;
 - (d) providing support and assistance to the Emergency Advisory Committee;
 - (e) meeting with external stakeholder groups during any phase of Emergency Management.
13. The scope of agency of the Emergency Management Agency does not extend to exercising any power or duty described in clauses 24(1)(b) and 24(1)(c) of the Act.

Method of Declaring State of Local Emergency

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 shall act alone 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.

(BL 19/004)

16. If both the Mayor and Deputy Mayor are unavailable or incapacitated, then the Acting Mayor shall act alone 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.

(BL 19/004)

17. If the Mayor, Deputy Mayor and Acting Mayor 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.

(BL 19/004)

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.

Director of Emergency Management

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 “director of the emergency management agency” as set out in the Act, together with additional duties, functions and powers set out in this bylaw.
21. The Director has the following duties, functions and powers:
- (a) develop and present to the CAO for approval an Emergency Management Plan that deals comprehensively with all phases of Emergency Management, and cause everything required pursuant to an approved Emergency Management Plan and its supporting documents to be done to the extent that available resources will allow;
 - (b) develop an annual business plan and budget for Emergency Management, for presentation to the Emergency Advisory Committee and to the Council;
 - (c) submit an annual report to the Emergency Advisory Committee on the status of Emergency Management plans and programs including an annual assessment of the Municipality’s state of emergency preparedness;

- (d) recommend to the CAO such policies, programs and budgets as the Director considers necessary or desirable for effective implementation of the Emergency Management Plan and the recommendations of the Lessons Learned Report;
- (e) advise the CAO and the Committee when the Director considers that a State of Local Emergency should be declared, and to what part of the Municipality the State of Local Emergency should apply;
- (f) upon the declaration of a State of Local Emergency, for the duration of the response phase of the Emergency and in relation to the part of the Municipality affected by the declaration the Director is authorized to do or cause to be done all things the Director considers necessary or desirable to respond to the Emergency and without limiting the foregoing the Director shall:
 - (i) assume direction and control of the Municipality's Emergency response including
 - (aa) making a decision on whether and to what level to activate an Emergency Operations Centre,
 - (bb) managing and directing the activities of the Emergency Operations Centre after it is activated,
 - (cc) authorizing and coordinating all services and other resources required during the Emergency, and
 - (dd) assigning duties and tasks as required to ensure that the responsibilities of the Director are fulfilled;
 - (ii) respond to requests for assistance from other municipalities or Emergency Management partners affected by the Emergency, in accordance with any mutual aid agreement in force;
 - (iii) liaise with representatives of the Government of Alberta and other municipalities when fulfilling responsibilities under the Act;
 - (iv) provide to the CAO or direct that the CAO be provided with, on a regular basis, information to assist the CAO in determining what funds are required to support the Emergency response and to enable the CAO to discharge the CAO's responsibility to keep the Council and other stakeholders informed on the Municipality's Emergency response;
 - (v) exercise the extraordinary powers referenced in section 28 of this bylaw, when the Director deems it advisable to do so

- (vi) consult with the CAO on tactical command decisions that may have implications for the recovery phase of the Emergency, to the extent that Emergency circumstances will allow for such consultation before decisions are made;
- (vii) advise the CAO and the Committee when in the opinion of the Director a State of Local Emergency should be renewed or terminated.

Role of Chief Administrative Officer in Emergency Management

- 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.
- 24. Upon the advice of the Director the CAO shall present to the Emergency Advisory Committee or to Council for consideration such policies, programs and budgets as the CAO deems advisable for adoption by the Council, to implement both the Emergency Management Plan and the recommendations of the Lessons Learned Report.
- 25. Upon the occurrence of an Emergency and during the response phase of the Emergency the CAO shall:
 - (a) after consulting with the Director where practicable, advise the Mayor, Deputy Mayor or Acting Mayor whether a State of Local Emergency should be declared and if so to what part of the Municipality the State of Local Emergency should apply;
 - (b) after consulting with the Director where practicable and in the absence or incapacity of the Mayor, the Deputy Mayor and the Acting Mayor, declare a State of Local Emergency if the CAO deems it advisable to do so and decide whether to renew or terminate a State of Local Emergency;

- (c) after consulting with the Director decide whether and to what level to activate the Emergency Operations Centre;
 - (d) after consulting with the Director decide whether to escalate or de-escalate the level of activation of the Emergency Operations Centre in response to events as they unfold;
 - (e) give direction that the aspects of the Emergency Management Plan that pertain to the response phase of an Emergency be put into operation;
 - (f) cause business continuity plans to be put into operation;
 - (g) determine what funds are required to support the Emergency response and cause such funds to be expended for that purpose using the authority of clause 248(1)(b) of the *Municipal Government Act* if necessary;
 - (h) co-ordinate flows of information to Council and to other stakeholders who are not actively involved in Emergency response but have a need or a desire to be aware of the Municipality's Emergency response measures as they occur;
 - (i) consult with the Director on tactical command decisions made by the Director, whenever practicable in the Emergency circumstances, and bring to such consultations a strategic perspective of the potential implications of tactical command decisions for the recovery phase of the Emergency;
 - (j) exercise the extraordinary powers referenced in section 27 of this bylaw, when the CAO deems it advisable to do so; and
 - (k) generally exercise the natural person powers of the Municipality in any way reasonably necessary to respond the Emergency.
26. During the response phase of an Emergency the CAO retains all duties, functions and powers of a CAO under the *Municipal Government Act* and under the *CAO Bylaw* including without limitation the power to delegate any duty or responsibility of the CAO.

Exercise of Extraordinary Powers

27. The exercise of any extraordinary power referenced in clauses (a), (e), (j) or (k) of subsection 19(1) of the Act, by reference from clause 24(1)(b) of the Act, is delegated to the Chief Administrative Officer.
28. The exercise of any extraordinary power referenced in clauses (c), (d), (f), (g), (h) or (i) of subsection 19(1) of the Act, by reference from clause 24(1)(b) of the Act, is delegated to the Director.

Severability

29. Every provision of this Bylaw is independent of all other provisions and it is the intention of the Council that if any provision of this Bylaw is deemed invalid by legislation or is declared invalid by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

(BL 19/004)

Repeal and Coming into Effect

30. Bylaw No. 09/036 is repealed.
31. This Bylaw comes into effect when it is passed.

READ a first time this 10th day of April, A.D. 2018.

READ a second time this 22nd day of May, A.D. 2018.

READ a third and final time this 22nd day of May, A.D. 2018.

SIGNED and PASSED this 22nd day of May, A.D. 2018.

Amendment:

19/004

Prevention & Mitigation Recommendations

Enhance support for disaster risk management

While the RMWB has undertaken some disaster risk management actions, increased support for, and focus on, an overall disaster risk management approach from RMWB Administration leadership, as well as Mayor and Council, would contribute to its enhanced readiness for a future disaster. The RMWB should establish a formal and robust disaster risk management approach, which includes the necessary strategies, plans, resources and funding to address the prevention and mitigation of disaster risks.



Preparedness Recommendations

Review the RMWB’s emergency management governance model and documentation

The RMWB should formally review all of its relevant emergency management governing documentation, including the Emergency Management Bylaw 09/036, ADM-240 Administrative Procedure: Emergency Management Program, and Alberta’s Emergency Management Act to confirm alignment between municipal governance and provincial legislation, and to provide clear decision making authorities within the RMWB under a State of Local Emergency. This would also include reviewing the role of the Director of Emergency Management and the placement of this within the municipal organizational chart.

Enhance the RMWB’s Municipal Emergency Management Plan and refresh it annually

The needs and challenges of all RMWB communities (e.g. Urban Service Area, Rural Communities, and Indigenous Communities) should be reflected in the MEMP, or if more appropriate, the RMWB should consider developing community-specific plans as supplements to the MEMP. This would also include socializing the MEMP with relevant emergency management partners and conducting ongoing annual review of the MEMP to help address any changes in the RMWB’s environment or municipal structures.

Request to realign forest area boundaries with the RMWB’s boundaries

The RMWB should request a change to the Alberta Agriculture and Forestry forest area boundaries to align with the RMWB’s municipal boundaries.

Develop a Recovery Plan as a component of the Municipal Emergency Management Plan

The RMWB should create a Recovery Plan as a component of its MEMP which would outline the key components of the Recovery Framework established during the Wildfire as a template for use in future disaster events.

Enhance emergency management training and exercise requirements

The RMWB's Training and Exercise Plans provide a strong foundation for improvements to disaster planning and preparedness. To enhance these, training requirements should be increased to include ICS 300 and 400 for all key leadership positions in the Regional Emergency Operations Centre to prepare staff to fulfill their emergency management roles. Exercises should focus on developing the appropriate competencies for staff in their emergency management roles.

Enhance and update existing Business Continuity Plans

In alignment with the CSA Z1600-14 Standard and Sendai Framework, the RMWB should maintain and update their existing Business Continuity Plans with current operational processes and organizational structures. Regular updates are important because they capture organizational and process changes, and provide an opportunity for the RMWB to incorporate leading practices that were identified since the last update. This should also include trauma mitigation plans for emergencies and disasters to minimize the impacts to staff during an incident, and provide trauma supports for staff during and for up to six months after an incident.

Formalize existing Business Continuity Plans as part of standard operating procedures during emergencies and disasters

The RMWB should establish a designated individual or group whose role it is to create, maintain, and update its Business Continuity Plans. This also includes maintaining staff awareness around the Business Continuity Plans, including awareness of their purpose and their practical implication for departments and individuals. Familiarizing staff with existing Business Continuity Plans will help integrate them into emergency or disaster responses.

Response Recommendations

Enhance Use of the Incident Command System during Response to support implementation of appropriate emergency management protocols

The Incident Command System should be more actively used during response to ensure that the Regional Emergency Operations Centre and emergency management partners can achieve Unified Command (when needed) to promote common situational awareness, a common operating picture and common operating plans. Positions within the Regional Emergency Operations Centre, based on the model of an Incident Command System, should be clearly assigned to municipal staff. Each position should be assigned to a primary designate, as well as two or three backup individuals to allow for appropriate relief and replacement.

Enhance the RMWB Evacuation Plan

The RMWB should enhance its existing Evacuation Plan to include pre-planning considerations, be reflective of all communities, include a more robust decision matrix, triggers for effective communication to the community, and scheduled testing. In alignment with the ICS Canada, the Regional Emergency Operations Centre should designate a role to focus specifically on monitoring the need for, and execution of, an evacuation. The Evacuation Plan should also anticipate the need for coordinated communications strategies between the RMWB and its emergency partners to allow critical information to be disseminated in a timely manner to the public.

Formalize the Pet Rescue Program

Based on the success of the Pet Rescue Program, formalize the program and incorporate activities into the emergency management plan. The program should include guidelines, a list of



partner volunteer groups, and a communications plan. This will better position the program for rapid execution during an emergency and support continuous program improvement.

Schedule “D”

Recovery & Resiliency Recommendations

Recovery

Begin recovery planning and activities as early as possible following a disaster

Recovery means bringing the community back to its pre-disaster state. Recovery should start as early as possible in order to minimize the impact to a region and residents. This means making decisions quickly about what recovery governance and operational structure should be adopted and implemented, while the response is still occurring. This can be facilitated by the RMWB developing Recovery Plans and templates and framework that can guide decision-making to facilitate a speedy recovery even as an emergency or disaster is happening.

Assess and account for trade-offs associated with different recovery governance and organization structures

In line with the above recommendation, municipalities must decide early on whether or not to create designated recovery governance and organization structures, and potential staffing. Municipalities must recognize the inherent trade-offs involved with selecting one model over another, including any implications for potential Disaster Recovery Program funding from the Government of Alberta. This includes balancing the need to focus on recovery separate from municipal operations; determining the speed, depth and quality required for each of the recovery activities; and leveraging the right internal knowledge while supplementing this with external expertise.



Resiliency

Develop a community resiliency strategy

A community resiliency strategy is particularly relevant to the RMWB given the economic challenges in place prior to the Wildfire. The strategy should consider social, economic, and environmental factors, including mitigating risks of future events.

The strategy should initially focus on the psychosocial, economic, and other ongoing needs of the community, due to the Wildfire and in preparation for the next significant event (natural disaster, economic downturn, or otherwise) that could impact the RMWB.

It should also support the ongoing prioritization of strategies, plans and activities to be taken by the RMB in support of the longer-term resiliency of the community.



Administrative Procedure



Procedure Name: Emergency Management Program
Department Name: Regional Emergency Services
Procedure No.: ADM-240
Effective Date: October 2, 2013

Review Date: October 2, 2015

STATEMENT:

During a major emergency, the Regional Municipality of Wood Buffalo is committed to preserving life and property, reducing the impact to the environment and the economy, providing for the continuity of government and operations, coordinating the recovery of affected areas, and effectively meeting the challenges that major emergencies or disasters may present to residents and the Municipality.

PURPOSE AND OBJECTIVES:

Pursuant to the *Emergency Management Act*, RSA 2000, c. E-6.8, the Regional Municipality of Wood Buffalo:

1. Shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the government assumes direction and control under section 18;
2. 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;
3. Shall appoint an emergency advisory committee consisting of a number of members of the local authority.

This Administrative Procedure sets the framework by which the Municipal Emergency Management Plan and related programs will be developed and maintained.

PROCEDURES:

1. Definitions

- 1.1. Activation – to set up or formally institute (as a military unit) with the necessary personnel and equipment; to put (an individual or unit) on active duty. ⁱ
- 1.2. Disaster – An event that results in serious harm to the safety, health or welfare of people, or in widespread damage to property.
- 1.3. Emergency – an event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property.
- 1.4. Emergency Management Agency – The agency established under Section 4 of the *Emergency Management Agency Bylaw No. 09/036*.
- 1.5. Exercise – the employment of personnel and resources in a controlled environment to test, validate, and/or improve a specific plan or capability in pursuit of a stated objective within the Regional Municipality of Wood Buffalo. Exercises are distinct from training events and may include workshops, facilitated policy discussions, seminars, tabletop exercises, games, modeling and simulation, drills, functional exercises, and full-scale exercises. ⁱⁱ

- 1.5.1. Exercises are a means of testing all components of the Municipal Emergency Management Plan and other emergency plans to:
 - 1.5.1.1. Assess their viability;
 - 1.5.1.2. Satisfy legal and regulatory obligations;
 - 1.5.1.3. Allow employees and external agency partners to practice procedures before an actual event; and
 - 1.5.1.4. Identify areas that need modification, providing a mechanism for maintaining and updating the plan(s).
- 1.6. External Agency Partners – Agencies or groups other than the departments of the Regional Municipality of Wood Buffalo.
- 1.7. Incident Command System – a standardized, on-scene, all-hazards incident management approach.ⁱⁱⁱ
- 1.8. Leadership Team – Officials connected to the Chief Administrative Officer office.
- 1.9. Municipal Emergency Management Plan – The emergency plan prepared by the Director of Emergency Management, distributed to each Municipal business unit, to coordinate Municipal and Emergency Management Agency response to an emergency or disaster.
- 1.10. Mutual Aid Agreement – a negotiated agreement entered into by the Regional Municipality of Wood Buffalo and third party private industry.
- 1.11. Post-Event Action Report – a report generated from the analysis of an event.
- 1.12. Regional Emergency Operations Center – The protected site(s) from which Emergency Management Agency members coordinate, monitor and direct emergency response activities during an emergency or disaster.
- 1.13. Schedule - a statement of supplementary details appended to a legal or legislative document.^{iv}

2. Responsibilities

- 2.1. Chief Operating Officer:
 - 2.1.1. Approve the Municipal Emergency Management Plan.
 - 2.1.2. Approve any amendments to this Administrative Procedure.
- 2.2. Leadership Team:
 - 2.2.1. Review this Administrative Procedure and any future amendments, making recommendations to the Chief Operating Officer.
 - 2.2.2. Review findings provided in a Post-Event Action Report following an activation of the Regional Emergency Operations Center and approve recommendations, resulting from the Report, as necessary.
- 2.3. Director, Emergency Management Agency (Fire Chief, RES):
 - 2.3.1. Has the authority to request a resolution of the local authority to declare a State of Local Emergency in accordance with section 21 of the *Emergency Management Act*, RSA 2000, c. E-6.8.



- 2.3.2. Ensure the development of the Municipal Emergency Management Plan.
- 2.3.3. Ensure that a review of the Municipal Emergency Management Plan is conducted each year, to ensure the document is complete and up to date, based on the approved schedule (Appendix 1).
- 2.3.4. Enter into mutual aid agreements with external agency partners when necessary.
- 2.3.5. Ensure that emergency plan is exercised, at a minimum, once a year.
- 2.3.6. Review Post-Event Action Reports and present findings to the Leadership Team.
- 2.3.7. Review Post-Exercise Action Reports and approve recommendations as necessary.
- 2.3.8. Recommend any modifications or additions to the Municipal Emergency Management Plan to the Chief Operating Officer or designate.
- 2.4. Assistant Deputy Chief, Emergency Management Agency:
 - 2.4.1. Shall act as the Director of the Emergency Management Agency when required by the Director of the Emergency Management Agency.
 - 2.4.2. Ensure the coordination and review of the Municipal Emergency Management Plan with Municipal Directors based on the approved schedule (Appendix 1).
 - 2.4.3. Develop mutual aid agreements with external agency partners, when necessary, for approval by the Director of the Emergency Management Agency.
 - 2.4.4. Coordinate and chair all scheduled Regional Emergency Operations Center meetings of Emergency Management Agency designates.
 - 2.4.5. Ensure the development and implementation of all emergency management training, education and public awareness programs.
 - 2.4.6. Ensure the development, coordination and the delivery of Municipal Emergency Management Plan exercises.
 - 2.4.7. Following all exercises, conduct a review and report all findings and recommendations in a Post Event Action Report.
 - 2.4.8. Following activation of the Regional Emergency Operations Centre, conduct a review and report all findings and recommendations in a Post Event Action Report.
- 2.5. Directors:
 - 2.5.1. Recommend any amendments to this Administrative Procedure, The Municipal Emergency Management Plan and all Schedules that apply to the respective department Emergency Management Plan.
 - 2.5.2. Appoint the requisite number of employees to act on behalf of the department as designates to the Emergency Management Agency.
 - 2.5.3. Ensure that Emergency Management Agency designates understand and are able to perform in their roles and responsibilities in the Regional Emergency Operations Centre.
 - 2.5.4. Ensure that Emergency Management Agency designates and all department employee alternates, who perform duties in support of emergency operations, are appropriately trained.



- 2.5.5. Provide the necessary departmental support to the Emergency Management Agency designates during an activation of the Regional Emergency Operations Center.
- 2.5.6. Implement any approved Post-Event Action Report recommendations that apply to their department.
- 2.6. Department Managers & Supervisors:
 - 2.6.1. Review the Municipal Emergency Management Functional Plan and all Schedules that apply to the department, and suggest amendments as outlined in the approved Schedule (Appendix 1).
 - 2.6.2. Ensure that all department designates to the Emergency Operations Center have read and understand the department Emergency Management Plan.
 - 2.6.3. Ensure that Emergency Management Agency designates and alternates are appropriately trained and attend meetings as required.
 - 2.6.4. Implement any approved Post-Event Action Report recommendations that apply to the department.
- 2.7. Emergency Management Agency Designates:
 - 2.7.1. Complete a review of the department Municipal Emergency Management Functional Plan and all Schedules, recommending any amendments to the Manager or Supervisor of the department.
 - 2.7.2. Understand roles and responsibilities in the Regional Emergency Operations Center.
 - 2.7.3. Complete all required training required to perform duties in the Regional Emergency Operations Center.
 - 2.7.4. Attend Regional Emergency Operations Center meetings and exercises or assign an alternate designate.
 - 2.7.5. Implement department Emergency Management Functional Plan during Regional Emergency Operations Center activation.
 - 2.7.6. Following activation of the Regional Emergency Operations Center, participate in a debriefing of the event and report observations to the Assistant Deputy Chief, Emergency Management Agency.
 - 2.7.7. Following the completion of Municipal Emergency Management exercises participate in a debriefing of the exercise and report observations to the Assistant Deputy Chief, Emergency Management Agency.
- 2.8. Employees:
 - 2.8.1. Complete all required training to carry out duties in support of the department Emergency Response Functional Plan.
 - 2.8.2. Report observations of the department to emergency events to the Supervisor.



2. General Procedures

2.1. Training:

- 2.1.1. All employees who perform duties in support of an emergency operation will be trained at a level that is appropriate to the duties performed.
- 2.1.2. The Emergency Management Agency will coordinate the delivery of Incident Command System training. Other support training initiatives will be coordinated to enhance the proficiency of employees in performing their duties in an emergency.
- 2.1.3. The Emergency Management Agency will coordinate the delivery of business continuity training initiatives to enhance the proficiency of employees in enabling the continuity of the department.

3. Appendix

- 3.1. Appendix 1 – Annual Municipal Emergency Management Plan Review Schedule

4. Endnote

- i. Merriam-Webster Dictionary, 2013, <http://www.merriam-webster.com/dictionary/activate>
- ii. FEMA, 2011, National Exercise Program
- iii. FEMA, <http://www.fema.gov/incident-command-system#item1>. Accessed April 21, 2013
- iv. Merriam-Webster Dictionary, 2013, <http://www.merriam-webster.com/dictionary/schedule>

APPROVAL, MANAGEMENT AND REFERENCES:

This policy shall be reviewed in two (2) years from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary to reflect organizational change.

Approving Authority: Chief Operating Officer
Approval Date: September 16, 2011

Revision Approval Dates: October 2013
Review Due: October 2015

Policy Manager: Regional Fire Chief, Regional Emergency Services
Department Contact: Assistant Deputy Chief, Emergency Management

Legal References: Emergency Management Act, RSA 2000, c. E-6.8,
Emergency Management Agency Bylaw No. 09/036

Cross References:



Chief Operating Officer

October 2, 2013

Date



APPENDIX 1

ANNUAL MUNICIPAL EMERGENCY MANAGEMENT PLAN REVIEW SCHEDULE

Reviews of the following Functional Plans will be completed by the end of each month as indicated in this table:

DEPARTMENT/BRANCH	FUNCTIONAL PLAN(S)	REVIEW MONTH
Bylaw Services Branch	Pt. II, Annex L - Bylaw Services Management Plan	November
Communication	Part II, Annex B - Crisis Communication Plan	January
Council and Legislative Services and Legal Services	Pt. II, Annex H – Council and Legislative Services & Legal Services Management Plan	June
Emergency Management	Part I – Basic Plan Part II, Annex A - REOC Plan Part II, Annex C - Evacuation Plan Part II, Annex O – Emergency Social Services Plan	May
Employee Development and Support Services	Pt. II, Annex G - Employee Development and Support Services Management Plan	September
Engineering	Part II, Annex M - Engineering Management Plan	February
Environmental Services	Part II, Annex J - Environmental Services Management Plan	March
Facility Maintenance Financial Services	Pt. II Annex E – Facilities Maintenance Management Plan Pt. II, Annex F - Administrative & Financial Management Plan	October
Information, Communication and Technology	Pt. II, Annex K - IT Management Plan	April
Planning & Development	Pt. II, Annex N - Planning & Development Management Plan	December
Public Works	Pt. II, Annex I - Public Operations Management Plan	February
Regional Emergency Services	Pt. II, Annex D - Regional Emergency Services Management Plan	May

Page 1 of 2

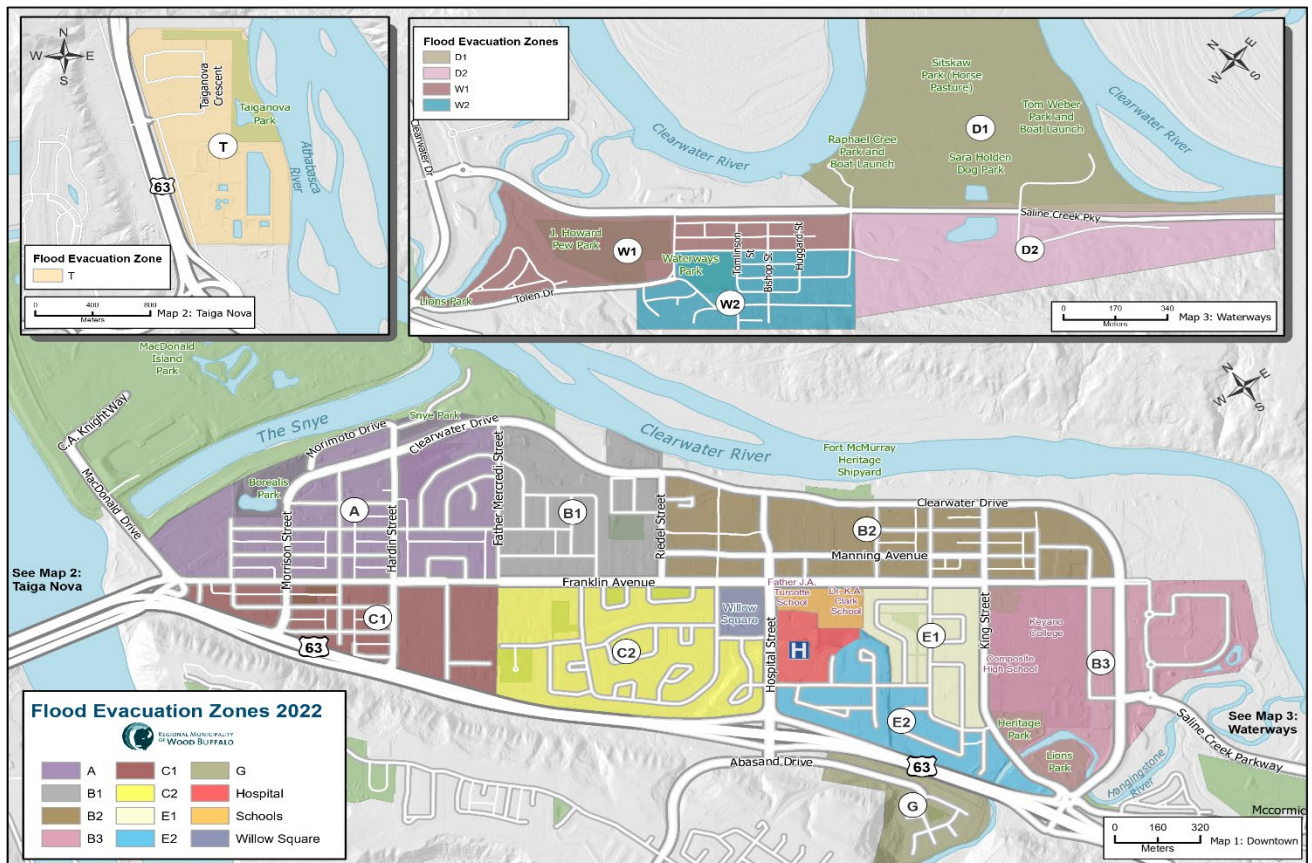
07-19-13

The Assistant Deputy Chief, Emergency Management will ensure the coordinated reviews of the following Hazard Specific Plans by the end of each month as indicated in this table:

HAZARD SPECIFIC PLAN	REVIEW MONTH
Pt. III, Appendix A - Flood Response Plan	January
Pt. III, Appendix B - Wildfire Plan	April
Pt. III, Appendix C - Infectious Disease Management Plan	September
Pt. III, Appendix D -Dangerous Goods Plan	December

APPENDIX B

Evacuation Map for Lower Townsite



If an incident occurred in EVACUATION ZONE – Lower Townsite (~11,016 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.

Lower Townsite Evacuation Zone A

If an Evacuation Order is issued for Zone A, it would include areas north of Franklin Avenue (towards Clearwater River) from MacDonald Drive to Father Mercedi Street. This area includes the following streets:

- Amit Cres.
- Clearwater Dr.
- Demers Dr.
- Father Mercedi St.
- Fraser Ave. up to Father Mercedi St.
- Gordon Ave.
- Hardin St. north of Franklin Ave. (side closer to Clearwater River)

- Hill Dr.
- Knight Way
- Main St.
- Manning Ave.
- Morimoto Dr.
- Morrison St. north of Franklin Ave. (side closer to Clearwater River)
- Richard St.
- Selby Ave.
- Snye Park

Lower Townsite Evacuation Zone B1

If an Evacuation Order is issued for Zone B1, it would include downtown areas north of Franklin Avenue (towards the Clearwater River) from Father Mercredi Street to Riedel Street. This area includes the following streets:

- Clearwater Dr.
- Father Mercredi St.
- Fitzsimmons Ave.
- Fraser Ave. east of Father Mercredi St. (side closer to Dollarama)
- Gordon Ave.
- Gordon White Ave.
- Hill Dr.
- MacIver St.
- Manning Ave.
- McLeod St.
- Riedel St.
- Wagner St

Lower Townsite Evacuation Zone B2

If an Evacuation Order was issued for Zone B2, it would include downtown areas north of Franklin Avenue (towards Clearwater River) from Riedel Street to the east end of Clearwater Drive (near Home Hardware). This area includes:

- Centennial Drive
- Fraser Avenue
- Golosky Avenue
- Hospital Street north of Franklin Ave. (side closer to Clearwater River)
- King Street
- Manning Avenue
- Marshall Street
- McKinnon Street
- Penhorwood Street north of Franklin Ave. (side closer to Clearwater River)
- Queen Street

Lower Townsite Evacuation Zone B3

If an Evacuation Order is issued for Zone B3, it would include downtown areas south of Franklin Avenue (towards Highway 63) from King Street to the Hangingstone River (including Longboat Landing). This area includes:

- Denholm Gate
- Fontaine Crescent
- Fort McMurray Composite High School
- Heritage Park
- Keyano College
- Lions Park
- Penhorwood Street
- Syncrude Sports & Wellness Centre

Lower Townsite Evacuation Zone C1

If an Evacuation Order is issued for Zone C1, it would include downtown areas south of Franklin Ave. (towards Highway 63) from the Superstore to the bridge over the Athabasca River. This area includes:

- Biggs Ave. west of the Superstore
- Charles Ave.
- Haineault St.
- Hardin St. south of Franklin Ave. (Side closer to Hwy. 63)
- MacDonald Ave.
- Main St. south of Franklin Ave. (Side closer to Hwy. 63)
- Morrison St. south of Franklin Ave. (side closer to Hwy. 63)
- Saunderson Ave.
- Sutherland St.

Lower Townsite Evacuation Zone C2

If an Evacuation Order is issued for Zone C2, it would include downtown areas south of Franklin Ave. (towards Highway 63) from A&W to Hospital St. This area includes:

- Biggs Ave. east of the Superstore (side closer to Hospital St.)
- Nixon St.
- Alberta Dr.
- Blair Crescent
- Clark Crescent
- Crescent Heights
- Ells Crescent
- Peden Crescent
- Pond Crescent
- Poplar Crescent

****Special Note:** *This does not include the Willow Square Continuing Care Centre.*

Lower Townsite Evacuation Zone E1

If an Evacuation Order is issued for Zone E1, it would include Centennial Drive south of Franklin Avenue (towards Highway 63) and all adjacent streets. This area includes:

- Bennett Crescent
- Birch Road
- Centennial Drive
- The section of Fitzgerald Avenue from Centennial Dr. to Birch Rd.
- The section of Franklin Avenue from King. St to Centennial Dr. (Esso, Red Arrow)
- Rae Crescent



****Special Note:** This does not include the Northern Lights Regional Health Centre, Keyano College or the Our Lady of the Rivers (formerly Father Turcotte) and Dr. K.A. Clark schools.

Lower Townsite Evacuation Zone E2

If an Evacuation Order is issued for Zone E2, it would include Fitzgerald Avenue and adjacent streets. This area includes:

- Bell Crescent
- Berry Cres
- Fitzgerald Avenue
- Hangingstone Landing building
- May Crescent
- Moberly Crescent

****Special Note:** This does not include Keyano College, Heritage Park, or Lions Park.

ANNEXES

ANNEX A: EMERGENCY SOCIAL SERVICES PLAN

<Internal Municipal document>

ANNEX B: ANIMAL CARE AND RESCUE PLAN

<Internal Municipal document>

ANNEX C: COMMUNITY EMERGENCY MANAGEMENT PLANS

Annex C1 – Conklin

[2021-Online-CEMP-CONKLIN--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C2 - Janvier

[2021-Online-CEMP-JANVIER--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C3 - Anzac

[2021-Online-CEMP-ANZAC--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C4 – Gregoire Lake Estates

[2021-Online-CEMP-GREGOIRE-LAKE-ESTATES--FORT-MCMURRAY-468-FIRST-NATION--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C5 – Saprae Creek

[2021-Online-CEMP-SAPRAE-CREEK-ESTATES--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C6 – Draper

[2021-Online-CEMP-DRAPER---March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C7 – Waterways and Grayling Terrace

[2021-Online-CEMP-WATERWAYS--GRAYLING-TERRACE--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C8 – Gregoire and Prairie Creek Estates

[2021-Online-CEMP-GREGOIRE--PRAIRIE-CREEK--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C9 – Beacon Hill

[2021-Online-CEMP-BEACON-HILL--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C10 – Lower Townsite

[Update--Apr-6-2021-Online-CEMP-LOWER-TOWNSITE---PDF.pdf \(rmwb.ca\)](#)

Annex C11 – Abasand

[2021-Online-CEMP-ABASAND--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C12 – Thickwood

[2021-Online-CEMP-THICKWOOD--March-16--PDF.pdf \(rmwb.ca\)](#)



Annex C13 – Timberlea

[2021-Online-CEMP-TIMBERLEA--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C14 – Parsons Creek

[Update--Apr-6-2021-Online-CEMP-LOWER-TOWNSITE---PDF.pdf \(rmwb.ca\)](#)

Annex C15 – Fort McKay

[2021-Online-CEMP-FORT-MCKAY--March-16--PDF.pdf \(rmwb.ca\)](#)

Annex C16 – Fort Chipewyan

[2021-Online-CEMP-FORT-CHIPEWYAN--March-16-PDF.pdf \(rmwb.ca\)](#)

ANNEX D: CRISIS COMMUNICATIONS PLAN

<Internal Municipal document>

ANNEX E: RMWB CONTINUITY OF GOVERNMENT – PANDEMIC PLAN (2020)

<Internal Municipal document>

ANNEX F: OPERATIONAL PLANS

Annex F1 – Flood

<Internal Municipal document>

Annex F2 - Fire

<Internal Municipal document>

ANNEX G: DANGEROUS GOOD MANUAL

<Internal Municipal document>

ANNEX H: REGIONAL EMERGENCY COORDINATION CENTRE MANUAL

<Internal Municipal document>

ANNEX I: WASTE MANAGEMENT PLAN

<Internal Municipal Document>

ANNEX J: TRAFFIC MANAGEMENT PLAN

<Internal Municipal document>

ANNEX K: DAMAGE ASSESSMENT PLAN

<Internal Municipal document>

ANNEX L: RE-ENTRY PLAN

<Internal Municipal document>

ANNEX M: RECOVERY PLANS

<Internal Municipal document>

