

MUNICIPAL EMERGENCY MANAGEMENT PLAN



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Plan Availability:

Copies of the read-only version of the MEMP are available electronically on the **CityWise**. A public copy will be made available at www.lethbridge.ca

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Table of Contents

INTRODUCTION	8
ADMINISTRATION	9
Purpose	9
Scope	9
Acknowledgements	9
SECTION 1 - RESPONSE	10
1.2 Activation of the Emergency Coordination Center (ECC)	13
1.3 Activation Levels	16
1.4 Notification of City Leadership	16
1.5 Public Alerting.....	16
1.6 Alberta Emergency Alert (AEA).....	17
1.7 ICS for the ECC	17
1.8 Evacuation	21
1.9 Re-Entry	22
1.10 Declaration of a State of Local Emergency (SOLE)	24
1.11 Deactivation and Demobilization	27
1.12 Mutual Aid	27
1.13 Unified Command.....	28
1.14 Area Command	29
SECTION 2 - CONTACTS.....	30
2.0 ECC Phone Numbers	30
2.1 Emergency Services	Error! Bookmark not defined.
2.2 Administrative/Emergency Management Agency.....	Error! Bookmark not defined.
2.3 Council/Emergency Advisory Committee.....	Error! Bookmark not defined.
2.4 Department Managers	Error! Bookmark not defined.
2.5 Lethbridge Airport	Error! Bookmark not defined.
2.6 Assisting and Cooperating Partners.....	Error! Bookmark not defined.
2.7 Utilities.....	Error! Bookmark not defined.
2.8 Media.....	Error! Bookmark not defined.
2.9 Government of Alberta.....	Error! Bookmark not defined.
2.10 Government of Canada	Error! Bookmark not defined.
2.11 Alberta Health Services Municipal Site Specific Information	Error! Bookmark not defined.
2.12 Alberta Parks Contact List 2022.....	Error! Bookmark not defined.

SECTION 3 – FACILITIES	31
SECTION 4 – HAZARD SPECIFIC RESPONSE PLANS	34
4.1 Wildfire Response (Full agreement Appendix C-4).....	35
4.2 Dangerous Goods Incident	36
4.3 Train Derailment.....	38
4.4 Utility Disruption (Gas, Electricity, Water, Information Technology (IT), Phone)	39
4.6 Environmental Public Health/Medical Officer Support.....	42
4.7 Violent Act/or Hostage Taking.....	43
4.8 Civil Disorder.....	44
4.9 Infectious Disease Outbreak.....	45
4.10 Severe Weather	46
4.11 Information Technology (IT) Attack.....	47
4.12 Aircraft Incident.....	48
4.13 Shelter-in-Place.....	49
SECTION 5 – RECOVERY	52
5.0 Recovery	52
5.1 Resumption of Operations	54
5.2 Public and Stakeholder Relations	54
5.3 Restoration and Cleanup	55
5.4 Litigation/Insurance.....	55
5.5 Employee Assistance	55
5.6 Reporting	55
5.7 Post Incident Investigations.....	56
5.8 Emergency Social Services (ESS).....	56
5.9 Incident Debriefing	57
5.10 Transition to Normal Operations.....	58
SECTION 6 – Preparedness and Mitigation.....	59
6.1 Legislation.....	59
6.2 Emergency Preparedness Manager.....	59
6.3 Lethbridge Emergency Management Agency (LEMA).....	60
6.4 Emergency Management Staffing	60
6.5 ECC Readiness.....	60
6.6 Training.....	61
6.7 Emergency Exercises.....	62
6.8 Documentation.....	64

6.9 Hazard Risk Vulnerability Analysis (HRVA)	65
6.10 Comprehensive Emergency Management	66
SECTION 7 – Governance	68
7.1 Authority	68
7.2 Governance.....	68
Mayor and Council (Local Authority).....	68
7.3 Roles and Responsibilities	69
7.4 Emergency Management Program Components	70
SECTION 8 – Administration.....	72
8.1 Plan Development and Maintenance	72
8.2 References	73
Appendices.....	74
Appendix A: Forms.....	75
A-1 SOLE Declaration Guide	75
A-2 SOLE Declaration.....	76
A-3 Public Announcement.....	77
A-4 SOLE Termination	78
A-5 Incident Complexity Analysis Chart	79
A-6 Evacuation Alert Template	82
A-7 Evacuation Order Template.....	83
A-8 Sample Evacuation Instructions.....	84
A-9 Evacuation Rescind Template.....	85
A-10 Delegation of Authority Form.....	86
A-11 Lethbridge School Division 51 School Site Evacuation Plan for 2020-2021.....	87
A-12 Holy Spirit School Evacuation Sites – May 2018.....	88
Appendix B: Communications	89
B-1 AEA Activation Instructions.....	89
B-2 Rave Mobile Safety	90
B-3 Emergency & Crisis Communications Plan	93
Appendix C: Mutual Aid.....	94
C-1 Southern Alberta Emergency Management Resource Sharing Agreement (SAEMRSA)	94
C-2 SAEMRSA Appendix D: Parties to the Agreement	95
C-3 Lethbridge County Unified ECC/EOC SOG.....	96
C-4 Mutual Aid Fire Control Plan – Agriculture and Forestry.....	97
C-5 Lethbridge & Area Search and Rescue MOU	98

C-6 Canadian Red Cross Agreement.....	99
Appendix D: Response Plans	100
D-1 Emergency Social Services (ESS) Plan	100
D-2 Whoop-Up Traffic Management Protocol.....	101
D-3 River Valley Flood Response Protocol	102
D-4 Substance Release Response Plan.....	103
D-5 Dam Breach Flooding Plan.....	104
D-6 Public Health Emergency Plan	105
D-7 Re-entry Guide – Stage 1: Damage Assessment.....	106
Appendix E: Hazard Risk and Vulnerability Analysis.....	110
Appendix F: Maps	111
F-1 Flood Risk Map	111
F-2 Snow Route Map	113
Appendix G: ECC Operations Manual	115
Appendix H: Legislation	116
H-1 Emergency Management Act	116
H-2 Local Authority Emergency Management Regulation.....	116
H-3 City of Lethbridge Emergency Management Bylaw, 6179	117
Appendix I: ICS Supplemental Material.....	118
I-1 Key Concepts and Foundations of the Incident Command System	118
I-2 Planning P.....	120
I-3 Planning P Incident Briefing Agenda Template.....	121
I-4 Planning P Objectives Meeting Agenda	121
I-5 Planning P Strategy Meeting.....	121
I-6 Planning P Tactics Meeting	122
I-7 Planning P Planning Meeting	122
I-8 ICS Forms List & IAP Components.....	124
I-9 Area Commander: Checklist of Actions.....	125
I-10 ICS Forms Database.....	126
Appendix J: Glossary and Abbreviations.....	127

INTRODUCTION

The Plan has been designed to ensure a quick and effective response with an all-hazards and comprehensive emergency management perspective for the City of Lethbridge. The Plan is one element of the City of Lethbridge Municipal Emergency Management Plan (hereinafter referred to as the Plan).

The Plan establishes the elements of a continuous improvement process to develop, implement, maintain and evaluate emergency management in the region and address the functions of mitigation, preparedness, response and recovery. Elements of this continuous improvement process will include program management, planning, implementation, evaluation and management review by elected officials and administrators.

Natural and man-made hazards, and the risks they present to our communities, have been increasing. In order for this Plan to remain effective, it needs to be updated and exercised on a consistent basis to ensure sustainability. As such, the Plan should be considered a "Living" document.

The personal information included in this Plan is being collected in support of the City of Lethbridge Emergency Management Program. The collection is authorized under section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act and will be managed in accordance with the privacy provisions within the FOIP Act. If you have any questions about the collection of this information, please contact the Chairperson of the City of Lethbridge Emergency Management Agency in writing at:

Greg Adair, Director of Emergency Management

City of Lethbridge
910 4 Avenue South
Alberta Canada, T1J 0P6

ADMINISTRATION

Purpose

The purpose of the Municipal Emergency Management Plan (MEMP) is to provide a prompt and coordinated response/recovery to emergencies within the geographical boundaries of the City of Lethbridge and to decide for extraordinary measures to protect the people, property, environment and economy.

Scope

The Municipal Emergency Management Plan applies to members of the Emergency Management Agency outlined within local Bylaw as well as any other response agencies private or governmental authorized by the Agency. This plan is only applicable when activated through outlined channels; any response identified as routinely managed by available resources should follow existing procedures for incident management. MEMP activation is likely to occur when events exceed the capabilities of local departments and agencies requiring additional resources and coordination to manage.

The plan is intended to:

- Outline emergency management practices for the City of Lethbridge including governance and program structure and maintenance;
- Establish a general program of action for the coordination of all City of Lethbridge resources in the event of, or the threat of a situation caused by the forces of nature, an accident, an intentional act or otherwise, that constitutes a large scale emergency.
- Outline legislation which indicates where authority lies in the event of an emergency or disaster;
- Document roles and responsibilities of internal and external support agency representatives during all phases of an emergency or disaster;
- Provide direction for plan activation

Acknowledgements

The Lethbridge Emergency Management Agency acknowledges the following partners who assisted in the development of the MEMP.

- Alberta Emergency Management Agency
- City of Medicine Hat Emergency Management
- Justice Institute of British Columbia

SECTION 1 - RESPONSE

1.0 Implementation of the MEMP

The primary objective for emergency management in the City of Lethbridge is to provide a coordinated effort from all supporting business units and agencies in the preparation for, response to and recovery from the effects of any large-scale emergency, disaster or a pre-planned event.

To this end, whenever a business unit or an employee of the City of Lethbridge is called upon to investigate a situation that may constitute an emergency, the following provisions shall apply:

- It is the responsibility of the agency that is first on the scene of an emergency to assume control of the incident and to decide what action should immediately be implemented.
- The Senior Officer of the first responding agency shall assume Command of the incident and will become the “Site” Incident Commander (IC). The IC will size up the situation based on protocols and determine the need for Director of Emergency Management (DEM) or designate notification.
- If incident complexity is beyond the capability or responsibility of that agency, the Public Safety Communication Centre (PSCC) shall be notified and asked to contact the Fire & Emergency Services “Chief on Call” immediately.
- The Chief on Call will be given a briefing on the scope and magnitude of the incident. Depending on the severity of the incident the Chief on Call shall immediately notify and brief the DEM or designate who then may call:
 - i. City Manager, or designate
 - ii. Mayor or designate,
 - iii. Manager of Strategic Communications, or designate
 - iv. Emergency Preparedness Manager, or designate
- The Director of Emergency Management (DEM) or designate may decide to activate the Municipal Emergency Management Plan in whole or in part.
- The DEM or designate may decide at any time, to select an Incident Commander from the agency which is most likely to have the greatest involvement and legal responsibility with the direction and control of the emergency.

Governance Structure during Emergency Response Operations

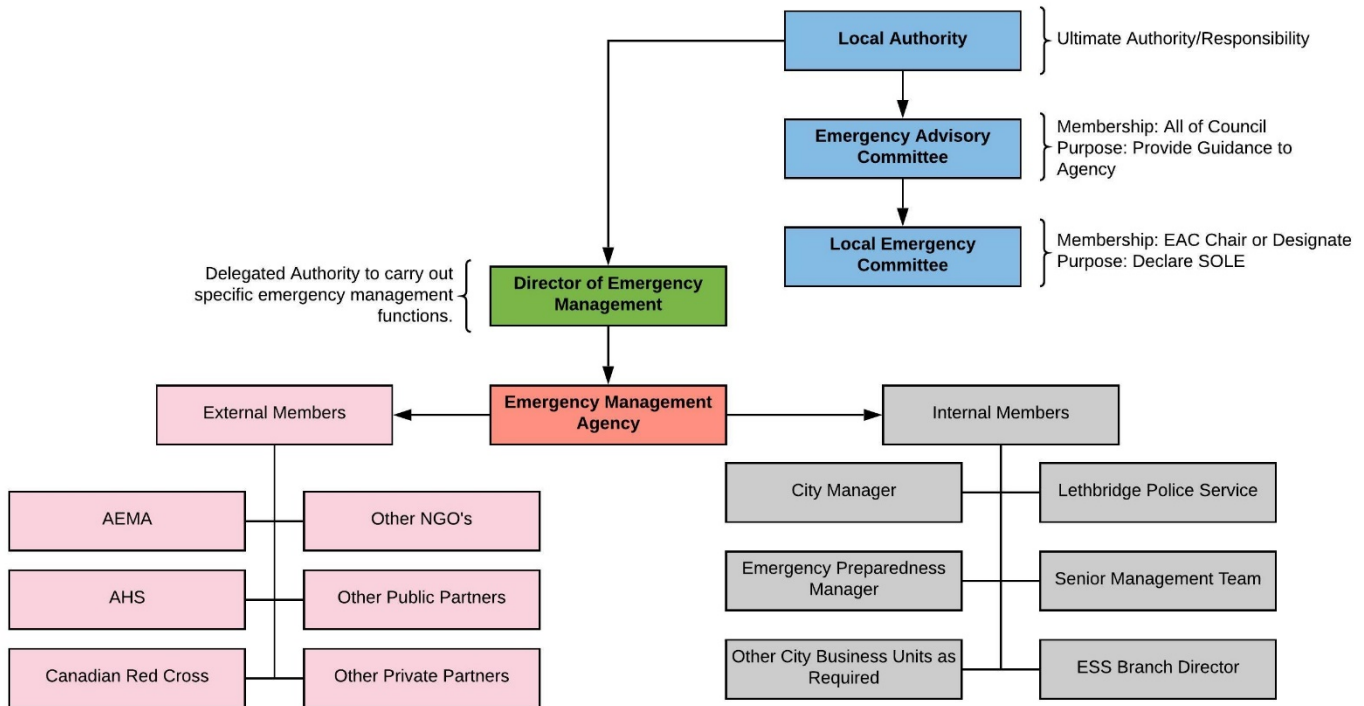


Figure 1- Governance Structure during Response

1.1 Incident Command Systems (ICS)

The City of Lethbridge has adopted the Incident Command System (ICS) as the recognized standard for command, control, coordination and overall incident management; ICS can be applied to all emergency events regardless of size or complexity. ICS principles will be incorporated in all emergency management plans, programs, activities and facilities.

Based on the complexity and the anticipated duration of the incident, the DEM or designate will request trained staff to assume the various ICS positions as needed. Once assigned to an ICS position, staff shall locate their ECC Manual and corresponding Business ICS vest based on their assigned role.

The organizational structure of the ICS is represented in figure 3. **Not all positions will need to be filled for every incident however there will always be an incident commander for every incident.** If the complexity and severity of an incident increases, the appropriate positions will need to be filled. This organizational structure is designed to allow for flexibility of the ICS structure to expand or contract based on the severity of the incident.

Incident Complexity

Incidents are often classified by type to assist in the decision making process for resources and development of objectives. Incidents are categorized by five types based on complexity:

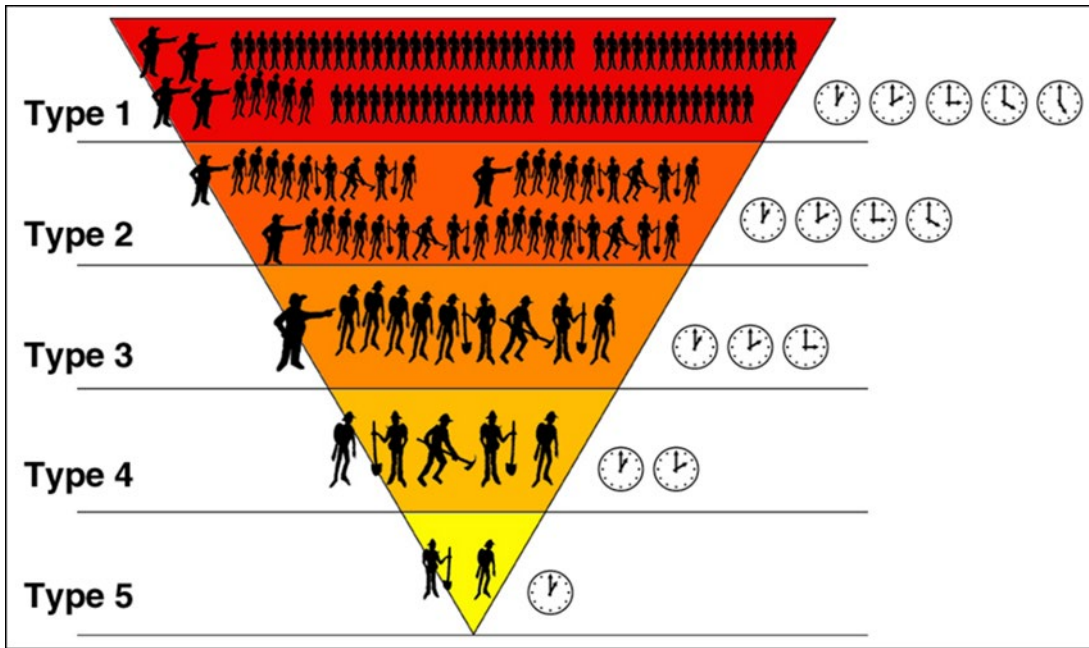


Figure 2 ICS Incident Complexity Guide



Resource



Time Span/Operational Period

Complexity Factors:

- Public and responder safety
- Impacts to life, property, environment and economy
- Potential dangerous goods/materials
- Weather and other environmental factors
- Potential crime scene requiring special care to maintain evidence
- Political sensitivity
- Jurisdictional boundaries
- Availability of resources

Type 1 Incidents

A large-scale disaster impacting the entire community that could seriously affect the health and safety of people with potential for mass casualties, impact critical infrastructure and services and/or the environment. The incident will exceed the capabilities of local resources requiring mutual aid. These events will require the ECC to be fully activated requiring all Command and General Staff positions to be filled and will result in the need for four or more 24 hour operational periods.

Typical Events: Those impacting the entire community requiring mandatory evacuation and/or sheltering-in-place for certain population segments such as large hazardous material spills/plume, public health emergencies (pandemic), interfacing wildfire, terrorism.

Required Notification: Director of Emergency Management, Mayor and City Manager (Via DEM), and ECC staff. Alberta Emergency Alert will be utilized for public notification as required providing details of the hazard and Protective Action Recommendations (PARs)

Type 2 Incidents

A single or multiple location event that may adversely affect the health and safety of people, cause substantial damage to property and critical infrastructure and the environment. The ECC will be fully activated requiring all Command and General Staff positions to be filled and will result in the need for three or more 24 hour operational periods. Mutual aid will be required.

Typical Events: Tornado, terrorism, interfacing wildfire.

Required Notification: Director of Emergency Management, Mayor and City Manager (Via DEM), and ECC Staff. Alberta Emergency Alert will be utilized for public notification as required providing details of the hazard and Protective Action Recommendations (PARs).

Type 3:

An incident that does not initially overwhelm local resources but has the potential to escalate and is an immediate risk to an area. Local resources will initially manage and control and will result in two to three 8 hour operational periods. The ECC will be activated partially, with the ability to activate fully based on continual incident monitoring.

Typical Events: Severe weather, riverine flooding, water quality incidents, non-interfacing wildfire.

Required Notification: Director of Emergency Management, and ECC Staff. Alberta Emergency Alert will be utilized for public notification as required providing details of the hazard and Protective Action Recommendations (PARs)

Type 4 & 5:

Daily emergencies in which local resources are able to control and stabilize routinely. There are situations confined to a single site and does not impact large population segments or critical infrastructure. Limited assistance may be requested from other jurisdictions or agencies/departments to assist. Generally, these events are of short duration or one operational period (2 hours or less).

Typical Events: Daily responses (motor vehicle collisions, small-dwelling fires), weather monitoring, high profile visitors.

Typical Notification: Required operational personnel from business units, or external partners. Director of Emergency Management if incident is escalating.

An Incident Complexity Analysis Form can be found in [Appendix A-5](#) to assist staff in determine the type of an incident.

1.2 Activation of the Emergency Coordination Center (ECC)

The Emergency Coordination Centre (ECC) is the primary facility for the coordination of emergency operations is located on the 2nd Floor of Fire and Emergency Services Headquarters

(207 – 4th Avenue South). **In the event that the primary ECC is incapacitated for any reason, the alternate ECC location is at Fire and Emergency Services Station # 4 2825 5 Ave N.**

ECC personnel will coordinate actions, provide support and direction to site personnel and plan ahead to meet the requirements that will follow the initial emergency.

The ECC may be activated for one of the following reasons:

- 1) During large scale emergencies where the ECC serves as support for the Site Incident Commander (e.g. hazardous materials incident),
 - 2) During disruptions to major infrastructure which may have an impact on the municipality (e.g. major power outage),
 - 3) During major incidents that are outside our jurisdiction which may spread into the municipality (e.g. wildfire outside the city limits)
- The DEM or designate shall decide if it is appropriate to activate the ECC at their discretion. This activation may occur whether an incident is occurring, forecasted to occur or as a preemptive precaution where no threat exists.
 - The DEM or designate shall notify the appropriate members of the Lethbridge Emergency Management Agency and ECC staff through the Emergency Response Management Services (ERMS) notification system. (See Call-Out procedure in [Appendix B-2](#)).
 - Members notified shall report to the ECC as soon as possible and attend the initial incident briefing ([refer to Incident Command System ICS form 201](#)).
 - At the conclusion of the initial incident briefing the DEM or designate will request trained staff to assume the various ICS positions as needed based on the scope and seriousness of the incident. If it appears likely that the emergency may last more than 12 hours, the remaining staff may be assigned as “shift relief” for the next operational period and will be stood down so they can get the appropriate rest.
 - The DEM or designate shall be responsible for briefing the Mayor, City Manager, the Manager of Strategic Communications and the Emergency Preparedness Manager as to the seriousness and scope of the emergency and the actions being taken to mitigate the emergency.
 - If it is determined that the general public needs to be notified with information or instructions on the emergency at hand, then the Alberta Emergency Alert System (refer to [Appendix B-1](#)) should be activated and the public notified by the use of a Critical Alert.
 - The ECC Activation Matrix is demonstrated in the following flow chart:

Criteria for Notifying Director of Emergency Management:

1. Is there a need or potential need to evacuate residents beyond the initial isolation zone?
2. Is environment/property/utility damage or potential damage critical?
3. Does the incident require more resources than are available locally or through mutual aid?
4. Will this incident attract media beyond local or regional levels and require public information?
5. Are regulatory, government and/or industry agencies required?

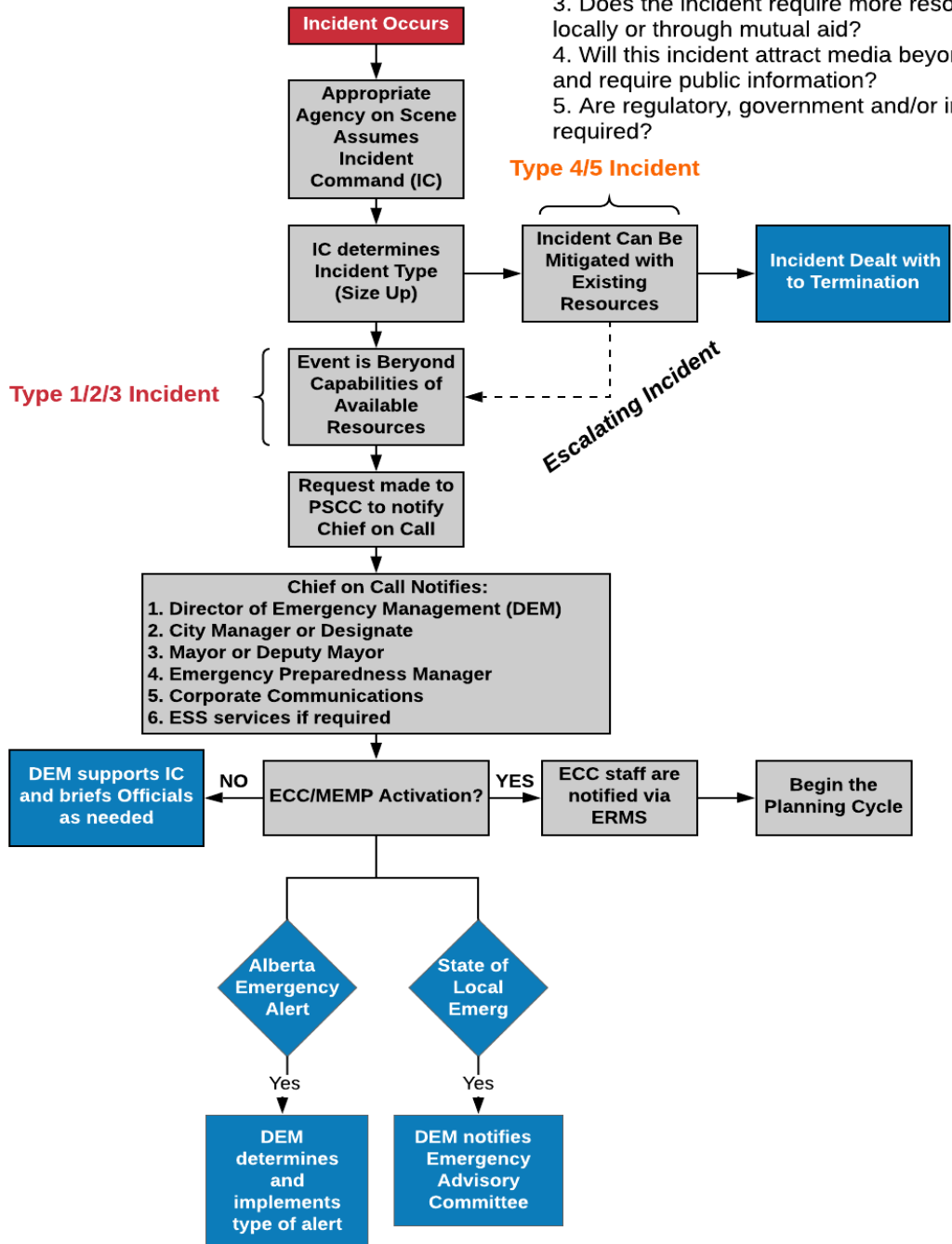


Figure 3- ECC Activation Matrix

1.3 Activation Levels

Response Level	Description	Criteria
Normal Operations	<ul style="list-style-type: none"> Activities that are normal for the ECC when no incident or specific risk or hazard has been identified The Emergency Preparedness manager will coordinate routine watch and warning activities as they emerge. 	Routine Operations
Partial Activation	<ul style="list-style-type: none"> Select ECC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or support the response to a new potentially evolving incident. 	<ul style="list-style-type: none"> Significant impact to citizens, property and environment. Significant media attention Significant demand on resources
Full Activation	<ul style="list-style-type: none"> The ECC team is activated, including personnel from assisting agencies, to support response to a major incident or credible threat. 	<ul style="list-style-type: none"> Major impact to citizens, property and environment Major media and/or public interest Major demand on resources

1.4 Notification of City Leadership

It is the DEM or designates responsibility to ensure that the City Manager or designate and/or Mayor or designate are notified of a situation, whereby the following criteria apply:

- If an emergency requires the ECC to be activated, the City Manager will notify Council
- If the potential for a State of Local Emergency is determined, the City Manager will notify the Emergency Advisory Committee to attend a DEM led briefing.

1.5 Public Alerting

The DEM or designate will determine whether an information alert or critical alert is to be issued through the Alberta Emergency Alert (AEA). This alert may include: shelter-in-place, evacuation notices or general notice.

Depending on the nature and scope of the incident, one or more methods may be utilized to notify/warn the public. When the decision to alert the public is made, the following options exist:

- Door to door notification
- Telephone calls
- Social Media, City Website
- Public Service Announcements
- Alberta Emergency Alert – radio, television, compatible wireless devices (Information or Critical Alert)

1.6 Alberta Emergency Alert (AEA)

AEA is a provincial public alerting system and enables suitably trained public officials to alert Albertans to imminent, life-threatening disaster events so that those affected may take immediate protective action. The warnings issued by the authorized user are instantaneously broadcast on television, radio and compatible wireless devices in the area affected by the incident.

City of Lethbridge Authorized Users

City of Lethbridge – Authorized AEA Users – as of March 2023		
First Name	Last Name	Position
REDACTED		

The DEM or designate will work with members of the Corporate Communications team as the primary team to conduct AEA and similar alerts for the City. In the event that a member from the Corporate Communications team is unavailable, or messaging is required immediately, other authorized users will work with the DEM or designate to issue AEA alerts.

System Applicability

The AEA system can be activated for a variety of hazards such as severe storms, flood, wildfire, hazardous material releases, water contamination and other threats to life and safety.

All of the following conditions must be present:

1. The life or safety of people is at risk
2. The risk is imminent and impending
3. The warning may provide critical and/or life-saving information

1.7 ICS for the ECC

Throughout the lifecycle of an incident, ICS dictates that objectives are established based on the following priorities:

1. Life Safety – of responders first and public second
2. Incident Stabilization – establishing command, objectives and organizing
3. Property/Environment Preservation – reducing damage
4. Economy – reducing economic impact

The organization of ICS is built around five management activities:

- **Command Staff**
- **Operations**

- **Planning**
- **Logistics**
- **Finance/Administration**

ICS Principles and Features

Detailed Descriptions of Principles is in Appendix I

- | | |
|---|---|
| <ul style="list-style-type: none"> • Common Terminology • Establishment and transfer of command • Chain of Command and unity of command • Unified Command • Management by objectives • Incident Action Plan (IAP) • Modular Organization | <ul style="list-style-type: none"> • Manageable span of control • Comprehensive resource management • Incident Locations and facilities • Integrated communications • Information and intelligence management • Accountability • Dispatch/deployment |
|---|---|

ECC operations will be conducted under the principle of management by objectives which utilizes the following steps regardless of incident type/complexity:

- Understand agency policy and direction
- “Size Up” incident
- Establish incident objectives and set priorities (*what needs to be accomplished*)
- Select appropriate strategies (*how to accomplish*)
- Provide tactical direction including tactics that are associated with identified strategies (*who accomplishes*)
- Follow up as necessary

Operational Periods

The time required to achieve state objectives is an operational period. An operational period may be of various lengths but do not exceed 24 hours.

Incident Action Plan (IAP)

An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Components:

- | | |
|---|---|
| <ul style="list-style-type: none"> • ICS 202 – Incident Objectives • ICS 203 – Organization List • ICS 204 – Assignment List | <ul style="list-style-type: none"> • ICS 205 – Communications Plan • ICS 206 – Medical Plan • ICS 208 – Safety Message |
|---|---|

Optional Elements:

- | | |
|--|---|
| <ul style="list-style-type: none"> • ICS 220 – Air Operations Summary • Demobilization Plan • Transportation/Traffic Plan | <ul style="list-style-type: none"> • Other plans and documents as required |
|--|---|

The draft IAP is reviewed during the [Planning meeting](#), where all objectives, strategies and tactics are reviewed by Command and General Staff. Additional information may be presented to be added to the IAP, and prior to meeting closure, all Command and General Staff will verbally approve the IAP.

A formal IAP is developed once the Planning meeting is completed and all Command and General Staff approve of the components. The ECC Director will review the formal document and provide final approval. All objectives and tactics are to be listed in the Master Event Log maintained by the Planning Section; the IAP is then executed and outcomes are evaluated and the process begins again. A full IAP checklist can be found in [Appendix I-8](#).

The Planning Process

The initial IC will ensure that the Incident Briefing (ICS 201) is completed to serve as the initial IAP. When the ECC is activated, the ICS 201 will be shared with the ECC Director who will conduct an incident briefing. Through the incident briefing, ECC personnel gain situational awareness relating to what has been completed, initial objectives and strategies as well as the organizational structure. As the process continues, the ECC Director will ensure all response activities are aligned with all ICS principles and features following the **PPOST (Problems, Priorities, Objectives, Strategies and Tactics) model**.

The ECC Director will then establish ongoing incident objectives and priorities based on the information provided on the ICS 201 (incident briefing) from the site IC. These objectives should be **SMART (Specific, Measurable, Action-Orientated, Realistic and Time Sensitive)**.

Ongoing planning and IAP development is conducted using the Planning P (see next page), a tool used in applying the principle of Incident Action Plan to site and modified to fit the context of an ECC.

Briefings and Meetings

The Planning Section Chief is responsible for on-going meetings and briefings which will be conducted frequently during the incident. All meetings and briefings will use the corresponding Planning P agendas and formats found in [Appendix I](#).

Internal Communications

The ECC will use both formal and informal communication. Formal communication is defined as those associated with work assignments, resource requests and progress reports. Informal communication is used for to exchange incident or event information only (ie. Weather updates).

Approved communication methods will be:

- Written – email, SMS (text), and hard copy.
- Verbal – Through department leads not required at the ECC
- Verbal – Telephone, or radio systems.

Documentation

Individual ECC personnel are required and responsible for filling out their respective Activity Log's ([ICS Forms Catalogue](#)) as well as any form specific to their assigned position.

All documentation developed during an event is to be retained and is managed by the Documentation Unit Leader within the Planning Section. Staff are required to submit completed forms regardless of their usage in the IAP or other formal document planning.

When possible, scribes will be assigned to the ECC Director and Section Chiefs. Scribes are assigned to maintain a log of all activities relating to the person they are assigned to, as well as track priorities and objectives. Further, scribes may assist in the consolidating of forms from staff to assist the Planning section with development of the IAP.

1.8 Evacuation

Stage 1: Evacuation Alert

An Evacuation Alert is to inform the community of a potential or current threat which could lead to an Evacuation Order. It provides an affected population to begin preparations to evacuate and should be structured to provide timely and accurate information; it may not always be possible to issue an Evacuation Alert.

- Emergency officials will notify affected individuals through various communication channels of the potential need to evacuate. Common City of Lethbridge channels include: the City's website and social media accounts, and the Alberta Emergency Alert system.
- Information will be provided regarding the nature of the hazard and suggested Protective Action Recommendations (PARs)
- Situation updates on potentially hazardous conditions will be provided on an ongoing basis

An Evacuation Alert should contain the following:

- The issuing authority
- The reason for the Alert including hazard description
- Duration of the evacuation
- The areas under Alert, with as much detail as possible
- Recommended evacuation routes and identification of closed routes
- Location of reception centers/shelters
- What personal belongings to prepare and take (limitations if applicable)
- Where to get additional information

Depending on the mechanism and speed of the hazard, an Evacuation Order may be issued without prior Evacuation Alert.

Stage 2: Evacuation Order

When an evacuation order is issued, the impacted population should leave the specified area immediately. An evacuation order will provide the same information as the Evacuation Alert but should include the fact that this is a mandatory Evacuation Order.

- Sweep: After an evacuation order has been issued, plans should be put in place to conduct a sweep of the evacuation area to ensure that all those at risk are aware of the need to evacuate.

Stage 3: Evacuation Rescind

The decision to rescind an Evacuation Order should occur when the DEM or designate, in consultation with the IC, determines that it is safe to return. Conflict may occur between the evacuees' desire to return to their homes as soon as possible and the emergency management agency's need to delay return until the evacuated area is declared safe and can support the returning population.

An Evacuation Rescind should include

- The issuing authority
- The areas under Rescind with as much detail as possible
- Specific timings for return
- Details if phased return is applicable
- Recommended routes and identification of closed routes
- Where to get additional information

Multiple dissemination methods shall be utilized to capture as wide an audience as possible to mitigate systems failure and increase compliance.

Evacuation related forms:

- [A-6 Evacuation Alert Template](#)
- [A-7 Evacuation Order Template](#)
- [A-8 Sample Evacuation Instructions](#)
- [A-9 Evacuation Rescind Template](#)

1.9 Re-Entry

Stage 1: Damage Assessment

During the damage assessment phase, access to the affected area should be restricted to agencies and other private service providers with roles that assist with assessing damages. All damages are to be documented; initially, resources should be dedicated to providing detailed damage assessments and safety planning in the following areas:

- **Structures** – Structures should be assessed for safe access and be documented as either residential or commercial. Personnel should use the following color system when identifying and documenting the condition of a structure:
 - **Red – uninhabitable**
 - **Green – habitable**
- **Water and Wastewater Services** – All water and wastewater services should be inspected in accordance with industry standards for damage and connectivity to structures. All source water intakes, water treatment plants, reservoirs, water distribution lines, sanitary lines, waste water treatment plants, as well as storm water collection and outfall must all be inspected, repaired and certified to safe conditions. The availability of water and whether it is potable must be known and shared to service providers entering the area during this stage.
- **Air Quality Conditions** – information about outdoor air quality, particularly when a fire may still be present in the region, may be provided by Alberta Health Services or Alberta Environment & Parks. Smoke and other contaminants (e.g., oil and gas release) that may have impacted or caused a poor or hazardous outdoor air quality condition may also penetrate into buildings through active or passive intrusion. Service providers returning to buildings which may have been subjected to poor air quality events should enter

buildings with caution or consider having them pre-inspected before re-entry depending on the reason for evacuation.

- **Gas and Electric** – All gas and electric lines and facilities should be inspected by response utilities service providers and status established. Service must be restored prior to re-entry.
- **Access Routes** – A hazard assessment of all transportation modes and associated infrastructure must take place
- **Telecommunications** – Voice and data lines, towers and stations must be restored
- **Accommodation/Food** – Consideration should also be given to the availability of accommodation and food for contractors if required.
- **Debris Management** – Consideration of where and how debris (solid or liquid) will be stored, transported and disposed of. Secondary hazards (i.e., intrusion of wildfire, infectious disease, and proliferation of rodents, flies or other insects) are more likely if wastes are not considered and controlled early in planning.

Stage 2: Restoration of Services

Re-entry is the restoration of services required in a community in order to enable safe, sustainable living to an acceptable level. It should be noted that this new level of services is not likely to be the same level of services before an evacuation. These necessities represent the bare minimum; full restoration will begin as soon as practicable.

- **Medical Facilities** – the minimum level of health services required will need to be defined by Alberta Health Services
- **Emergency Services** (Fire, Police, EMS, 911)
- **Water System** – functional and able to deliver water; under a water boil advisory if needed
- **Sewage** – collection and treatment system is functioning
- **Garbage** – collection and treatment system is functioning
- **Storm water collection and discharge**
- **Gas & Electric** – restoration of gas and electric facilities
- **Communications** – restoration of communications (voice and data)
- **Lighting and traffic signals**
- **Public Works** – restoration of the public works operation centers, landfill, and waste collection program. The waste collection program should include a specific plan for disposal of decaying garbage white goods, electronics, large amounts of construction and vegetation debris and household hazardous waste
- **Critical Retail** – Consists of a minimum number and types of grocery stores, pharmacies and gas stations that are required to support re-entry. Restoration of these businesses will be done under the control of their owners/managers and will include disposal of spoiled product, any debris, or damage including spoiled food product.
- **Banking** – facilities should be available for all residents to have access to banking and cash services
- **Donation management** – capacity to accept and organize contributions

- **Daycare/education facilities**

Stage 3: Community Re-entry

During stage 3 considerations should be given to the size and demographics of the evacuated population. With larger scale re-entry plans, it is considered a best practice to establish Welcome Centers. Welcome Centers could also act as a centralized facility for Non-Government Organizations and faith communities to provide assistance.

Information available at the Welcome Center should include:

- Status of water systems, including quantity and safety of drinking water, ability to use wastewater and storm water systems, the location and access to waste disposal services.
- Clean up procedures and resources available to assist
- Clean-up Kits could be made available for individuals or businesses returning to their properties.
- Psychosocial assistance that is available
- Health and Safety advice
- Insurance advice
- Communications access (voice, data, internet)
- Returning to your home guide, provided by service providers or industry (e.g., AHS)
- Where to get updates on weather, air quality or flood/forecast information (if applicable)

It is important to note that not everyone will visit a Welcome Center; therefore, it is key to ensure that all available information is duplicated on as many communication methods as available (e.g., websites, social media, radio, printed literature and door hangers)

Considerations and work sheets for Re-entry can be found in [Appendix D-7](#)

1.10 Declaration of a State of Local Emergency (SOLE)

The DEM or designate may recommend to the Local Emergency Committee by way of the Emergency Advisory Committee to declare a State of Local Emergency (SOLE) based on situational information. Declaring a SOLE allows the Local Authority to delegate the extraordinary powers listed in **Section 19** of the Emergency Management Act to the DEM or designate in order to enact measures that protect the public and assist with incident management.

The Local Emergency Committee has the authority under Local Bylaw 6179 and the Emergency Management Act to declare a SOLE “at any time when [the subcommittee] is satisfied that an emergency exists or may exist in its municipality”. The following process is to be utilized when declaring:

1. The DEM or designate will contact the Chair of the Local Emergency Committee (Mayor or Designate) with request to declare
2. Local Emergency Committee Chair will fill out the Declaration Form ([Appendix A-2, A-3](#))

3. The Emergency Advisory Committee will publish the declaration to make it known to the public
4. The signed form shall be faxed to the Provincial Operations Center (POC) at: -1-780-644-7962

A declaration of a State of Local Emergency Must:
Identify the nature of the emergency, disaster or catastrophe, and the area of the Municipality affected.
Provide the date and the time that the declaration of SOLE is declared with the signatures and titles of the officials making the declaration
Be made public immediately by the most effective means of communication
Notify the Minister of Alberta Municipal Affairs through the Provincial Operations Center.

See figure 4 for the SOLE Declaration Process on page 25.

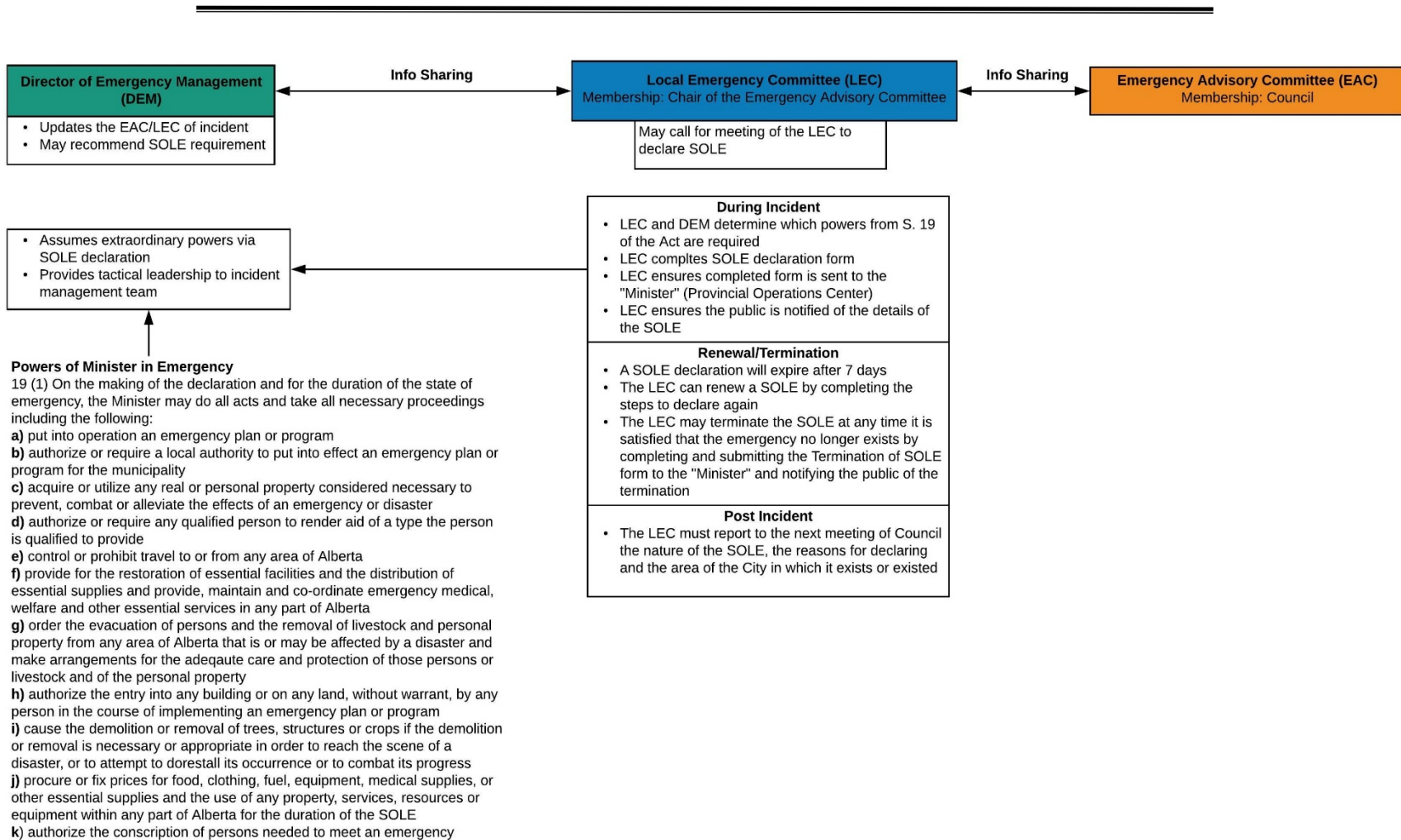


Figure 4- SOLE Process

1.11 Deactivation and Demobilization

All activations will vary, but each response will reach a point where the ECC or Incident Command post (ICP) are no longer required. Deactivation of the any incident management facility will be performed once all objectives associated with the developed demobilization plan have been achieved.

Criteria considered for facility (ECC/ICP) deactivation is, but not limited to:

- The incident is resolved
- All resources assigned to the incident have been released and returned to their home base
- The ICP is/are no longer required as the incident has been stabilized and normal operations can resume
- On-going recovery operations are to be managed from a separate entity such as normal municipal operations.

The deactivation will be announced to all personnel including any assisting or cooperating agencies during the final briefing. If the general public was informed of facility activation, deactivation will also be communicated.

1.12 Mutual Aid

The City of Lethbridge is a signatory to the Southern Alberta Emergency Management Resource Sharing Agreement (SAEMRSA). The SAEMRSA is activated when a Resource Request Form is completed and sent to a partnering community; **the Resource Request Form can be found in Appendix A, as form A-5.** A full copy of the agreement can be found in [Appendix C-1](#), and a list of parties to the agreement in [C-2](#)

- As conditions of the emergency necessitate the use of resources which the City of Lethbridge is unable to provide, aid may be requested by either the Mayor, City Manager or DEM from our Mutual Aid partners.
- If conditions are beyond the capability of City of Lethbridge resources and mutual aid partners, additional aid may be requested from the Government of Alberta (GOA) by contacting the **Provincial Operations Centre (POC) at 1-866-618-2362.**
- If the emergency event is widespread or extremely severe, the GOA may declare a State of Emergency at which time the GOA will assume direction and control of the emergency.
- Federal assistance to emergencies in Alberta will be coordinated through the Province.

Neighboring ECC Activation

There may be incidents whereby the impacted ECC is not suitable for activation (for example, the ECC is located in or near the impacted area). In these circumstances, the flexibility of the Partnership allows for a request to the closest neighboring community to activate/open their ECC in support of the impacted community. The decision to choose a neighboring ECC, as opposed to requesting activation of an Emergency Coordination Centre (ECC), should be made considering the capabilities of the supporting ECC.

Activated ECC's in the region of Southern Alberta operate under the partnership prescribed within the Southern Alberta Unified Emergency Coordination Center/Emergency Operations Center Standard Operating Guideline. This document allows for other ECC's to work together and provides guidelines to ensure a unified structure or primary ECC/EOC is identified.

Details for requesting support are contained in [Appendix C-3](#).

1.13 Unified Command

Unified Command (UC) is an ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated member of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives, strategies and a single Incident Action Plan (IAP)

The use of UC for the City of Lethbridge exists at all levels of incident involvement. In consultation with the DEM, senior personnel or Incident Commanders may elect to utilize this structure to ensure mission integration and interoperability when responding to an incident that cross functional and jurisdictional lines, as well as between public and private organizations. A sample organization chart can be observed in figure 5.

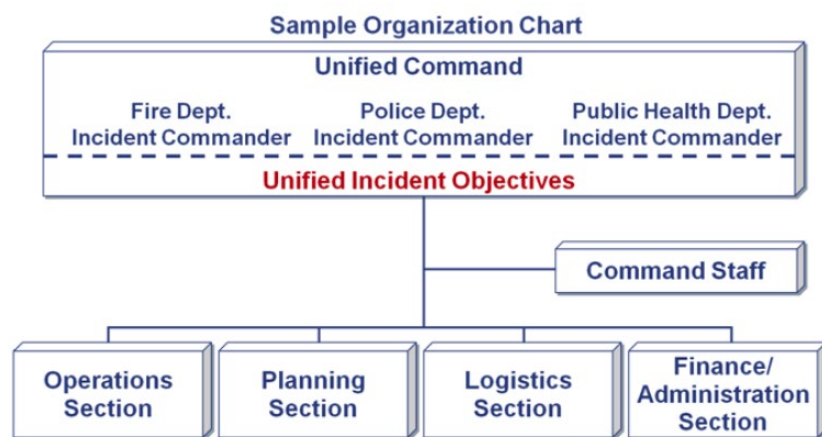


Figure 5 - Unified Command Sample

1.14 Area Command

Area Command (AC) is used when there are a number of incidents generally in the same area, and often of the same kind. When an incident expands to a large geographic area, the DEM will consult the Emergency Advisory Committee and may recommend to divide the incident into smaller pieces called zones, each which will be managed by an incident management team. If this is the selected option, an Area Commander will be established to oversee the management of multiple incidents and will work directly with Incident Commanders. A sample Area Command organizational chart is shown in figure 5.

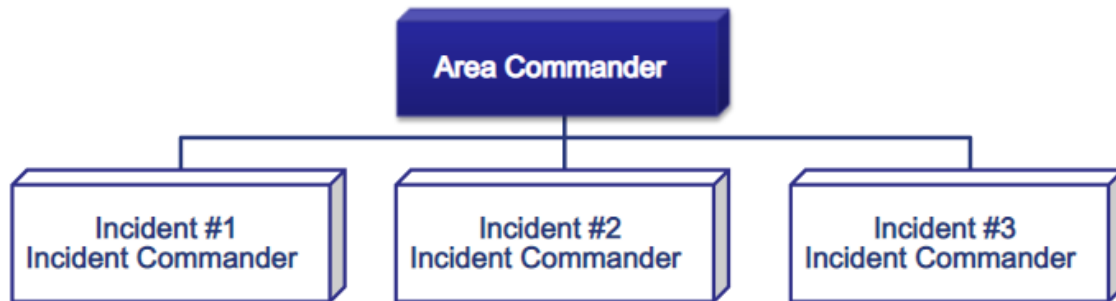


Figure 6 - Area Command Sample

When to Establish Area Command

Area Command should be established for like incidents in the same proximity to ensure that conflicts do not arise. Some criteria for the use of Area Command are:

- Several major or complex incidents of the same kind are in close proximity
- Critical human or property values are at risk due to incidents
- Incidents will continue into the next operational period
- Incidents are using similar and limited critical resources
- Difficulties are encountered with inter-incident resource allocation and coordination

A full Area Commander checklist of actions can be found in [Appendix: I-9](#)

SECTION 2 - CONTACTS

2.0 ECC Phone Numbers

SECTION REDACTED

SECTION 3 – FACILITIES

Emergency Coordination Center (ECC)

The ECC is the physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An ECC may be a temporary facility or may be located in a more central or permanently established facility. ECC's may also be referred to as Emergency Operations Centers (EOCs).

Activities in the ECC are coordinated by the ECC Director. Activation procedures of the ECC to support activation of the MEMP can be found in [Section 1.2](#). Further ECC documentation including role specific duties and processes can be found within the City of Lethbridge Emergency Coordination Centre Manual.

SECTION REDACTED			

Incident Command Post (ICP)

The ICP is the field location situated at or near the scene of an incident where the primary functions are performed. This may occur inside a dedicated building, within a vehicle, or the Mobile Command Post (MCP). The Incident Commander (IC) will coordinate the ICP and corresponding field activities. When the ECC is activated, communications between the ICP and the ECC is through the ECC Operations Section Chief or ECC Director.

Reception Center (RC)

In the event that an incident requires the evacuation of residents within the City of Lethbridge, a Reception Centre/Evacuation Centre will be established at the request of the ECC or IC. The primary purpose of the Reception Centre is to preserve the physical and emotional well-being of evacuees affected by an incident.

Reception Centre activities will be coordinated by City of Lethbridge Emergency Social Service (ESS) personnel in conjunction with community partners such as Alberta Health Services, the Canadian Red Cross Society, the Lethbridge Animal Shelter, Lethbridge Police Service Victim Services Unit, and others as required.

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to residents. Identified Reception Centre(s) within the City of Lethbridge and ESS procedures can be found below in this section.

Recovery Assistance Center (RAC)

An accessible facility or mobile office where those affected by an incident may go for information about recovery or other disaster assistance programs, and to ask questions related to an individual's case.

Joint Information Center (JIC)

A facility established to arrange all incident-related public information activities. It serves as a physical location where information officers can locate to perform critical emergency information, crisis communications and public affairs locations. Usually utilized when multiple agencies or organizations are involved and need to disseminate information.

City of Lethbridge Facilities

City Facility	Address
Office and Administration	
City Hall	910 4 th Ave. S.
Old Courthouse	1010 4 th Ave. S.
Cultural	
Main Library	810 5 th Ave. S.
Crossings Branch Library	255 Britannia Blvd. W.
Galt Museum	502 1 st St. S.
Helen Schuler Nature Centre	Indian Battle Rd. S.
Fort Whoop Up	200 Indian Battle Rd. S.
Yates Memorial	1002 4 th Ave. S.
Nikka Yuko Japanese Gardens	9 th Ave. S. and Mayor Magrath Dr. S.
Casa	230 8 th St. S.
Southern Alberta Ethnic Association	421 6 Ave. S.
Recreation	
ENMAX Centre	2510 Scenic Dr. S.
Henderson Ice Arena	2301 Parkside Dr. S.
Adams Ice Arena	1302 9 th Ave. N.
Labour Club Ice Arena	2020 18 th Ave. N.
Civic Ice Arena	905 5 th Ave. S.
ATB Centre	74 Mauretania Rd. W.
Nicholas Sheran Ice and Pool	401 Laval Blvd W.
Stan Siwik Pool	1901 15 th Ave. N.
Fritz Sick Pool	420 11 th St. S.
Henderson Outdoor Pool	2710 Parkside Dr. S.
Servus Sport Centre (Soccer Centre)	2510 28 th Ave. S.
Henderson Ice Center	2301 Parkside Dr. S
Emergency Services Buildings	
Fire Headquarters (Station #1)	207 4 th Ave. S.

Fire Station #2	10 Jerry Potts Blvd. W.
Fire Station #3	2614 16 th Ave. S.
Fire Station #4	2825 5 th Ave. N.
Lethbridge Police Station	135 1 st Ave. S.
<i>Other Buildings</i>	
Lethbridge Animal Care and Control	2405 41 st St. N.
YWCA	604 8 th St. S.
Stafford Center	304 Stafford Dr. N.

Identified ESS Reception Centers

Reception Centre Venue	Contact Name	Phone Number	Email Address	Features	Capacity
SECTION REDACTED					

SECTION 4 – HAZARD SPECIFIC RESPONSE PLANS

The City of Lethbridge operates using an all-hazards approach; Section 4 was made in correlation with data obtained through the City’s Hazard Risk and Vulnerability Assessment (HRVA). Based on the common scenarios with potential to impact the City, specific operational considerations are outlined for Site Incident Commanders, while specific supportive considerations are outlined for the Emergency Coordination Center.

The guidelines within this section are not limiting. Users of this plan can use these guidelines as a foundation toward building incident objectives and the overall Incident Action Plan.

4.1 Wildfire Response (Full agreement Appendix C-4)

Overview: A wildfire is an unplanned and uncontrolled fire burning in vegetation fuels such as forest, grass and brush. The hazard and risk assessment completed by the City indicates that the potential for intense grassland wildfire with rapid rates of spread exists in the native grass and stubble fuel types on lands within and surrounding the City of Lethbridge. The predominant and strongest winds are from the west and southwest throughout the entire year indicating that the probable spread direction will be from west to east or southwest to northeast.

Public Notification: Procedures for warning the public can be found in [Appendix B-1](#)

Evacuation: Procedures for evacuation are detailed in [Section 1.7 Evacuation](#)

Mutual Aid: Considerations and processes pertaining to mutual aid assistance from other municipalities can be found in [Section 1.11 Mutual Aid](#).

The City maintains a Mutual Aid Fire Control Plan with the Ministry of Agriculture and Forestry. Requests for mutual aid will be made by the DEM or designate only to the Calgary Wildfire Management Office. The DEM or designate will be required to contact the Duty Officer and fill out Appendix C (Mutual Aid Request Form) of the Fire Control Plan outlining the request, location and detailed resources for suppression. The agreement in whole can be found in the Mutual Aid Agreement Appendix.

ECC Considerations

- Casualties/fatalities from fire or smoke, property damage, traffic and communications disruptions, potential loss of utilities
- Accurate and timely weather/wind conditions and forecasts
- Traffic control and access routes
- Water distribution points
- Transportation requirements
- Activation of Emergency Social Services (ESS)
- Medical services for responders
- Portable lighting for fire suppression efforts
- Bulldozers
- Hand tools – saws, shovels, axes
- Feeding services for responders
- Communications equipment

4.2 Dangerous Goods Incident

Overview: The unintentional release of a material that is considered to be hazardous to humans, plants or the environment due to its explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious or radioactive properties.

Transportation Incident: An incident in which the release occurs during the transport (by means of road, rail, air or marine).

Contacts:

The City has identified a Dangerous Goods incident as a top priority based on the volume of transport which occurs through the City on various highways and the main rail line that splits the City running east to west adjacent to Highway 3.

Mutual Aid: Requests for assistance from the Federal Government shall flow through the Alberta Emergency Management Agency (AEMA), who will coordinate requests for assistance through the Federal Regional Director, Emergency Preparedness Canada.

The Canadian Transport Emergency Center (CANUTEC) provides additional technical information on dangerous goods and communication links to international agencies. CANUTEC may be contacted.

Incident Command Considerations

- Determine if evacuation or shelter-in-place is required
- Secure the site
- Activate the Lethbridge Fire and Emergency Services Hazmat team to provide technical expertise, air monitoring and environmental impact assessment capabilities
- Provide updates to Platoon Chief, Chief on Call or ECC
- Monitor site clean-up and site restoration.
- Coordinate public information regarding the immediate life/safety warnings with the Chief on Call and Corporate Communications.

ECC Considerations

- Confirm the materials and quantities involved
- Confirm if the spill/release is contained or not contained
- Confirm that all threatened people and property are evacuated
- Determine if a greater area needs to be evacuated
- Activate Alberta Emergency Alert with identified protective action recommendation and information summary including life/safety warnings
- Activate Emergency Social Services as required
- Gather additional product information
- Determine if the cause was accidental or intentional
- Ensure that an impact assessment is being completed (people, property, environment and Municipal operations)

- Coordinate Hazmat operations through the Operations Section Chief and Hazmat Team Lead
- Coordinate cleanup activities
- Determine the length of time cleanup will take
- Develop communications plan for communicating and explaining situation to residents
- Ensure liaison with City Integrated Risk Management and insurers as necessary
- Report dangerous good incident in accordance with provincial and federal procedures

Full Substance Release Response Plan can be found in [Appendix D-4](#)

4.3 Train Derailment

Overview: A Train Derailment can occur anywhere along the rail tracks and when hazardous products are involved, an effective and immediate response is paramount.

Contacts: [Canadian Pacific Railway:](#)

Contact CPR for any incidents involving CP trains, in the event of a hazardous material incident the western Canada Hazardous Materials Officer is Dustin Ritter. EDGE should also be advised of all incidents involving railways and material spills.

[Hazardous Materials Officer / Environmental Risk](#)

ECC Considerations

The ECC should consider the following major impacts when supporting a response:

- Casualties/Injuries
- Fatalities
- Fire
- Explosions
- Hazardous Material/Dangerous Goods
- Environmental Impacts
- Evacuations/Shelter-In-Place
- Business/Stakeholder Impacts

The ECC should consider the following potential actions when supporting a response:

- Ensure other rail traffic has been warned/stopped
- Establish adequate communications with Rail Company and any contracted response company
- Ensure adequate evacuation and warnings if accident involves dangerous goods
- Understand requirements for rescue and fire fighting
- Determine transportation plan for emergency vehicles and evacuees
- Establish traffic control
- Establish crowd control
- Eliminate hazards from damaged utilities (power lines, gas, etc.)
- Consider potential need for a relief train or off-loading tanker trucks
- Determine if additional heavy equipment is needed
- Notify hospital of casualties including number & type
- Establish control routes for emergency vehicles
- Define the incident scene and establish a control perimeter
- Ensure scene is secured for subsequent investigation (TSB)
- Establish joint public communication messages (Railway and ECC)
- Set up an inquiry service (ESS and Railway)

4.4 Utility Disruption (Gas, Electricity, Water, Information Technology (IT), Phone)

Overview: Utilities and telecommunications failures can occur unexpectedly. Failures are generally short term, but have the potential to be prolonged leading to major impacts to the public and municipality.

Public Notification: Pre-determined templates for utility outages can be found in the Crisis Communication Plan ([Appendix B-3](#)).

Contact:

Other Utility Contacts: [Section 2.6](#)

ECC Considerations: These factors should be considered when supporting ANY utility disruption.

- Health and safety implications
 - City staff
 - General population
 - Vulnerable populations (seniors, children, medically dependent)
- Confirm with utility provider, the cause, potential length of disruption and any support required from the Municipality to rectify the outage
- Initial and on-going public notification regarding safety concerns and timeframe for resumption of services
- Assess the immediate impact on Municipal operations
- Assess the short and long term impact on municipal operations
- Sheltering for residences affected for a prolonged period
- Immediate needs of people
- Business Continuity Plan (BCP) or Continuity of Operations Plan (COOP) activation
- If it is telecommunications failure, confirm communications protocol (311, PSCC, Cell Phones)
- Means of regular communications if IT issues persist
- Cleanup activity coordination as necessary
- Confirm the cause, if applicable, to prevent recurrence

Gas: The ECC should consider the following when supporting a loss of Gas response.

- Impacts on electrical generation
- Impacts on gas consumers
- Special messaging regarding safety of auxiliary heating sources (Carbon Monoxide poisoning)

The Gas Utility is to control all gas facilities, plan and services, to ensure the safety of the public and emergency response personnel which includes the following:

- Continuing or discontinuing gas supply to mains and services
- Advising customers on service interruptions and restoration plans
- Repairing facilities and gas infrastructure

- Providing technical expertise on gas related matters

Roles and Responsibilities

Gas Utility Representative in the ECC – Note, the City of Lethbridge does not provide Gas services to the City.

- When the MEMP is activated, the ECC Director/DEM will coordinate with the Liaison Officer to contact relevant Gas providers
- The Liaison Officer will coordinate with the Gas provider to ensure a representative from the Gas provider is sent to the ECC to integrate within the Operations Section.
- The Liaison Officer and Information Officer will coordinate public notification and messaging with the Gas provider to ensure timely, accurate and consistent information is provided

Electric: The ECC should consider the following when supporting a loss of Power response.

- Disruption of traffic, aviation and/or rail signals
- Disruption of other utilities – communications
- Trapped persons in electrically-operated devices
- Establishing an ICP for restoration of power at the incident site
- Establishing the ECC to ensure emergency services are available to the community and to provide coordination of response activities
- Assessing critical infrastructure sites for impacts (hospitals, care homes, schools, other utilities, government and public buildings)
- Establishing a priority list for essential services (hospital, water treatment, etc.)
- Managing the allocation of auxiliary power if wide spread outages exist
- Protection of property (loss of electric security systems)
- Assessing the need for auxiliary lighting

The City of Lethbridge Electric Operations Department will utilize their emergency response plan to respond and stabilize the incident.

Water, Wastewater & Stormwater: The ECC should consider the following when supporting a loss of water, waste water or a water turbidity response.

- Disruption of critical services that rely on water
- Disruption of other utilities
- Establishing an ICP for restoration of water related services at site of incident

The City of Lethbridge Water, Wastewater and Stormwater Department will utilize their emergency response plan to respond and stabilize the incident.

IT/Phones: The ECC should consider the following when supporting a loss of IT/Phone services response

- Disruption to critical infrastructure and systems (Utilities, etc.)
- Emergency communication systems (911).

The PSCC (911), 311 and IT will utilize their emergency response and business continuity plans to respond and stabilize the incident while maintaining the minimum level of operations safely.

4.5 Healthcare/Hospital/Mass Casualty Support

Overview: When incidents occur they have the potential to cause serious injuries and/or fatalities. This reality can place pressure on both emergency services and the healthcare system. While Alberta Health Services (AHS) will take the lead on stressors to the healthcare system, additional support may be required.

ECC Considerations: The ECC should consider the following when supporting AHS in a response

- Confirm the circumstances and the cause of the incident
- Coordinate support needs with AHS
- Verify that information received is accurate
- Assess whether or not there is a continuing threat present that may further harm individuals
- Ensure the process for notification of next of kin is being led by Lethbridge Police Service (LPS) only
- In collaboration with AHS, assess the need for a possible communications strategy for the public
- Ensure any Critical Incident Stress Management counselling is arranged as necessary

ECC Support for Hospital Incident or Mass Casualty Incident

In the event that AHS activates the Zone EOC (ZEOC), Incident Management System, or Emergency Plan, the City of Lethbridge ECC will liaise with the AHS ZEOC and assist as follows:

Transport Assistance – Casualties/Hospital Patients

The Ground Support Unit may coordinate arrangements for patients transport with EMS, City Transit and other providers as needed. Additionally;

- Coordination of casualty movement from the site will be under the direction of the on-site EMS Branch Director/Supervisor
- The EMS Branch Director/Supervisor will communicate the movement of units with the Staging Manager and Resource Unit Leader
- Movement of units will be in compliance with the traffic safety plan established for the incident site if applicable
- Transportation units, when deployed, must report to the staging area for further direction
- The transportation plan, if applicable, needs to consider access and egress of EMS to/from the casualty collection point

4.6 Environmental Public Health/Medical Officer Support

Overview: The Alberta Health Services Environment Public Health Support Plan provides support to the municipality by assisting their emergency response in an advisory capacity to ensure a coordinated response and provide effective services to protect the public's health:

- Disease and injury control
- Safe drinking water
- Safe food
- Healthy environments including by not limited to indoor and ambient air quality, extreme weather
- Waste water, solid waste and Vector control
- Safe built environment
- Safe recreational water
- Hygiene and infection control
- Safe, hygienic handling and storage of dead bodies
- Reception/evacuation center

Alert/Notification: The ECC Director/DEM will alert the Medical Officer of Health (MOH) if an emergency situation requires public health assistance. This notification is sent using the ERMS system, with detailed call out procedures being documented in Appendix__

ECC Considerations

- Notify Medical Officer of Health (MOH)/Environmental Public Health with incidents that may affect the source, treatment or distribution of potable water to the public.
- Communication is made by Environmental Public Health to the public on water advisories (e.g., Boil, do not use)
- Environmental Public Health should be consulted when reception centers are identified and when activated for feeding and sheltering evacuees
- Consider contacting MOH/EPH when any community event or occurrence matches one of the roles or responsible mandates of EPH above
- MOH should be contacted if there is any concern that an emergency or disaster incident in the City of Lethbridge or surrounding area has the potential to impact the health of the public
- See AHS South Zone EPH Emergency Response roles document for further EPH details and considerations

See full [Public Health Response Plan D-6](#)

4.7 Violent Act/or Hostage Taking

Overview: Extreme events such as active shooters and hostage takings are becoming increasingly common on a global scale. Whether the actual incident may be short or long in nature, the effects of the situation will be long lasting.

ECC Considerations

- Confirm what areas are secure and what are not
- Make efforts to ensure that all threatened people are evacuated
- Does a greater area need to be evacuated/locked down/instructed to shelter-in-place
- Is there a threat to other people, infrastructure/equipment and/or operations
- Confirm when the situation is under control
- Confirm the length of time people will have to be evacuated
- Confirm that approaches to addressing the threat have been initiated, including negotiation
- Is this event isolated, or could another similar event or copycat event occur in the immediate future
- Complete an operational impact analysis
- Long term impact of the situation on the community
- Confirm the motive for the incident
- Scene security and evidence preservation
- Identification of cold, warm and hot zones
- Coordinate Critical Incident Stress counseling
- Identify an approach for communicating and explaining to the community what occurred

The Lethbridge Police Service (LPS) will likely lead an event of this nature occurring within the city limits of Lethbridge. Integration with the ECC is critical to ensure communication is established between LPS tactical units and other responding agencies to ensure the safety of all responders and the continuity of evidence.

The ECC may leverage the use of intelligence management under ICS in the following methods:

1. An Intelligence Section
2. An Intelligence Branch within Operations
3. An Intelligence Unit within Planning
4. An Intelligence Officer within the Command Staff

4.8 Civil Disorder

Overview: Events such as protests or work stoppages have the potential to be a threat to public safety, disrupt Municipal operations or damage its reputation.

ECC Considerations

- If there is a threat to safety, ensure personnel are moved to, or remain in a safe location
- Confirm the cause of the situation
- Confirm if the situation is peaceful or hostile
- Determine the potential for the situation to escalate
- Assess the potential length of the situation
- Confirm who will be the spokesperson for the City with the parties involved
- Seek approaches to accommodation or resolution of the situation, including the communications strategy
- Confirm if the area has been isolated
- Consider security of the area and if additional resources are required
- Confirm the need for police presence
- Ensure regular patrols of the area
- Attempt to identify leaders and individuals causing the situation
- Complete an operational impact analysis
- Consider the impact of the situation on stakeholders
- Advise external stakeholders of the situation
- Ensure a communications strategy with the public is established
- Confirm issues regarding access and determine alternate approaches if needed
- Consider legal implications of any interaction or discussion with the people involved

The Lethbridge Police Service (LPS) will likely lead an event of this nature occurring within the city limits of Lethbridge. Integration with the ECC is critical to ensure communication is established between LPS tactical units and other responding agencies to ensure the safety of all responders and the continuity of evidence.

The ECC may leverage the use of intelligence management under ICS in the following methods:

1. An Intelligence Section
2. An Intelligence Branch within Operations
3. An Intelligence Unit within Planning
4. An Intelligence Officer within the Command Staff

4.9 Infectious Disease Outbreak

Overview: An infectious disease outbreak is a situation whereby disease or illness is transmitted from one person to another either by direct or by indirect contact with contaminated persons or objects. Health experts are constantly monitoring emerging diseases such as new strains of influenza, SARS or other infectious agents the population has little to no immunity to.

Emergency management has taken a lead role in assisting the region to develop corporate and regional pandemic emergency response plans which will provide support in managing the effects of a pandemic influenza outbreak. Refer to the City of Lethbridge Public Health Emergency Plan (2016) for specific details.

Generally, infectious diseases are spread through three different mechanisms:

1. Airborne transmission
2. Droplet transmission
3. Contact transmission

More information about infectious diseases and guides to response can be found through the following agencies websites:

- The Public Health Agency of Canada (PHAC)
- US Center for Disease Control (CDC)
- World Health Organization (WHO)
- Alberta Health Services (AHS)

ECC Considerations

- Consult with specialists: AHS MOH
- Consult the Public Health Emergency Plan as necessary
- Confirm the extent of the illness within the community
- Confirm the cause of the situation
- Assess if the situation may escalate
- Assess the potential length of the situation
- Consider if quarantining residences is an option
- Consider potential for lock-down or shelter-in-place
- Consider a SOLE to restrict movement
- Consider the impact of continuing municipal services that interface with the public
- Conduct operational analysis
- Consider the long term impact of a prolonged situation
- Confirm if additional security is needed
- Confirm that a patient tracking and surveillance plan has been established
- Confirm the immunization/medical plan with AHS if necessary

See full [Public Health Response Plan D-6](#)

4.10 Severe Weather

Overview: A severe weather event may impact the Region. Such events will likely impact multiple facilities and services for a period of time. Examples of severe weather events are tornados, snow storms, rain storms, wind events and prolonged extreme cold or heat.

ECC Considerations

- Assess the potential length of the situation
- Coordinate a damage assessment, to include infrastructure, utilities and IT
- Assess the impact on municipal operations
- Assess the short and long term impact on municipal services
- Consider the impact of long term evacuation
- Consider recovery and business continuity issues
- Consult with Environment Canada as necessary
- Consider if long term sheltering is required
- Consider if immediate needs of people need attending to: food, clothing, shelter
- Consider how to address any disruption to services
- Coordinate cleanup operations – debris management
- Road clearing equipment and sand
- Coordinate Critical Incident Stress counseling

Environment Canada: Severe weather watches and warnings are issued by Environment Canada; The Alberta Emergency Alert System may disseminate warnings and watches as requested by authorized users.

Environment Canada advisory message statuses:

- Weather watch
- Weather warning
- Actual event

Watches and Warnings: The weather office issues, and radio and television repeat weather watches and warnings. Remember, a “watch” is advisory only. Nothing may happen, but a watch could develop into a warning.

Stay alert, monitor media and advisories.

Remember, a “warning” means that the event is imminent. Take precautions and wait for updates.

Information: Information regarding watches, warnings or actual events can be requests from the Environment Canada inquiry center.

4.11 Information Technology (IT) Attack

Overview: It is likely that attempts will be made to hack into and/or disrupt Municipal IT systems. If successful, major attacks can significantly impair the City of Lethbridge's capacity to function.

ECC Considerations

- Confirm that the IT Business Continuity Plan has been activated
- Assess the potential for the situation to escalate or immediately recur
- Ensure initial and continued notification of impacted people
- Confirm with service providers the potential length of the interruption
- Assess the impact on Municipal operations
- Consider the IT requirements for Municipal Essential Services
- For disruption of Municipal operations, assist in facilitating communications and coordinating resources
- If an IT issue exists, confirm prioritized means of regular communications or an interim system to be used
- Confirm the cause and motive of the attack, if possible, to prevent recurrence

4.12 Aircraft Incident

Overview: An aircraft crash can be a very minor emergency or a major disaster depending on the type of craft, passengers, crash location, and cargo. It is critical that accurate information about these details be understood as soon as possible so that adequate resources can be deployed quickly.

Contact:

NAV Canada Control Tower Edmonton:

ECC Considerations

The ECC should consider the following possible major impacts when supporting a response:

- Casualties
- Fatalities
- Fires
- Explosions
- Hazardous Materials/Dangerous Goods
- Damage to property
- Nuclear cargo problems
- International implications
- Special cargo problems
- Sudden hospital requirements
- Disruption of traffic and communications
- Disruption of utilities

The ECC should consider the following possible actions when supporting a response:

- Establish adequate communications with the airport authority
- Determine the incident scene area and perimeter (debris field)
- Ensure scene is secured for subsequent investigation (Transportation Safety Board)
- Understand requirements for rescue and fire fighting
- Determine transportation plan for emergency vehicles and evacuees
- Notify hospital of casualties including type and number
- Establish temporary morgue
- Disposition of nuclear or special cargoes
- Establish traffic control
- Establish crowd control
- Eliminate hazards from damaged utilities (power lines, gas, etc.)
- Establish joint public communication messages (Airline and ECC)
- Set up an inquiry service (ESS and Airline)

4.13 Shelter-in-Place

Overview: In an emergency where hazardous materials may have been released into the atmosphere, the Incident Commander may ask residents to shelter-in-place. This precaution is aimed to keep the public safe while remaining indoors. To shelter-in-place means selecting a small, interior room, with no or few windows, and taking refuge there. It does not mean sealing off an entire building.

ECC Considerations

The ECC should consider the following instructions and support for residents when deciding and messaging shelter-in-place as a recommended action.

How to Shelter-in-Place at Home

- Close and lock all windows and exterior doors.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Turn off all fans, heating and air conditioning systems. Close the fireplace damper.
- Get your family emergency kit and make sure the radio is working.
- Cell phones may be overwhelmed or damaged during an emergency. It is ideal to have a hard-wired telephone in the room you select. If you do not have a hard wired telephone, bring your cell phone and charger to ensure you have a method to communicate. Call your emergency contact and have the phone available if you need to report a life-threatening condition.
- Go to an interior room without windows that is above-ground level. In the case of a chemical threat, an above-ground location is preferable because some chemicals are heavier than air and may seep into basements even if the windows are closed.
- Bring your pets with you, and be sure to bring additional food and water supplies for them.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door and any vents into the room. A wet towel can also be used to create a seal along doors and windows.
- Keep listening to your radio or television and monitor the Alberta Emergency Alert app until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

How to Shelter-in-Place at Work

- Close the business.
- Bring everyone into the interior room(s). Shut and lock the door(s).
- If there are customers, clients or visitors in the building, provide for their safety by asking them to stay, not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps now, where they are and not drive or walk outdoors.
- Unless there is an imminent threat, ask employees, customers, clients and visitors to call their emergency contact to let them know where they are and that they are safe.

- Turn on call-forwarding or alternative telephone answering systems or services. If the business has voicemail or an automated attendant, change the recording to indicate that the business is closed and that staff and visitors are remaining in the building until authorities advise it is safe to leave.
- Close and lock all windows, exterior doors and any other openings to the outside.
- If you are told there is danger of an explosion, close the window shades, blinds or curtains.
- Ensure employees are familiar with your building's mechanical systems and how to turn off all fans, heating and air conditioning systems.
- Some systems automatically provide for exchange of inside air with outside air; these systems, in particular, need to be turned off, sealed or disabled.
- Gather essential disaster supplies, such as non-perishable food, bottled water, battery powered radios, first-aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit in. Avoid overcrowding by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, copy and conference rooms without exterior windows will work well.
- Avoid selecting a room with mechanical equipment like ventilation blowers or pipes, because it may be difficult to seal this equipment from the outdoors.
- Cell phones may be overwhelmed or damaged during an emergency. It is ideal to have a hard-wired telephone in the room you select. If you do not have a hard wired telephone, bring your cell phone and charger to ensure you have a method to communicate. Call your emergency contact and have the phone available if you need to report a life-threatening condition.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room. A wet towel can also be used to create a seal along doors and windows.
- Write down the names of everyone in the room, and call your business's designated emergency contact to report who is in the room with you, and their affiliation with your business (e.g. employee, visitor, client or customer).
- Keep listening to the radio or television until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

How to Shelter-in-Place if You Are Driving in a Vehicle

- If you are very close to home, your office or a public building, go there immediately and go inside. Follow the shelter-in-place recommendations for the place you pick as described above.
- If you are unable to get to a building quickly and safely, pull over to the side of the road.
- Stop your vehicle in the safest place possible. If it is sunny outside, stop under a bridge or in a shady spot to avoid being overheated (so long as you are not blocking traffic).
- Turn off the engine. Close windows and vents.
- If possible, seal the heating/air conditioning vents (use duct tape if available).

- Listen to the radio regularly for updated advice and instructions.
- Stay where you are until you are told it is safe to get back on the road. Be aware that some roads may be closed or traffic may be detoured. Local officials on the scene are the best source of information for your particular situation.

SECTION 5 – RECOVERY

5.0 Recovery

Overview: Recovery refers to the actions, and the implementations of programs, needed to help individuals and communities return to normal. Recovery programs are designed to assist victims and their families, restore institutions to sustain economic growth and confidence, rebuild destroyed property, and reconstitute government operations and services. Actions often extend long after the incident itself. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions may include:

1. Repair and replacement of disaster damaged public facilities (roads, bridges, municipal buildings, schools, hospitals)
2. Debris cleanup and removal
3. Temporary housing and other assistance for disaster victims and their families
4. Low-interest loans from external partners to help individuals and businesses with long-term rebuilding and mitigation measures
5. Restoration of public services (electric, water, wastewater, telephone)
6. Crisis counseling and mental health support
7. Disaster unemployment
8. Planning and programs for long-term economic stabilization, community recovery and mitigation.

Recovery is understood from two phases which may have crossover activities:

Short-Term Recovery: Immediate action which overlaps with a response. Actions include providing essential public health and safety services, restoring disrupted utilities and other essential services, re-establishing transportation routes and providing food and shelter for those displaced.

Long-Term Recovery: Actions which are outside the scope of response with activities that may continue for months or years, depending on the severity or extent of the damage sustained. Long-term efforts may include the complete redevelopment of damaged areas.

The DEM is responsible to ensure that recovery activities will be assigned to the appropriate agency or department. The recovery planning process is external to, but in alignment with the ECC action planning process.

ECC Considerations

Municipal Service Recovery: The goal of municipal service recovery is to reduce the direct impact to residents by restoring critical services. Examples of these services include, but are not limited to:

- Respond to calls for service via 911, 311 and other non-emergency lines

- Staff and operate the ECC to support emergency situations
- Manage warning systems
- Manage water and wastewater treatment and delivery systems
- Ability to maintain public safety

Community Recovery and Renewal: Community recovery and renewal consists of the policies, plans and procedures that aim to restore the physical, social and economic features of the City of Lethbridge when any characteristic has been affected by an incident.

Local livelihoods, economies, and institutions may have to be rebuilt and strengthened depending on the damage/impact sustained. Investment in the social capital of disaster-affected communities is essential to a successful recovery that promotes resiliency.

The ECC should be aware of the following when transitioning from response to recovery:

- Establishment of a Recovery Assistance Center (RAC). The DEM, in liaising with the ECC Branch Director, will conduct an assessment of the situation and may recommend the establishment of a recovery assistance center. See the definition of Recovery Assistance Center in Section 3- Facilities.
- Recovery priorities must be established for:
 - Preparation of a damage and loss assessment for the Alberta Disaster Recovery Program (DRP)
 - Restoration of community services (utilities, transportation, community support services, etc.)
 - Resumption of business operations
 - Rebuilding and restoration of social services/activities to pre-incident conditions
- Disaster Recovery Program (DRP): The Government of Alberta may authorize recovery program support after an evaluation is completed following a widespread disaster. For obtaining appropriate disaster recovery assistance, the following needs to be completed:
 - Notify Regional AEMA Field Officer
 - Without delay, collect all available information as to the extent of the problem, including the cause, number of people, houses, farms, businesses and public property affected and in what manner. Record all costs related to emergency operations
 - Assist Government of Alberta departments in the collection of information and registration if a program is announced
- Provincial Recovery Framework - The Government of Alberta draws upon working principles, best practices and recovery elements to apply, as indicated below, to municipal recovery work in Alberta:
 - Principles of: leadership/local autonomy, individual/family empowerment, collaboration/coordination, communication, timeliness/flexibility, resilience,

psychological/emotional wellness, safety, lessons identified, plans to transition to community normalcy

- Best practices previous Provincial and global disasters
- Recovery elements include people, economy, reconstruction, environment
- Alignment of recovery plans with recovery elements.

5.1 Resumption of Operations

It is the responsibility of the DEM or designate and the City Manager to assess the impact of the incident on City operations, with the aim of maintaining in a safe manner, or resuming operations as soon as practicable during response and subsequent recovery activities.

As operations begin to transition from response to recovery, the DEM or designate will gather status reports of all sites and City business units impacted by the incident and report findings to the City Manager. The City Manager with assistance from the DEM or designate will determine the course of action relating to resumption of normal operations through employee notification regarding City business closures and recovery actions. Notification to employees affected by business closures will be coordinated through the Business Unit Managers after confirmation from the City Manager and Senior Management Team.

5.2 Public and Stakeholder Relations

The “Emergency & Crisis Communications Binder” serves as the foundation regarding internal external communications. The ECC Information Officer (IO) will utilize this document when considering public relations as operations transition to recovery. The Liaison Officer (LO) may work with the IO to ensure the proper channels and messaging are used with local stakeholders as it pertains to recovery efforts.

In addition to minimizing the impact of the incident on stakeholders, it is important to demonstrate that the City of Lethbridge is concerned for the safety and interests of all stakeholders through the provision of timely and accurate information that details:

- The impacts on City services and operations
- A description of recovery actions
- An expected timeframe for restoration of City services and operations if disrupted
- Actions that the City is taking to prevent and mitigate a recurrence

Other ECC IO activities may include the following:

- Preparation of public service announcements and media releases (DEM approval required)
- Media briefings
- Site tours for media after situation has been deemed safe by the Incident Commander or ECC Director
- Other public meetings with key stakeholders
- Establish a Joint Information Center (JIC) if applicable – definition can be found in Section 3 – Facilities

5.3 Restoration and Cleanup

The ECC Director must approve restoration and cleanup of the incident while the SOLE remains in effect. In the event of any injuries or fatalities as a result of the incident, it will be necessary to wait until the site(s) are released by the Office of the Medical Examiner or by Law Enforcement.

5.4 Litigation/Insurance

The City's Integrated Risk Management (IRM) department in conjunction with legal and finance is responsible for all litigation and insurance issues. Any queries, requests for compensation and/or insurance claims by third parties should be directed to IRM. Insurance claims made by City employees will be made through normal City insurance procedures.

5.5 Employee Assistance

It is understood there may be delayed or immediate long-term human impacts stemming from an emergency. The City will encourage staff to access Occupational Health programs provided through the Employee Resource Center (ERC).

Critical Incident Stress

Critical Incident Stress is the reaction, emotional and psychological, that a person has to an event. While not all people are affected in the same way, some are impacted to the point that it impairs their ability to function properly. Examples of triggers are as follows:

- Trauma or stress arising from the event resulting in Critical Incident Stress
- Loss of employment capabilities due to destruction of work area, change of job location, or responsibilities
- Disruption of normal work processes
- Disruption or destruction of personal property
- Family injury or illness

Critical Incident Stress Debriefing will be offered through the ERC or through emergency services such as Lethbridge Fire and Emergency Services or the Lethbridge Police Service who both have internal capacity and Critical Incident Stress Management (CISM) teams. In addition, it may be necessary to conduct an intervention while emergency operations are underway. An intervention will be necessary when it becomes obvious that an individual is not coping well with the situation.

5.6 Reporting

Requirements

The ECC Director will determine the types of reporting that is required and will assign responsibility for applicable reports to various individuals as needed. Groups potentially requiring reports are:

- Workers Compensation Board
- Occupational health and Safety

- City of Lethbridge Mayor and Council
- Alberta Ministry of Municipal Affairs

5.7 Post Incident Investigations

Overview

Following an incident where a fatality, a serious injury, suspected criminal or terrorist activity has occurred, multiple agency representatives will likely decide to carry out an investigation into either the extent or cause of the incident. In all cases, the City representative will work with the lead agency. After presenting their credentials and recognition of authority, the agency representatives are to be afforded full co-operation in the performance of their duties.

Awareness sessions will be provided to site staff regarding investigation procedures. In particular, the difference between the approaches of the City, Law Enforcement, Transportation Safety Board, and Occupational Health & Safety will be identified and discussed.

Particular care must be exercised to ensure that all evidence is identified and secured to preserve its integrity. Where loss or damage to the City's property, evidence will not be disturbed until permission has been received from the Insurance Company adjuster or any government agencies with authority.

Work at the scene of a severe injury or fatality may not be resumed until permission has been obtained from the Medical Examiner, City IRM and any provincial government agency with jurisdiction. Resumption of work may be permitted on a restricted basis to facilitate rescue operations or when failure to resume operations may endanger the lives of others.

Other Third Party Investigations

Third party agencies, such as Government and Insurance Companies may be required to investigate an incident site; this may be completed in conjunction with Lethbridge Police investigations. All employees should exercise their responsibilities outlined in Policy RM8 which emphasizes the importance of using caution when speaking to third party investigators.

Employees are to:

- In response to a request from a peace officer, City official or provincial authority, cooperate fully by truthfully answering any questions about an incident
- In response to a request for information from a third party other than a peace officer, City official or provincial authority, refrain from comment except to advise that if the third party believes he or she has a claim against the City, the third party must make a statement in writing giving all the details, and send or deliver to IRM.

5.8 Emergency Social Services (ESS)

Overview

A disaster can cause extensive personal suffering and extensive loss or damage to property, requiring a broad range of support and resources to assist those affected. The activation of the

ESS Plan ([Appendix D-1](#)) is the most effective method to providing immediate and short-term recovery services to persons affected by disaster.

ECC Considerations

- Establishment of a Reception Center (RC) at the recommendation of the ECC Director in conjunction with the Operations Section Chief and ESS Branch Director(s)
- The ECC Branch Director, reporting to the Operations Section Chief, or, assuming the role as Operations Section Chief will coordinate the ESS team and the establishment of the RC
- The ESS Branch Director will ensure the ESS Plan is activated and functional

5.9 Incident Debriefing

Immediately after an emergency, disaster or exercise, the Incident Command and ECC Director should review and evaluate the response with personnel involved. In addition to the ICP and ECC debriefs, each Business Unit that had an active role during the incident should hold a debriefing after the response, or when a shift is completed. All debriefings will follow Lethbridge Fire and Emergency Services Policy 1.5.06 which is summarized below.

Post Incident Analysis (PIA): is a post incident discussion identifying what took place during the event, the methods used to mitigate the event and the actions of personnel [involved].

Informal PIA: A routine discussion about the incident, what went well and areas that require improvement.

Formal PIA: This formal review will be completed after a non-routine, significant or unusual event and will result in a formal written After Action Review (AAR) that will be shared with all personnel.

Action Steps

Informal PIA/After Action Review:

1. Completed on all incidents

Formal PIA:

1. Conducted on all non-routine, significant or unusual events.
2. The [ECC Director] will organize and lead the event
3. The formal PIA will [include all personnel] including outside stakeholders such as AHS, or the Canadian Red Cross Society.
4. The [ECC Director] will request IT to compile the time line of events
5. The Scribe assigned to the ECC Director will compile all PIA notes and disseminate to all personnel
6. The formal PIA shall be concluded within 1 month of the incident/exercise

After Action Review

Following the above mentioned meeting(s), items will need to be documented. This feedback can be incorporated into the After Action Review (Form ECC 003) or documented separately. Regardless, content included shall be:

- A review of the events leading up to the incident
- A description of the incident and its cause
- An analysis of the incident response procedures, including an evaluation of the safety standards that were applied
- An appraisal of the City's shelter/evacuation response for the affected public (if applicable)
- An evaluation of the effectiveness of the command, control and coordination of incident response actions
- An evaluation of the decision making methodology and its effectiveness
- An evaluation of the effectiveness of the notification and communications system between the Incident Site and the ECC
- An appraisal of the effectiveness of any media or public relation efforts
- An assessment of any potential legal or environmental issues that may be raised as a result of the incident or as a result of response efforts
- A summary of current and future costs
- Recommendations for preventative or mitigating measures to prevent recurrence or future incidents
- Any changes that may be required in the MEMP or associated ERP's to improve future responses
- An assessment of responder's education, knowledge, and training and if they were able to perform their duties based on this
- An assessment of the critical actions taken by responders and if they were proficient, competent and credible

5.10 Transition to Normal Operations

Transition to normal operations can begin upon completion of:

- All response related activities
- Recovery programs and activities
- SOLE declaration
- Restoration to entities suitable for economic sustainability
- Rebuild/repair damaged property
- Restoration of municipal services

Considerations

- The decision to return to normal operations will be a collective effort between the City Manager in coordination with Business Unit Managers.
- City of Lethbridge Communications will inform the general public via PSAs, social media, City's website and local media of the return to normal operations
- External partners, eg. AHS, Schools

SECTION 6 – Preparedness and Mitigation

6.1 Legislation

Emergency Management Act, 2018

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 18;
- (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.

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.

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.

6.2 Emergency Preparedness Manager

Purpose

Reporting to the Chief of Fire and Emergency Services/DEM, the Emergency Preparedness Manager is responsible for the development, implementation and maintenance of the City of Lethbridge emergency management program

Responsibilities

- Conducting annual review of the Hazard Risk Vulnerability Analysis (HRVA)
- Recommending and/or implementing strategies associated with all phases of emergency management

- Ensure the MEMP and any supporting documents are updated
- Ensure contact information within the MEMP and supporting documents is current and updated
- Ensuring that all training requirements outlined in the Local Authority Emergency Management Regulation are met
- Ensuring updates on the MEMP are communicated to:
 - City Council
 - The Senior Management Team
 - Mutual Aid Partners
 - Neighboring and partnering stakeholders
- Planning and executing discussion and operational based training/exercises
- Ensuring all training and exercise documentation is maintained
- Reviewing applicable exercises/post incident reports
- Implementing strategies to maintain or improve response and recovery effectiveness
- Ensuring the ECC is supplied and prepared at all times
- Liaising with any external agencies and organizations that may have a role within City operations

6.3 Lethbridge Emergency Management Agency (LEMA)

The Lethbridge Emergency Management [Bylaw, 6179](#) outlines the membership to be comprised of City Senior Management; the DEM is granted authority to appoint/invite members from internal Business Units or external partners as necessary.

6.4 Emergency Management Staffing

The DEM and the Emergency Preparedness Manager will collaboratively recruit staff to assist with incident management activities. Team members should possess the following:

- Availability and willingness to work collaboratively
- Ability to work within an ICS structured team environment
- Ability to work in a stressful environment
- Demonstrated leadership skills
- ICS Canada approved (100-400) training, with an internal minimum requirement of I-200
- Role specific orientation and training

6.5 ECC Readiness

ECC Resources and Infrastructure

It is the responsibility of the Emergency Preparedness Manager to ensure the City's primary and alternate ECCs are maintained in a state where they can be readily made available and functional. On an annual basis, the following should be inspected and or tested as a minimum:

- Functionality of communications
 - Radios (ESS team, LFES, LPS and Unified ECC)
 - Phones, including Satellite units
- Functionality of computer systems

- 5 lap tops
- 2 desktop computers
- 7 televisions/monitors
- Administrative supplies
 - Each ICS section has their own tool box with supply list
- Other infrastructure (fax, photocopier, printer)

City Plans

Hard copies of all emergency management plans are located in each ECC. Electronic copies of plans and forms are also maintained on USB sticks stored in each sections tool box.

6.6 Training

Training is a critical component in creating a comprehensive emergency management culture. Training is a continual process that must be delivered in a manner that introduces and familiarizes personnel with their roles in the event of an emergency or disaster. The City offers and coordinates training that includes but is not limited to:

Internal	External
ICS 100, 200, 300	ICS 400
ICS Forms Workshop	ICS Position Specific Training
Plan Familiarization	Introduction to HRVA
ECC Orientation	Exercise Design
Media and Public Relations	Business Continuity Planning
Planning P Workshop	ESS, Reception Center and Registration
	Director of Emergency Management
	Basic Emergency Management
	Alberta Emergency Alert Training

Plan Orientation and Familiarization

Basic information about the MEMP is provided to key personnel that will have an active role in incident management. This is a training session that consists of an overview of the plan and the specific actions that are expected of those personnel during an incident.

ECC Orientation

This training orients ECC members with how to conduct themselves in an ECC during an incident. Examples of content include activation, briefings and Incident Action Plan Development. Instruction is also provided on how the room will be set up and the use of available equipment in both ECC locations.

ICS Training

All City staff who may work at the scene of an incident should be trained in the principles and use of ICS. This training is also to equip staff with knowledge to better enable them to work

effectively with emergency services personnel. In house training can be provided for I-100 and I-200.

ICS Forms Workshop

This workshop is intended to provide staff with an overview of all relevant ICS forms. Content focuses on the forms content, who is responsible for completing the form and where the form goes after completion. This workshop correlates with the Planning P workshop, where participants learn how to conduct meetings and complete forms during the ICS planning cycle.

Media and Public Relations

The City's Corporate Communications team has a training program to equip staff with a working knowledge of how to interact with the media in various settings as well as the public.

Training with Cooperating/Assisting Agencies

Cross training with cooperating and/or assisting agencies that may provide assistance to the City during an emergency is critical to an effective program. Basic information about internal City procedures, City layout and methods of conducting response and recovery operations shall be shared with these agencies.

Scheduling

Training and the use of exercises for the City is planned in 3-year cycles emulating the Multi-Year Training and Exercise Plan (MYTEP) model developed by the United States Homeland Security Exercise and Evaluation Program (HSEEP). Under this model, training and exercises are conducted using capability-based planning covering both agency and human capability focus to develop internal capacity from an all-hazards perspective. This ensures that personnel are prepared for the variety of hazards that may impact the City.

- Agency Capability Focus: the development of a variety of critical tasks within an area of focus
- Human Capability Focus: the development of a specific critical task for a specific position

A sample training schedule is located in Figure 7.

6.7 Emergency Exercises

Exercises are intended to accomplish:

- Practice the management of a response
- Validate the MEMP or portions thereof
- Validate ECC resources
- Validate emergency response equipment
- Increase familiarity with the MEMP
- Increase confidence in using the MEMP
- Maintain awareness of the MEMP

Exercise Types

The building blocks approach for exercises ensures that necessary emergency management components are in place. Through the initial discussion-based exercises, personnel and decision makers are able to identify if all required planning is in place, such as response plans, standard operating guidelines/procedures or service agreements. The transition to operations-based training provides a forum to test created plans and procedures to identify potential pitfalls and opportunities for improvement. Both exercise platforms will incorporate after action reports (AAR) and improvement plans (IP) to further bolster internal ability to identify and resolve noted gaps.

Exercises will be in compliance with the Province of Alberta’s Local Authority Emergency Management Regulation which stipulates:

- Annual discussion-based exercises
- Operations-based exercise every four (4) years

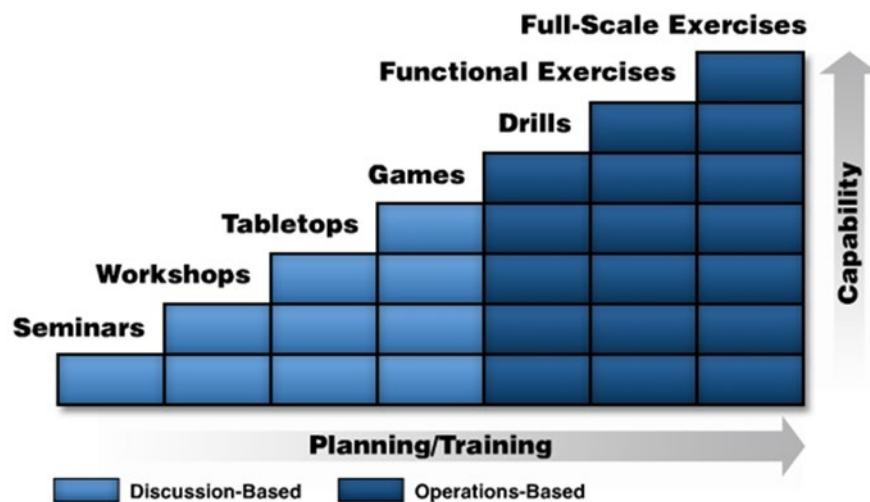


Figure 7 - HSEEP Building Blocks Approach

Workshop: Participants convene and review aspects of a plan or scenario to gain basic understanding of a concept or plan. A workshop allows more time for instructions on a topic along with discussion and hands-on training.

Table Top Exercise (TTX): Participants are presented with a scenario in a boardroom or classroom setting. They are asked to use the means at their disposal to describe how they would respond to the scenario by describing activities, thus allowing for the sharing of ideas.

Drill: This exercise is designed to test a single component of an emergency management system without involving other elements. For example, the exercise can focus on specific parts of a response (i.e. briefings, Incident Action Plan Development). Participants [physically participate in actions of this exercise.

Functional Exercise: An exercise where an actual incident is staged and a simulation center is used to generate injects from the outside world. This exercise is similar to a full scale exercise; however, involves only one site and is less complex.

Full Scale (Mock) Exercise: This exercise includes the complete emergency management organization. An actual incident is staged and the complete organization is mobilized to manage it. A simulation center is used to generate injects from the outside world involving multiple sites. Community resources are typically invited to participate in the exercise simulation.

ACTIVITIES	Fall	Winter	Spring	Summer
TRAINING				
Plan Familiarization	X			
ICS Forms Workshop	X			
ICS Training	X		X	
Media Relations			X	
ECC Orientation	X			
DRILLS AND EXERCISES				
Table Top	X			
Activation Drill		X		
Functional Exercise			X	
Full Scale/Mock (Every four years)	X			

Figure 8 Sample Training & Exercise Schedule

6.8 Documentation

Exercises

Each drill and exercise will require documented reports outlining training objectives, scenario and personnel involved. It is the responsibility of the DEM or Emergency Preparedness Manager to submit this documentation to AEMA Training prior to delivering the conducting the exercise.

Each exercise should include a debrief session, similar to a real incident. After completing the debrief, an After Action Report shall be compiled outlining strengths and areas to improve upon; in maintaining the Building Block approach, an Improvement Plan (IP) may be completed as well.

Training

It is the responsibility of the DEM/Emergency Preparedness Manager to ensure all staff involved with emergency management maintain established training standards. Internal records should be maintained for all staff to benchmark each requirement being met including the date, location and proof of completion. This should be ready to present to the Province upon request.

6.9 Hazard Risk Vulnerability Analysis (HRVA)

Hazards: Potentially damaging physical events, phenomena, or human activities that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Hazards can be classified as:

1. Natural
2. Technological
3. Human induced

Risk: The vulnerability, proximity or exposure to hazards that affect the likelihood of adverse impacts.

Risk is defined in three ways:

1. The event could occur
2. The probability that the event will occur
3. The impact or consequence of an event

Vulnerability: A measure of how well prepared and equipped a community is to minimize the impact or cope with hazards.



Risk Assessment: Methodology to assess a community’s vulnerability, proximity or exposure to potential hazards which affects the likelihood of adverse impact.

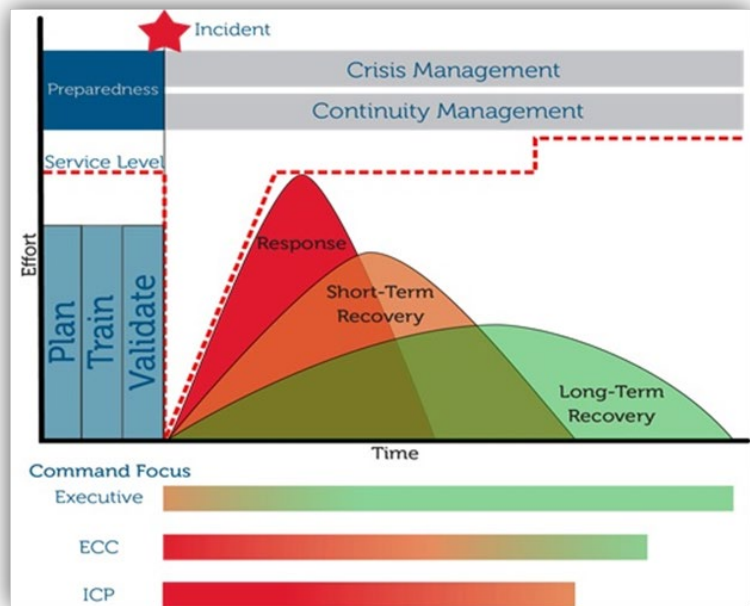
A risk assessment establishes the foundation for plans to prevent, mitigate, prepare for, respond to and recover from incidents. The City of Lethbridge employs an All-Hazards Approach as it relates to HRVA activities. All-Hazards formulates generic emergency planning to cover all potential hazards that can be modified as necessary according to circumstances.

City of Lethbridge HRVA

The HRVA is the foundation for all emergency management activities. It assists in the identification of mitigation projects, facilitates internal and public preparedness through increased perception and drives response and recovery efforts. The most recent process was completed through the AEAM Community Emergency Management Program (CEMP) which leverages data from six categories of hazard identification, frequency, change in frequency, social impacts, other consequences and change in vulnerability. From these characteristics, a numeric risk score is generated which articulates the risk level. The detailed HRVA completed in 2016 can be found in [Appendix E](#).

6.10 Comprehensive Emergency Management

Comprehensive and integrated emergency management is a shared responsibility between all levels of government (municipal, provincial and federal), the private sector, non-governmental organizations and individual citizens. A key function of this Plan is to promote the safety and security of residents within the Community. With respect to the Community, Council is responsible for the prevention/mitigation of, preparedness for, response to and recovery from emergencies within their own jurisdiction.



Preparedness

Being prepared means being ready to respond to a disaster and manage its consequences through measures taken prior to an event.

The City of Lethbridge prepares through developing, reviewing and updating a variety of relevant scenario specific response plans. Partnerships are built and maintained through mutual aid agreements, memorandums of understanding, response and recovery equipment stockpiles and ongoing training.

Additionally, the City seeks to promote personal preparedness in the community. Emergency management public engagement is conducted under the following steps outlined by Public Safety Canada:

1. Know the risks- educate the community on the hazard risk profile of the City of Lethbridge
2. Make a plan – encourage and equip residents to create household action plans
3. Get a kit – inspire residents of Lethbridge to build/purchase and maintain their own 72-hour kits.

The primary purpose of the preparedness strategy is to educate and motivate personal preparedness and further establish a resilient and ready mindset for Lethbridge residents.

Mitigation

Mitigation activities are attempts to eliminate the cause of an incident by modifying the agent, introducing technological innovations, or by modifying the human use system. Activities in this phase are split into two areas, structural and non-structural mitigation. The City, in conjunction with the HRVA, will continually seek out mitigation opportunities to reduce human and financial

consequences. After an event impacts the community, secondary-assessments will be conducted to seek opportunities to reduce future risk from the occurring hazard.

Response

The City maintains a number of supporting documents that are activated during a response. At the request of an Incident Commander, the DEM or designate is able to provide executive oversight in the activation of required plans and support coordination activities. Response begins when an event occurs, and involves the timely application of preparedness activities according to the following principles:

1. Life Safety – responders first, public second
2. Incident stabilization – establishing command, objectives and organizing resources
3. Property/Environment preservation – reducing damage
4. Economy – reducing economic impact

Recovery

Recovery begins as the disaster is ending and continues until the community returns back to normal. Immediate goals are often to restore infrastructure within the community, but the overarching goal is to the return of the community's quality of life. Recovery activities occur in two phases: short-term and long-term recovery.

SECTION 7 – Governance

7.1 Authority

The Plan is issued under the authority of the:

- *Emergency Management Act, R.S.A 2000, Chapter E-6.8 (EMA);*
- *Local Authority Emergency Management Regulation, Alberta Regulation 203/2018*
- *City of Lethbridge Emergency Management Bylaw 6179*

7.2 Governance

Mayor and Council (Local Authority)

Under the Emergency Management Act, Section 11.3(1): “A local authority may delegate some or all of the local authority’s powers or duties under [the Emergency Management] Act to:

Emergency Advisory Committee

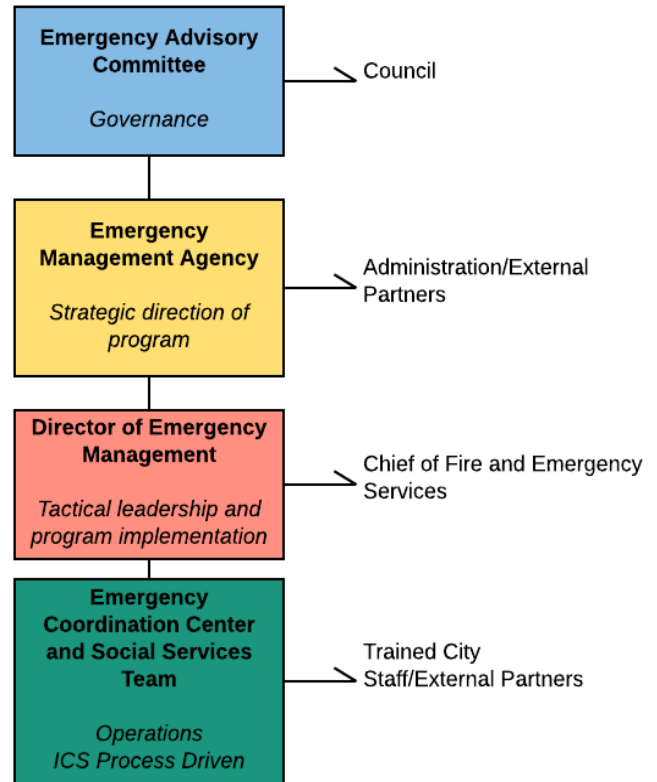
The Emergency Advisory Committee is established in compliance with Section 11.1 (1) of the EMA to provide guidance and direction to the agency and advise Council on the state of the emergency management program. This group will meet at minimum annually.

Under Bylaw 6179 membership is all of Council and the Mayor is Chair.

Director of Emergency Management (DEM)

The DEM is established in compliance with Section 11.2(2) of the EMA to prepare and co-ordinate plans and programs, act as director of the emergency coordination center and co-ordinate all emergency services and other resources used in an emergency.

Under Bylaw 6179 the DEM is the Chief of Fire and Emergency Services.



Lethbridge Emergency Management Agency

The Emergency Management Agency is established in compliance with Section 11.2(1) of the EMA to act as the agent of the local authority in exercising the local authority's powers and duties under the EMA.

7.3 Roles and Responsibilities

The Mayor or designate has the overall responsibility for the direction and control of any emergency incident within the boundaries of the City of Lethbridge. If appropriate, the Mayor may declare a State of Local Emergency through the Local Emergency Committee utilizing the process identified in Bylaw 6179.

Director of Emergency Management (DEM) or designate – during an emergency event and working under the authority of City of Lethbridge Bylaw 6179, the DEM will coordinate the overall direction of operations. Outside of an event, the DEM will ensure emergency management programs and activities are updated and relevant.

Emergency Preparedness Manager – working with the DEM, the Emergency Preparedness Manager will ensure emergency management components such as training, staff notification software, response plans, grants and any other identified areas are up to date.

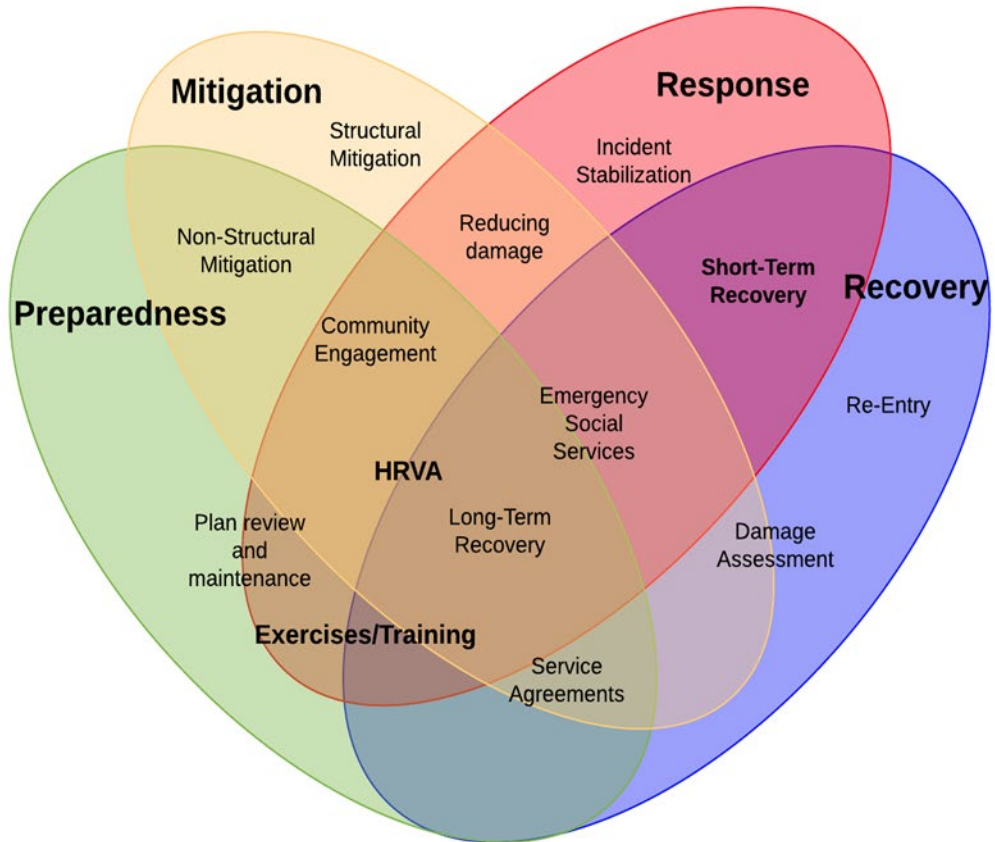
Manager of Strategic Communications or designate – will function as the Information Officer (IO) and be responsible for compiling and relaying information between Council, the Emergency Management Agency, the media and the public. (Refer to the Emergency Crisis and Communication Plan [Appendix B-3](#)).

Site Incident Commander – the first responding service will assume command at the emergency site. Command may be transferred to another service depending on the nature of the incident. If there are geographically separate emergency sites, each site should have its own Site Incident Commander who will be responsible for directing the actions of responding agencies at each site. The ECC Operations Section Chief or designate will coordinate activities at the multiple sites to achieve the objectives of the IAP.

ECC Personnel – will coordinate actions, provide support and direction to site personnel and plan ahead

ESS Personnel - To provide support for the immediate physical and emotional needs of citizens and visitors to the City who are impacted by an incident.

7.4 Emergency Management Program Components



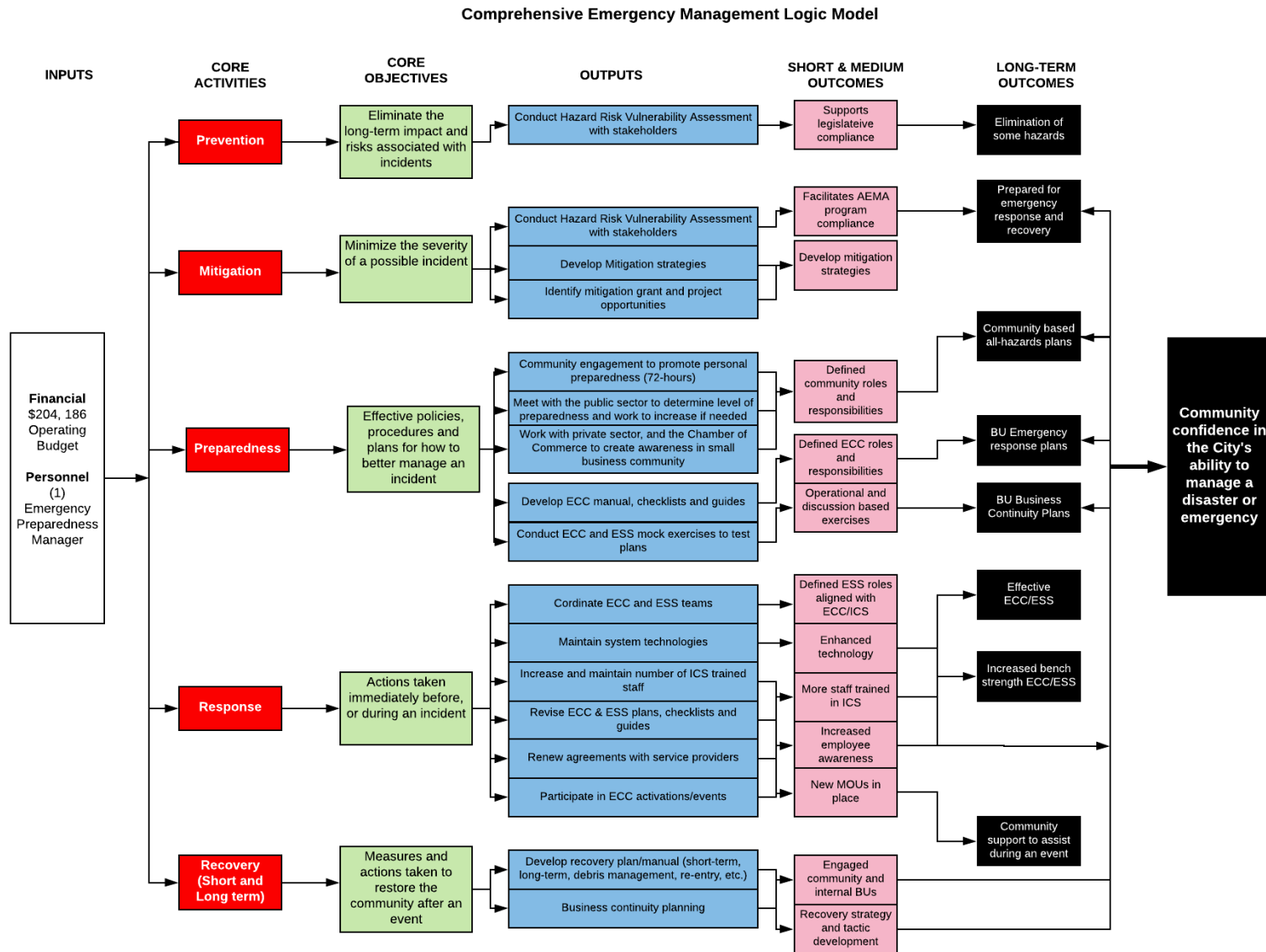


Figure 9 - Comprehensive Logic Model

SECTION 8 – Administration

8.1 Plan Development and Maintenance

The Emergency Management Agency shall review and evaluate this plan on an annual basis. On behalf of the Agency, the Director of Emergency Management or Emergency Preparedness Manager shall present any changes to the Municipal Emergency Management Plan to the Emergency Advisory Committee. Regular reviews will be conducted after all discussion-based and operations-based exercises. Any recommendations will be formalized through the AAR and implemented into the plan as required.

All appendices and sub-plans are to be reviewed by the Emergency Preparedness Manager in conjunction with other responsible stakeholders or subject matter experts; any identified changes are to be made accordingly.

Each person, agency, or other internal business unit identified as a stakeholder in this plan is responsible for notifying the Emergency Preparedness Manager of any revisions, administrative changes or updated contact information affecting the MEMP and any of its confidential information. For the purpose of keeping the MEMP current, revisions to appendices and minor administrative changes will be made by the Emergency Preparedness manager without resubmitting the MEMP to the Emergency Advisory Committee or City of Lethbridge Council.

Regulated Plan Components

- A description of the administration of the local authority's emergency management program,
- The procedures for implementing the emergency 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 that the local authority will engage in,
- The local authority emergency management agency's plan for regular review and maintenance of the local authority's emergency plan
- The local authority emergency management agency's plan for the review and maintenance of the local authority's emergency plan after an exercise, emergency or disaster,
- How the command, control and coordination system prescribed will be used by the local authority's emergency management agency,
- The assignment of responsibilities to local authority employees and elected officials, by position, respecting the implementation of the local authority's emergency plan,
- A training plan for staff assigned with responsibilities under the local authority's emergency plan
- The mechanisms that will be used to prepare and maintain an emergency management staff contact list for employees and elected officials who have been assigned responsibilities respecting the implementation of the local authority's emergency plan,
- The local authority's plan for communications, public alerts and notifications during exercises, emergencies and disasters, and
- The local authority's plan for providing emergency social services during an emergency or disaster.

8.2 References

The following references were used in development of this plan:

- Government of Alberta, Community Planning Guide for Re-Entry after an Evacuation
- Government of Alberta, Community Evacuation Guidelines and Planning Considerations
- CAN/CSA Z1600-17 A National Standard of Canada- Emergency Preparedness and Response
- The City of Medicine Hat Municipal Emergency Management Plan (Public Version) 2018
- All-Hazards Incident Management Teams Association, Interstate Incident Management Team Qualifications System (IIMTQS) Guide, May 2016
- ICS Canada – ICS Material and Forms 2016

Appendices

The annexes to the MEMP include:

- A- Forms
- B- Communications
- C- Mutual Aid
- D- Resposne Plans
- E- HRVA
- F- Maps
- G- ECC Manual
- H- Legislation
- I- ICS Supplemental Material

Appendix A: Forms

A-1 SOLE Declaration Guide

1- Contact the Mayor or designate (Deputy then Acting), who are authorized to declare							
Name	Title	Cell	Home	Office	Call Time	Declare? Y/N/NA	Initials
2- Complete the SOLE form and have it signed by Mayor, Deputy or Acting Mayor							
	Fill out (ensure date and time that SOLE was declared are correct)						
	Have the form signed by the authorized individual. If individual has declared by proxy via phone, sign and date the document, list the means of contact, and obtain signatures as soon as possible.						
	Enter the declaration into the Municipal Register as soon as feasible						
3- Make a public announcement of declaration							
	Fill out SOLE Declaration Public Statement form (A-3) and send to media outlets, to social media sites, and/or post on City Halls front door.						
Media/Radio/TV/Social	Phone	Fax	E-Mail	Emergency Contact			
4- Inform the Government of Alberta (Provincial Operations Center)							
	Forward the SOLE declaration form A-2 to the Minister of Municipal Affairs via Fax 780-644-7962 and provide a copy to AEMA Field Officer						
	See Also: Termination of SOLE (A-4) or Renewal of SOLE forms for processes of each						

A-2 SOLE Declaration

Once this form is dated and signed, fax to the Provincial Operations Centre at 1-780-644-7962

Declaration of a State of Local Emergency

Whereas an emergency exists in the City of Lethbridge due to:

(enter a description of the nature of the emergency)

Therefore, the Council declares that a state of local emergency exists in the City of Lethbridge.

Date: _____

Time: _____

Signatures:

Mayor: _____

City Clerk: _____

A-3 Public Announcement

Public Announcement Following the Declaration of a State of Local Emergency

“The Council of The City of Lethbridge declares that a State of Local Emergency exists or may exist in the:

(describe affected portion of the municipality)

Due to:

(enter a description of the nature of the emergency)

“The public is advised that for the duration of the emergency, the local authority may take any action it deems necessary to deal with the situation.”

A-4 SOLE Termination

Termination of a State of Local Emergency

Whereas an emergency exists in the City of Lethbridge due to:

(enter a description of the nature of the emergency)

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

Date: _____

Time: _____

Signature:

Title:

A-5 Incident Complexity Analysis Chart

*This chart is a guide and should NOT be used as absolute**

Name of Incident:	Date:	
Kind of Incident:	Completed by:	
Yes= A likely factor – No- Not a likely Factor		
Jurisdictional boundaries (check one)	Y	N
Incident is within a single local political jurisdiction		
Incident is within two adjoining local political jurisdictions		
Incident is within more than two adjoining local political jurisdictions		
Incident encompasses more than two non-adjoining jurisdictions (incident complex)		
Incident is within a local government and provincial/tribal jurisdiction		
Incident is within local and federal government jurisdictions		
Incident is within only provincial/tribal jurisdiction		
Incident is within only federal jurisdiction		
Threat to life (persons who require responder assistance) (check one)		
Less than 10 persons		
Less than 100 persons		
Greater than 100 persons		
Threat to property (check one)		
Incident is not getting larger		
Incident is getting larger but is not extending beyond existing perimeter		
Incident cannot be contained within the existing perimeter		
Area (location) involved (does not include property value) (check one)		
Less than on acre/square block (not likely to extend beyond)		
Less than one acre/square block (likely to extend beyond)		
Less than 10 acres (not likely to extend beyond)		
Less than ten acres (likely to extend beyond)		
Greater than 360 acres		
Greater than 100 acres		
Population Impact (check one)		
N/A		
Less than 100		
Less than 500		
Greater than 500		
Number of homes & business evacuated or may need to be evacuated (check one)		
N/A		
Less than 25		
Less than 100		
Greater than 100		
Value at risk (check one)		
Additional losses should be less than \$100 000		

Additional losses should be less than \$1 000 000		
Additional losses should be less than \$10 000 000		
Additional losses should be less than \$100 000 000		
Additional losses will exceed \$100 000 000		
Threat to Environment (check one)		
Environmental issues will only be during the incident		
Environmental issues will be mitigated within one year of the incident		
Environmental issues will last more than a year of the incident		
Weather (check one)		
Forecast indicating no impact on incident operations		
Forecast indicates worsening conditions		
Organizational complexity (check all applicable)		
The incident will go beyond the initial operational period		
Written Incident Action Plan is needed for each Operational Period		
Less than 25 incident personnel		
Less than 100 incident personnel (Type 3)		
Less than 250 incident personnel		
Less than 500 incident personnel (Type 2)		
More than 500 incident personnel (Type 1)		
Three or more Divisions or Groups will be needed (Operations)		
Branches will be needed		
Substantial Air Operations will be needed		
Night operations will be needed		
Special support/operations personnel will be needed (health, electrical restoration, public works, hazmat, other)		
Media/Social Impact (Significant Media impacts, social networks) (Check all applicable)		
Local media is or will be at the incident		
Regional media is or will be at the incident		
National media is or will be at the incident		
Social Media Networks will need to be monitored and replied to		
Joint Information Center (JIC) will be established		
Regular public meeting will be needed		
Resource ordering (check all applicable)		
Number and kind of local resources available will not be sufficient		
Resources from assisting, cooperating and mutual aid agencies are needed		
Resources from outside the area are needed		
Provincial resources are at incident or will be needed		
Federal resources are at incident or will be needed		
There are numerous spontaneous volunteers		
There has been or expected a large amount of donated supplies		
There is or will be a need for private/contracted resources		
There are multiple points to order resources		

There is an activated local ECC		
There are multiple ECC's activated		
There is direction coming from the Provincial Operations Center (POC)		
A federal ECC/EOC has been activated		
Local resources will need to be available to deal with other emergencies that are not related to this incident		
Political/Economic Sensitivity (check all applicable)		
The kind of incident		
The location of the incident		
Cost of incident mitigation will be significant		
High potential for incident growth and/or escalation of event		
Critical infrastructure damaged and/or compromised (electric, water, gas, etc.)		
Transportation ingress/egress compromised affecting travel routes		
Hazardous materials present in large quantities		
High volume of debris present		
Local Municipality SOLE is needed		
Provincial Minister's SOE is needed		
Federal SOE is needed		
There are pre-existing controversies with the public that will be a factor in the management of the incident		
There are pre-existing relationships with response resources that will be a factor in the management of the incident		
List other issues		
Totals:		

- Greater than 8 yes answers would indicate a type 3 incident
- Greater than 15 yes answers would indicate a type 2 incident
- Greater than 20 yes answers would indicate a type 1 incident

A-6 Evacuation Alert Template

An Evacuation Alert has been issued by the City of Lethbridge at the Emergency Coordination Centre (ECC).

(Briefly describe event and potential risk) Because of the potential danger to life and health, the City of Lethbridge has issued an Evacuation Alert for the following areas:

- Geographic description including boundaries and properties potentially impacted.

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

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

- Provide map or description of potential evacuation route and map of evacuation alert area.

WHAT YOU SHOULD DO WHEN AN ALERT IS IN EFFECT

Upon notification of an **ALERT**, you should be prepared for an evacuation order by:

- Know the location of all family members and/or coworkers and determine a planned meeting place should an evacuation be called while separated. Determine an out of area contact to be used for family reunification and to pass messages between impacted family members.
- Gathering essential items such as medications, eyeglasses, valuable papers (i.e. insurance), immediate care needs for dependents and, if you choose, keepsakes (photographs, etc.). Have these items readily available for quick departure.
- Preparing to move any disabled persons and/or children.
- Moving pets and livestock to a safe area.
- Arranging to transport your household members or co-workers in the event of an evacuation order. If you need transportation assistance from the area please call *(contact number)*.
- Arranging accommodation for your family if possible. In the event of an evacuation, Reception Centres will be opened if required.
- Monitoring news sources for information on evacuation orders and locations of Reception Centres.

Further information will be issued at *(insert time or meeting location)* or should the situation change *(or visit the City of Lethbridge website at www.lethbridge.ca)*.

For more information contact: *(Local Authority Contact- Potentially Call Centre)*.

(Signature of DEM or Designate, Mayor or Designate).

City of Lethbridge.

**INDICATE WHETHER PETS MAY BE BROUGHT TO THE RECEPTION CENTRE(S).
BRING BLANKETS, SLEEPING BAGS AND SPECIAL NEEDS ITEMS, IF POSSIBLE.**

A-7 Evacuation Order Template

(DATE AND TIME)

Pursuant to the declaration of a STATE OF LOCAL EMERGENCY an Mandatory Evacuation Order has been issued by the City of Lethbridge due to immediate danger to **life safety** due to (briefly describe event). Members of the (local police department and other applicable agencies) will be expediting this action.

The Evacuation Order is in effect for the following areas:

- Geographic description including boundaries and properties impacted.
- Include map of evacuation area and evacuation route.

WHAT YOU SHOULD DO:

- You must leave the area **immediately!**
- Follow the travel route provided and register at (ESS Reception Centre address and name of facility). Don't take shortcuts. A shortcut could take you to a blocked or dangerous area.
- If you are planning to stay with friends/family, advise the Reception Centre by calling: (Telephone #: _____).
- If you need transportation assistance from the area please advise the individual providing this notice or call (contact number).
- Close all windows and doors. Lock up your home.
- Shut off all gas and electrical appliances, other than refrigerators and freezers.
- Gather your family: take a neighbour or someone who needs help.
- Wear clothes and shoes appropriate to the conditions.
- Take critical items (medicine, purse, wallet, and Keys) only if they are immediately available. Take pets in pet kennels or on leash.
- Do not use more vehicles than you have to.
- Do not use the telephone unless you need emergency service.

YOU MUST LEAVE THE AREA IMMEDIATELY!

For more information contact: (Local Authority Contact- Potentially Call Centre).

(Signature of DEM or Designate, Mayor or Designate).

City of Lethbridge.

A-8 Sample Evacuation Instructions

1. Above all – REMAIN CALM
2. Gather your family; take a neighbor or someone who needs help.
3. Evacuation Alert: Assemble essential items (diapers, baby food, clothes, medical, eyeglasses and money). Be ready to leave at a moment’s notice.
4. Evacuation Order: Take critical items (medicine, purse, wallet, and keys) only if they are immediately available. Take pets in pet kennels or on leash. **NOTE:** Reception Centers do not allow pets (with the exception of service animals). A separate location may be available to lodge your pet for a short period of time.
5. Turn off appliances (stove, light, and heaters).
6. Do not use more vehicles than you require.
7. Do not use the telephone unless you need emergency service.
8. Go immediately to the home of a friend or relative outside the evacuation area, or to the ESS Reception Centre located at: _____.
9. Regardless of whether you require Emergency Social Services support, contact or visit the ESS Reception Centre (or follow the instructions below):

as soon as possible to ensure you are registered as an evacuee. This will assist the local ESS with their response and ensure that your safety can be verified with family and friends outside the area.

10. Emergency Response Workers will be stationed at intersections along the way to direct you.
11. If you need transportation, call: _____ or _____.

12. Children attending the following schools will be evacuated to:

School	Evacuation Location

- Do not drive to your child’s school. Pick your child up from the authorities at the evacuation location identified above.
- Keep the windows and vents in the car closed.
- Other: _____.

A-9 Evacuation Rescind Template

(DATE AND TIME)

The Evacuation Order, pursuant to the declaration of a STATE OF LOCAL EMERGENCY issued (date and time) to the area(s) (geographic locations(s)) is rescinded. (Indicate if Evacuation Alert is in place).

An Evacuation Order may need to be reissued: however if that is deemed necessary the process will re-commence.

For more information contact: (Local Authority Contact- Potentially Call Centre).

(Signature of DEM or Designate, Mayor or Designate).

City of Lethbridge.

A-10 Delegation of Authority Form

_____ (insert title) is assigned as the Incident Commander for the purpose of directing and coordinating response operations for the _____ incident in the jurisdiction of _____.

This Assignment will be in effect until it is rescinded by the Requesting Jurisdiction.

Under this Assignment of Authority you have full authority and responsibility for the coordination and implementation of any or all necessary plans or programs prepared to address the emergency incident, pursuant to the *Emergency Management Act* and all persons and agencies involved in the implementation are subject to your control and direction.

Your primary responsibility is to organize and direct your assigned/ordered resources for efficient and effective mitigation of the incident. You are accountable to the _____ or their designated representative (named here: _____).

Financial limitations will be consistent with the best approach to the values at risk. You are authorized a spending authority of \$ _____ per transaction up to a maximum of \$ _____ per day. Any requirements above these amounts will require approval of the undersigned.

Any specific direction or limitations for managing this incident are listed below:

This authority is effective: Date _____ Time (24-hours) _____

Requesting Jurisdiction Authority: Name _____ Signature _____

Recipient of Authority: Name _____ Signature _____

A-12 Holy Spirit School Evacuation Sites – May 2018

Appendix B: Communications

B-1 AEA Activation Instructions

Internet connectivity is required in order to issue a critical Alert or information Alert. If you are unable to access the internet you may call the Provincial Operations Center (POC) at

Steps to Activate Alberta Emergency Alert

- 1) Log into the user website at - enter your user name and password (password is case sensitive).
- 2) Click on 'ISSUE REAL ALERT' and answer the challenge question.
- 3) Ensure a similar alert does not already exist for your area by reviewing the 'Alert List'
- 4) Click on 'NEW ALERT' on the menu bar. Select the desired Template
- 5) Complete the Alert Template by filling in the remaining fields. Select the **urgency** of the alert – Critical alert or Information alert. Remember **Critical Alerts** will interrupt radio and television broadcasts.
- 6) Check your Alert for accuracy. Review the Two (2) Alert message pages and post the alert.

IMPORTANT - To issue a **Critical Alert** **ALL** of the following criteria **must** be met: (1) The life or safety of people is at risk; (2) The risk is immediate; (3) The alert will provide critical and/or life-saving information.

Requirements

All full access users are required to:

- Logon to the AEA system **once** a month
- Issue a practice or live alert every **three** months

B-2 Rave Mobile Safety

ECC and ESS Staff Notification Procedures

ERMS is a web based application which provides for fast, reliable and secure notification to internal staff for both ECC and ESS activations. The system is maintained by the emergency preparedness manager and each user has the ability to maintain their preferred contact information. From time to time the emergency preparedness manager may issue test alerts or reminders to staff to ensure their information is correct.

Notifications sent through the application are sent to the following devices for users:

1. SMS (text)
2. Phone Call – Cell Phone
3. Phone Call – Land Line
4. Email

Authorized users will follow the instructions below when sending out notifications. These notifications can be sent via computer web browser, mobile web browser. It is the responsibility of the Emergency Preparedness Manager to maintain staff contact information through the ERMS program

To send a message with Rave Alert

Click on link to get to the Rave Login Page

User ID: City of Lethbridge Email Address

Password (PIN): Enter generated password

1. A.If using a pre-established template, click “send” next to the selected template. At the next screen, move to section 3 and select targets to receive template.
B. If you are creating a new message, click “create alert or template”.
2. Under Alert details, name your alert (Eg. Feb 27 ECC Activation). Move to the type field and select “polling” from the drop down menu
3. Once Polling has been selected, click on “edit poll details”. In the next screen, develop a question. It should indicate the purpose of the message. Move to answer options, and select multiple; once selected, add yes to the “answer 1” field and no to the “answer 2” field.
4. Skip location options and duration and move to conclusion message. In this field, type a message that indicates the campaign/alert has ended. (Eg. Alert campaign has now expired). Click save to continue. Section 1 should now be green indicating all requirements are complete.
5. Move to section 2 “modes” and select the platform in which your audience will receive their alerts.
6. Once selected, input an introductory message that will appear to recipients. (Eg. ECC Activation, request to respond) which will be followed by a link for users to select if they are responding or not. Section 2, should now be green.
7. Move to section 3 “delivery targets” and click add. Once in the next screen, you will have the choice of selecting recipients from pre-established groups in the left column, and individual

users on the right. Review the target recipients field to ensure your message is going to the correct targets. If correct, click save. Section 3 should now be green.

8. Once all 3 sections are green, click continue at the bottom of the screen. A confirmation pop-up will appear which will provide one last summary prior to the message being sent. Click send this alert to “x” recipients to send the alert.
9. To view the responses of recipients, select the reports tab on the top of the screen; find and select your campaign by using the magnifying glass on the right hand side.
10. Once in the alert summary screen, select the drop down menu on the right titled “viewing alert summary”. Choose poll answers to be taken to the next step.
11. At the poll answers screen, users can view the responses from message recipients which will provide if they are responding, or if the request was declined.

Alert Reports

Alerts | **Reports** | People | System | SmartLoader

Overview | **Alert Reports** | Registration

Alert Summary : Rave Training CANCEL THIS ALERT

Back to Alert Reports |
 Send Follow-up Alert |
 Download Alert Summary |
 Viewing Alert Summary

Sent by: Palmer, Luke | Internal Users Targeted: 1 | View Glossary
 Sent On : Jan 17, 2020 - 02:37:52 PM
 Expires : Jan 17, 2020 - 10:37:52 PM

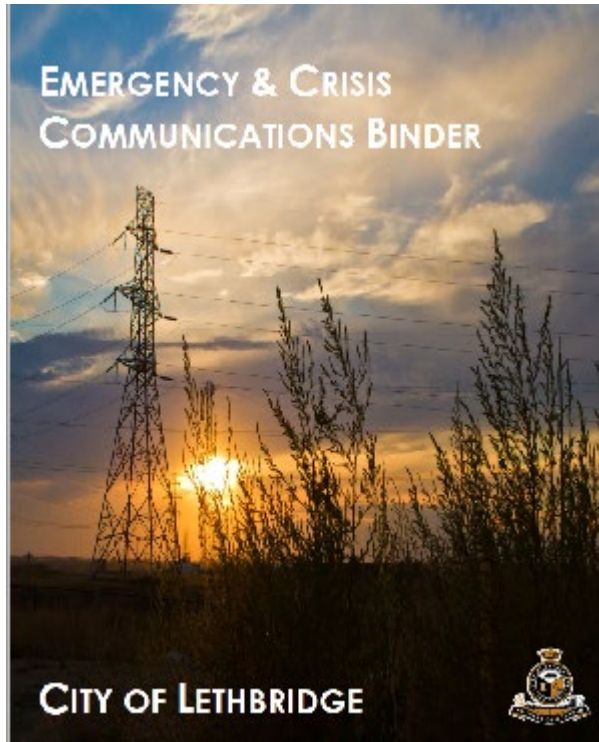
MODE	MODE PERFORMANCE	RESPONSES	ACTION
Text	Target Messages = 1 Text 1 < 1s	0	🔍 ⬇️
	Overall 1 < 1s		
Email	Target Messages = 1 First Pass 1 < 1s	N/A	🔍 ⬇️
	Overall 1 < 1s		
Voice	Target Messages = 2 Overall 0 In progress	N/A	🔍 ⬇️

Reports can be accessed through the reports tab on the top dashboard

This page provides a summary of the Alert across all modes sent

Click the drop down menu and select "poll answers" for detailed responses from each respondent

B-3 Emergency & Crisis Communications Plan



Emergency & Crisis Communications Plan
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Appendix C: Mutual Aid

C-1 Southern Alberta Emergency Management Resource Sharing Agreement (SAEMRSA)



SAEMRSA

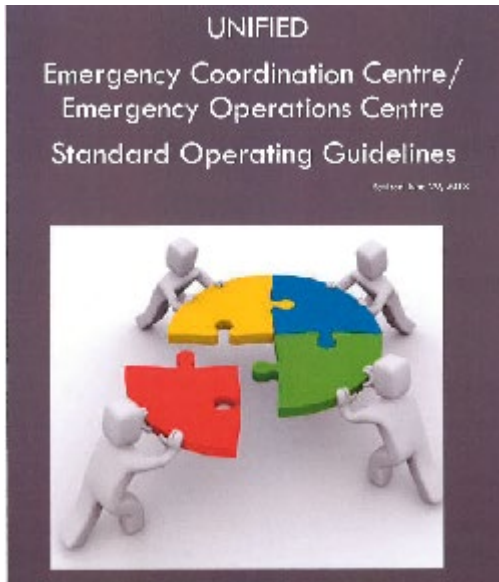
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C-2 SAEMRSA Appendix D: Parties to the Agreement

APPENDIX D:		Parties to this Agreement		
Municipality or Heat Neighbour	Emergency Contact	Contact Information	Council Resolution	Resolution Date
As of August 21, 2019				
Comber County				
City of Brooks	Kevin Swanson (DEM)	403-358-1880, 403-352-2381 kswanson@brooks.ca	18-027	04-Sep-18
City of Lethbridge	Mark McNeilwell (D.M)	403-329-1104 mark.mcneilwell@lethbridge.ca	N/A	20-Nov-18
City of Medicine Hat	Mark Brown (DEM)	403-807-0710 markb@cityofmedicinehat.ca	N/A	13-Apr-18
Opaskawicha County				
County of Foothills No. 8	Stewart Payne (D.M)	403-987-4754 101 M20@cityoflethbridge.ca 403-921-9228	9400	14-Nov-18
Lethbridge County	Dayna Hillberg (D.M)	emergency@lethbridge.ca	18-117	26-Nov-17
M.D. of Pincher Creek No. 2	Bill Wirth (D.M)	403-297-3100 (pincher) billw@pincher.creek.ab.ca	18-411	18-Jul-18
M.D. of Peace River No. 64	Kelly Staring (DEM)	403-622-1155 kelly2@mdwilloverbrook.com	M09C817	15-Aug-17
M.D. of Tule				
Vulcan County	Jack Robinson (CAO)	403-418-1159 jack@vulcancounty.ab.ca	1012017-0110-17	02-Sep-17
County of Wetmore No. 5				
M.D. of Willow Creek No. 26	Frank Coleman (D.M)	403-622-9282 frank@mdwilloverbrook.com	20-118	17-Jul-18
Town of Bow Island				
Town of Cardston	Jeff Shaw (CAO)	403-603-3366 (403)@cardston.ca jeff@cardston.ca	2017-120	08-Aug-17

SAEMRSA Appendix D: Signatories
 “Press Ctrl + Click image to access document”

C-3 Lethbridge County Unified ECC/EOC SOG



ECC/EOC SOG

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C-4 Mutual Aid Fire Control Plan – Agriculture and Forestry

Mutual Aid Fire Control Plan
Knoxington/Stanley Rural Protection Area 2018

Mutual Aid Fire Control Plan – 2018/2019

This Mutual Aid Fire Control Plan is entered into by the Department of Agriculture and Forestry, Forestry Division, hereinafter called the Division, and City of Lethbridge, hereinafter called the Municipality, under the Mutual Aid Fire Control Agreement between the Division and the Municipality dated December 1, 2015.

A. ADMINISTRATION

1. PURPOSE:

The purpose of this Annual Mutual Aid Fire Control Plan is to define operating procedures and responsibilities within the framework of the Mutual Aid Fire Control Agreement.

MUNICIPALITY:

Name: City of Lethbridge
Address: 930 1st Avenue South
Lethbridge, Alberta,
T1J 0P5
Phone: 403-320-4083
Fax: 403-320-7575
Email:

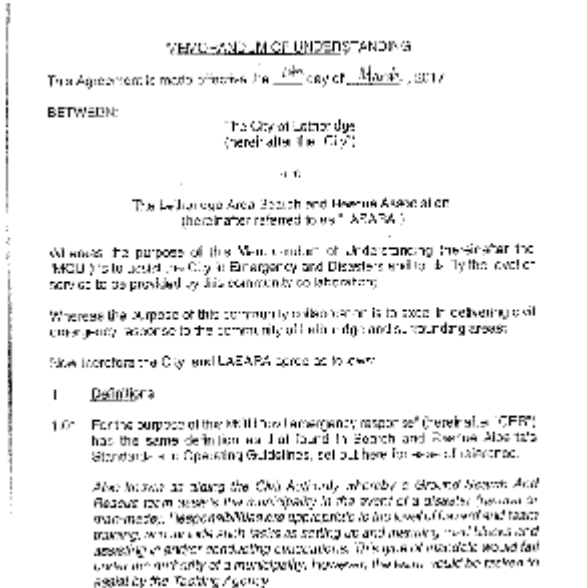
DIVISION:

Name: Ministry of Agriculture and Forestry
Forestry Division
Address: 5650 Beaupré Drive Road NW,
Calgary, AB,
T2L 1S4
Phone: 403-255-4891
Fax: 403-257-8816
Email: calgary@forestry.alberta.ca

Mutual Aid Fire Control Plan

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C-5 Lethbridge & Area Search and Rescue MOU



LASARA MOU

"Press Ctrl + Click image to access document"

C-6 Canadian Red Cross Agreement

AGREEMENT FOR DISASTER RELIEF SERVICES
 (The "Agreement")
 Date this 11 day of September 2017

BETWEEN:

The City of Lethbridge,
 a municipal corporation, in the Province of Alberta
 (hereinafter referred to as the "Entity");

OF THE FIRST PART,

-And-

THE CANADIAN RED CROSS SOCIETY,
 a not-for-profit corporation and registered Charity incorporated under the laws of
 Canada having its National Office registered 170 Metcalfe St, Ottawa Ontario
 K2P 2P2

(Hereinafter referred to as the "CRCS")
 OF THE SECOND PART.

WHEREAS the Entity wishes to ensure its citizens who are impacted by disaster within its geographic boundaries are able to fully access services for which they are eligible;

AND WHEREAS the CRCS is recognized officially as an auxiliary to the public authorities, it providing protection and assistance in Disaster-Related Emergencies, and has the resources and mandate to assist in the provision of disaster relief;

AND WHEREAS the Entity wishes to enter into an agreement with the CRCS for the provision of disaster related disaster relief services in accordance with this Agreement and Schedule "A" (the "Services");

NOW THEREFORE, IN CONSIDERATION of the premises and of the mutual covenants herein, the Entity and the CRCS (the "Parties"), or individually (the "Party"), hereto covenant and agree as follows:

1. Definitions.

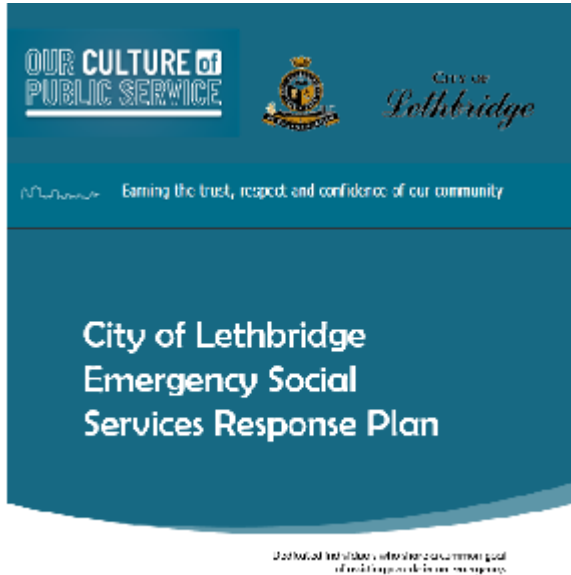
1.1 For the purposes of this Agreement, the following terms and phrases shall have the following meanings:

- a) "Approved" means acceptable to the authority having jurisdiction;
- b) "Authorized Representatives" means an individual who has the legal authority to act on behalf of the Party.

Canadian Red Cross Agreement
 "Press Ctrl + Click image to access document"

Appendix D: Response Plans

D-1 Emergency Social Services (ESS) Plan



ESS Plan

“Press Ctrl + Click image to access document”

D-2 Whoop-Up Traffic Management Protocol



CITY OF
Lethbridge

Protocol for Emergency Traffic Management on Whoop Up Drive

The City of Lethbridge's Transportation Department, Fire and EMS Services, and the Lethbridge Police Service (LPS) will work in close coordination to implement this Protocol for providing emergency traffic management on Whoop Up Drive (the "Protocol"). This Protocol is in effect from the date of signature until such time as it is amended, replaced or repealed.

Purpose

To provide 2-way movement on Whoop Up Drive in the event one of the travel directions has to be closed due to emergencies or planned work on the bridge deck or the approach lanes.

Conditions

All of the following conditions must be met for the initiation of this protocol on emergency traffic management on Whoop Up Drive:

- The nature of the emergency or the planned work is such that not even one (1) lane of traffic in each direction can be open to traffic.
- It is determined that one of the traffic movements on Whoop Up Dr. must be closed for 4 or more hours.
- The time of the closure falls between 7AM and 7PM on a weekday with the exception being in the event of a West Lethbridge excavation which would be 24/7.

Authority

Pursuant to Bylaw 5884 the City Manager hereby designates each of the following personnel from the City of Lethbridge (the "Designate") with the authority to decide to initiate the emergency traffic management on Whoop Up Drive:

Director of Emergency Management of the City of Lethbridge
Director of the Information Services of the City of Lethbridge

Contact Information Sheet

An information sheet containing contact information for all Designates and those City of Lethbridge employees that may be required to implement the selected Plan, set out in the attached Schedule "A", shall be prepared and circulated as necessary for the purposes of this Protocol. Such information sheet shall be reviewed and updated as necessary.

Whoop-Up Traffic Management Protocol
"Press Ctrl + Click image to access document"

D-3 River Valley Flood Response Protocol



River Valley Flood Response Protocol

City 7678

City of Lethbridge River Valley Flood Response Protocol

This City of Lethbridge's Whose and What's on the Department, The and Emergency Services, and the Lethbridge Police Service will work in close coordination to implement this Protocol for pending emergency events (floods). Working in close coordination with the City of Lethbridge's Emergency Management Office (EMO) and the City of Lethbridge's Emergency Management Office (EMO) will ensure that the City of Lethbridge is prepared to respond to any emergency event.

Purpose

To provide a framework for the City of Lethbridge's emergency response to any emergency event that may occur in the City of Lethbridge.

Concept of Operations

1.1 Phased Operations

The purpose of this protocol is to provide a framework for the City of Lethbridge's emergency response to any emergency event that may occur in the City of Lethbridge. The protocol is designed to be used in conjunction with the City of Lethbridge's Emergency Management Office (EMO) and the City of Lethbridge's Emergency Management Office (EMO) to ensure that the City of Lethbridge is prepared to respond to any emergency event.

The flood response protocol is designed to be used in conjunction with the City of Lethbridge's Emergency Management Office (EMO) and the City of Lethbridge's Emergency Management Office (EMO) to ensure that the City of Lethbridge is prepared to respond to any emergency event.

FLOOD FREQUENCY ESTIMATES

Return Period	Estimated Peak Discharge (m ³ /s)	
	Western River (m ³ /s)	Western River (m ³ /s)
2-year	255	600
5-year	350	850
10-year	450	1,100
20-year	550	1,350
50-year	700	1,700
100-year	850	2,050
200-year	1,000	2,400
500-year	1,250	2,750
1000-year	1,500	3,100

River Valley Flood Response

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D-4 Substance Release Response Plan



Substance Release Response Plan
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Substance Release
Response Plan



D-5 Dam Breach Flooding Plan

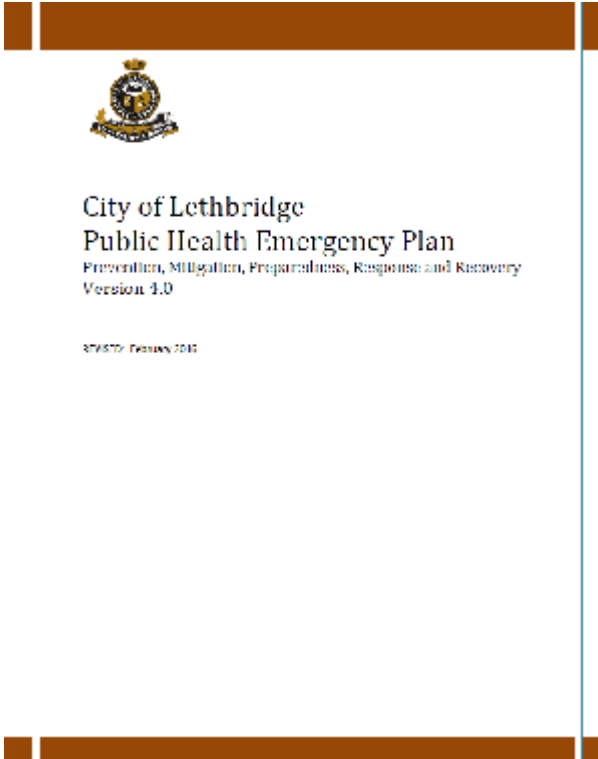
DAM BREACH FLOODING PLAN

Dam Breach Response Plan
“Press Ctrl + Click image to access document”



REVISION: April 1, 2017

D-6 Public Health Emergency Plan



Public Health Emergency Plan
"Click image to access document"

D-7 Re-entry Guide – Stage 1: Damage Assessment

Service	Point of Contact and telephone #/email	Additional Information
Structural assessments		
Assessment of Hazardous Material		
Utilities – Gas		
Utilities – Electric		
Utilities – Water		
Utilities – Sewage		
Access to all transportation modes		
Cellular/landline communications infrastructure		
Air Quality Condition		
Communications Plan		
Control of entry identified		
Storm water management systems		
Means of which access is authorized into restricted areas.		

Stage 2: Restoration of Services

Service	Point of Contact and telephone #/email	Additional Information
Health Services		
Emergency Services		
Utilities – Gas		
Utilities – Electric		
Utilities – Water		
Utilities – Sewage		
Public Health Inspectors		
Critical Retail		
Banking		
Communications Plan		
Control of entry identified		
Storm water management systems		
Means of which access is authorized into restricted areas.		

Stage 3: Community Re-entry

Service	Point of Contact and telephone #/email	Additional Information
Welcome Center Established		
Information Packs Available		
Key NGO's Available		
Information on condition of homes available		
Insurance Information/personnel available		
Available Communications (computer, internet)		
Faith Communities available		
Mental Health Services Available		
Obtain returning home information sheets from department/industry (AHS, Fortis) including what to do checklists		
Information on weather, air or water conditions as applicable		
Other		

Suggested Contents for “Clean-up Kit”

- 5 Litre Bucket
- Mop
- Long handled broom
- Hand brush
- Cleaning fluid/detergent
- Sponges
- Heavy duty garbage bags
- Disposable Gloves
- Work gloves
- Dust particulate masks
- Safety Glasses
- Any other equipment deemed necessary or useful to the specific incident

Appendix E: Hazard Risk and Vulnerability Analysis

Hazard	Risk Level	Risk Score
Wildfire	Extreme	120
Human Health Emergency	Extreme	96
Water Contamination	Extreme	96
Floods (Rainfall/Run-Off)	Extreme	60
Major Loss of Electrical Supply	Extreme	60
Civil Disturbance	Very High	48
Drought	Very High	48
Floods (Watercourse)	Very High	48
Hazmat (Rail)	Very High	48
Major Road Accident	Very High	48
Rail Accident	Very High	48
Tornado	Very High	48
Hazmat (Storage)	High	40
Hazmat (Gas stations and similar)	High	40
Hazmat (Road)	High	40
High Intensity Residential Fire	High	40
Bridge/Structural Collapse	High	36
CBRN Event	High	36
Dam Breach	High	36
Hazmat (Bulk Propane)	High	36
Toxic Gas Release	High	36
Water Main Break	High	36
Water Shortage	High	36
Hazmat (Process Industries)	High	32
Pipelines	High	32
Blizzards	Moderate	30
Airplane Crash	Moderate	24
Farm Animal Disease	Moderate	24
Ice Storm	Moderate	24
Landslide	Moderate	24
Oil & Gas Emergency	Moderate	24
Terrorism	Moderate	24
Snow	Low	20
Ag Plant Disease/Pest Infestation	Low	18
Communication Equipment Failure	Low	16
Computer/Hardware/Software Failure	Low	16
Extreme Cold	Low	15
Extreme Heat	Low	12
Wind	Low	12
Hail	Low	10
Earthquake	Low	4

*City of Lethbridge, 2016

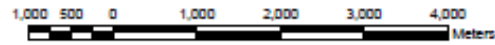
Appendix F: Maps

F-1 Flood Risk Map








See next page

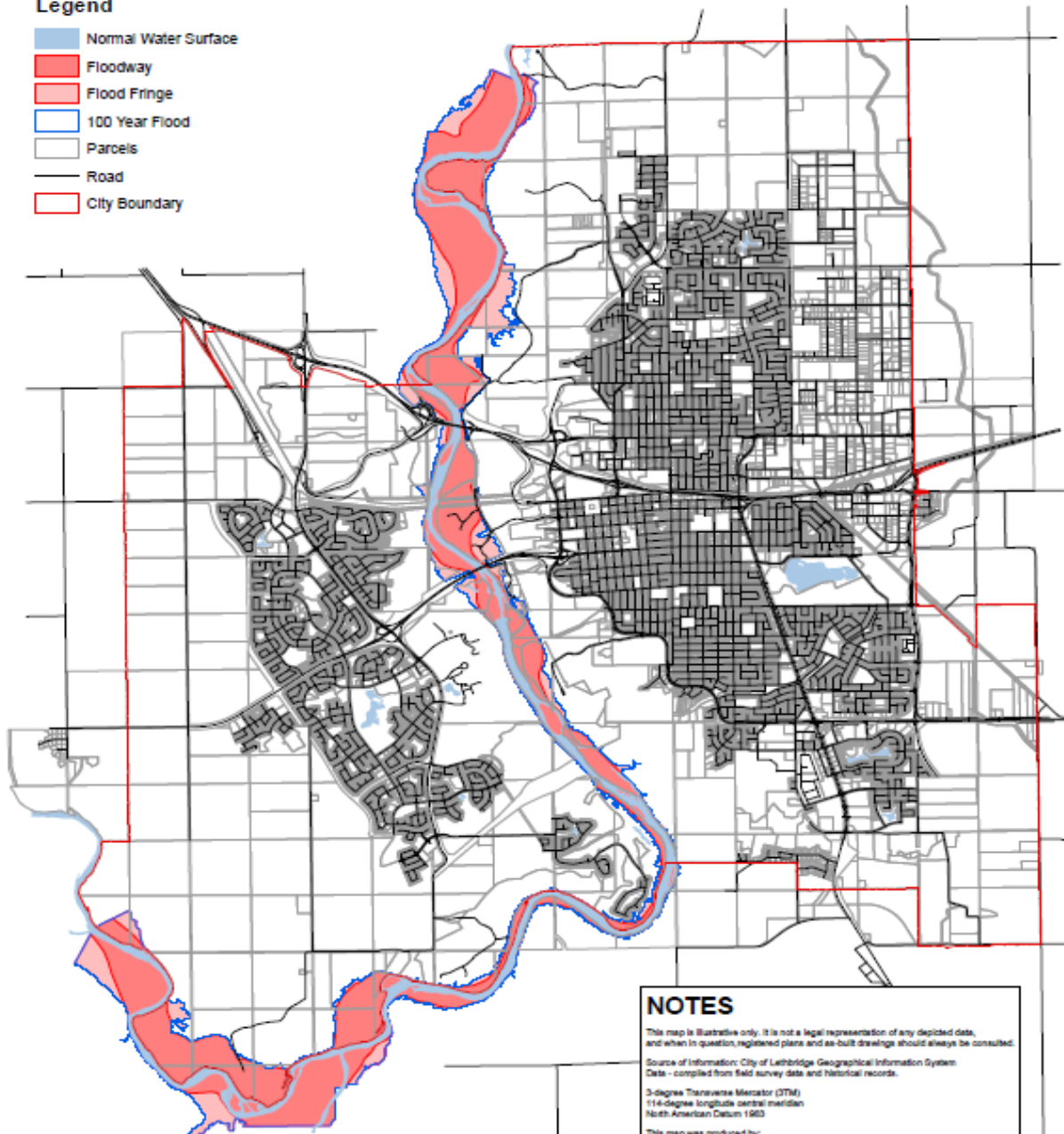
FLOOD RISK MAP

Scale 1:20,000



Legend

-  Normal Water Surface
-  Floodway
-  Flood Fringe
-  100 Year Flood
-  Parcels
-  Road
-  City Boundary



NOTES

This map is illustrative only. It is not a legal representation of any depicted data, and when in question, registered plans and as-built drawings should always be consulted.
 Source of Information: City of Lethbridge Geographical Information System
 Data - compiled from field survey data and historical records.
 3-degree Transverse Mercator (NTM)
 114-degree longitude central meridian
 North American Datum 1983
 This map was produced by:
 Spatial Data Services, Information Technology
 City of Lethbridge, AB Canada
 ©2008, City of Lethbridge, AB Canada
 Published June, 2008

F-2 Snow Route Map

See next page

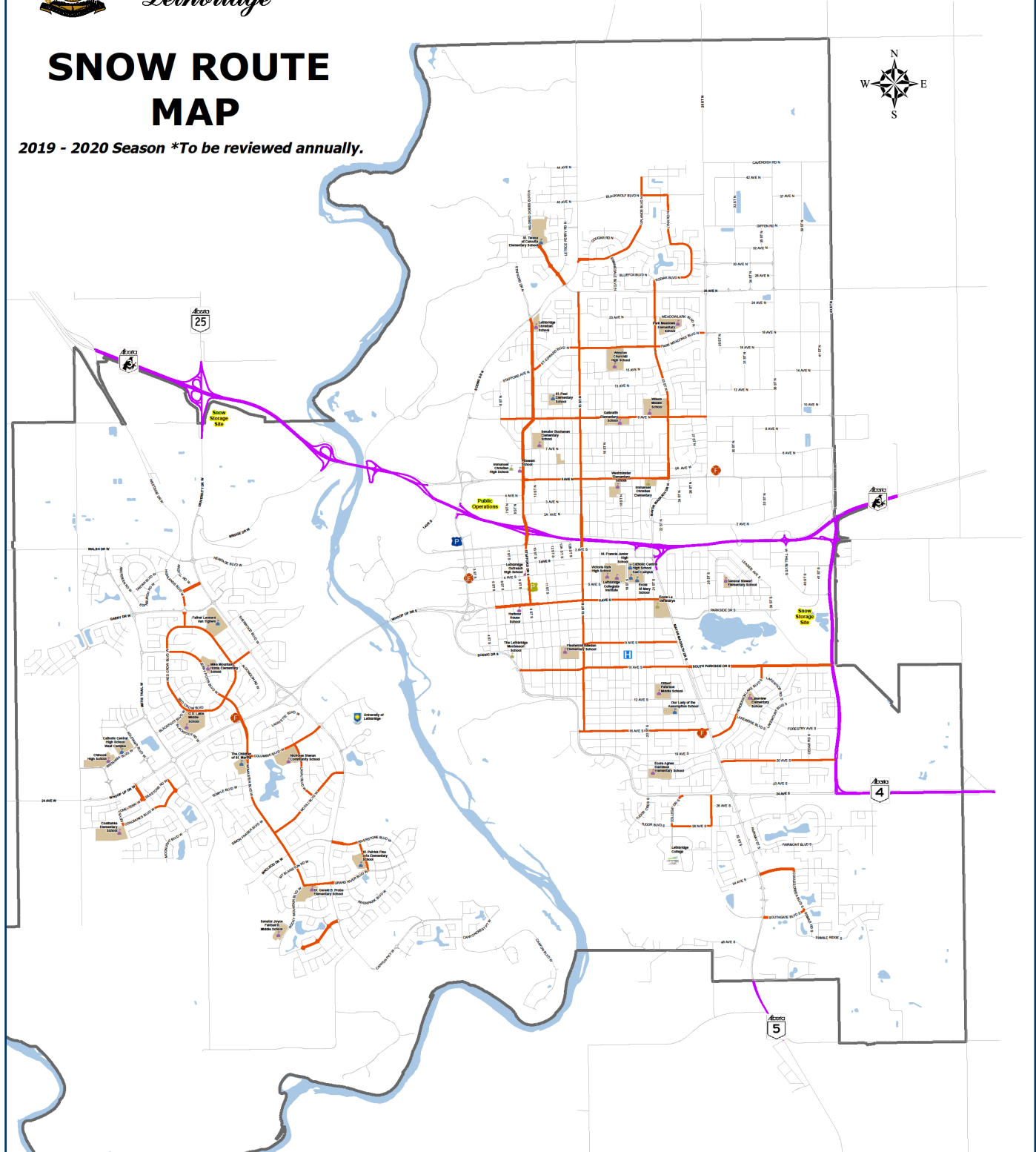
Press ctrl + click to view full map in web browser



CITY OF
Lethbridge

SNOW ROUTE MAP

2019 - 2020 Season *To be reviewed annually.



Legend

- Chinook Regional Hospital
- Fire Station
- Lethbridge Regional Police Service
- RCMP
- City Boundary
- Lake or River
- School Grounds

Educational Facilities

- Holy Spirit Catholic School Division
- Lethbridge School District No. 51
- Other
- Lethbridge College
- University of Lethbridge

Snow Route

Maintained by Alberta Infrastructure & Transportation

Notes

This map is illustrative only. The City of Lethbridge offers this information in good faith, but makes no warranty or representation, expressed or implied, with regard to the correctness, accuracy and/or reliability of this data.

Source of Information: City of Lethbridge Geographical Information System Data - compiled from field survey data and historical records.

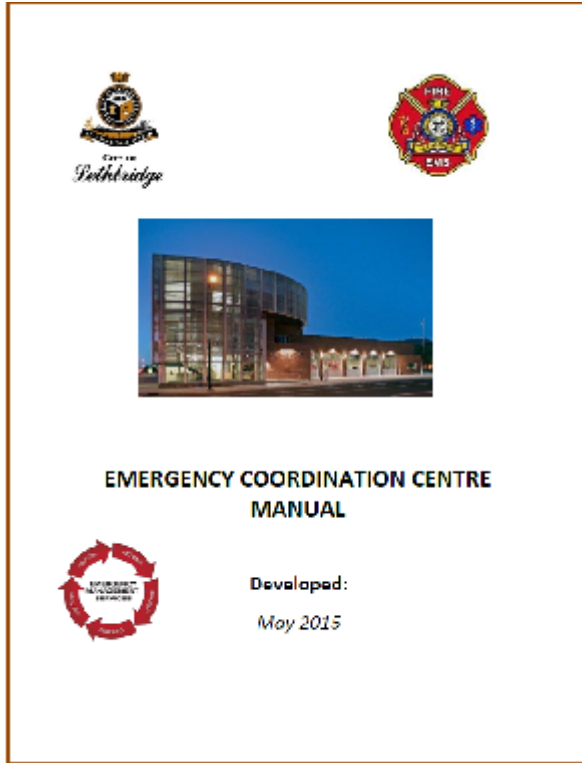
3-degree Transverse Mercator (3TM)
114-degree longitude, central meridian
North American Datum 1983

This map was produced by:
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City of Lethbridge, AB Canada

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Appendix G: ECC Operations Manual



ECC Manual
"Press Ctrl + Click image to access document"

Appendix H: Legislation

H-1 Emergency Management Act



Province of Alberta

EMERGENCY MANAGEMENT ACT

Emergency Management Act

“Press Ctrl + Click image to access document”

Revised Statutes of Alberta 2000
Chapter E-6.8

Current as of November 16, 2018

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10011 - 65 Avenue
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E-mail: qpi@pr.alpha.ca
<http://www.alpha.ca>

H-2 Local Authority Emergency Management Regulation



Province of Alberta

EMERGENCY MANAGEMENT ACT

Local Authority Emergency Management Regulation

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LOCAL AUTHORITY EMERGENCY MANAGEMENT REGULATION

Alberta Regulation 203/2018

Filed on November 27, 2018, in force January 1, 2020

Extract
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Edmonton, AB T5C 2P7
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Fax: (780) 427-3000
E-mail: qpi@pr.alpha.ca
<http://www.alpha.ca>

H-3 City of Lethbridge Emergency Management Bylaw, 6179

Sheet 1 of 9
May 21, 2018

CITY OF LETHBRIDGE EMERGENCY MANAGEMENT PLAN

WHEREAS pursuant to the Emergency Management Act, R.S.A., 2000, c.E.M.A., Council is responsible for its direct and indirect role in the City's emergency response, for approving emergency plans and programs and is required to appoint an Emergency Advisory Committee, and to establish and maintain an Emergency Management Agency; and appoint a Director of Emergency Management; and

AND WHEREAS the City has prepared a Municipal Emergency Management Plan which will be regularly reviewed, and revised and approved as necessary;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF LETHBRIDGE (DULY ASSEMBLED), ENACTS AS FOLLOWS:

PART
CITATION, PURPOSE AND DEFINITIONS

Definition

1. This Bylaw may be referred to as the "Emergency Management Bylaw".

Purpose

2. The purposes of this Bylaw are:
 - (a) to provide for the direction and control of the City's emergency response, and the prevention and approval of the Municipal Emergency Management Plan and related plans and programs;
 - (b) to establish and appoint an emergency advisory committee and provide for the payment of expenses of its emergency advisory committee; and
 - (c) to establish an emergency management agency to act as Council's agent in exercising Council's powers and duties under the Emergency Management Act.

Definitions

3. In this Bylaw, unless the context otherwise requires:
 - (a) "Act" means the Emergency Management Act, R.S.A., 2000, c.E.M.A., and regulations thereto, as amended or replaced from time to time;
 - (b) "Agency" means the Lethbridge Emergency Management Agency established under this Bylaw;
 - (c) "City" means the municipal corporation of the City of Lethbridge;
 - (d) "City Manager" means the Chief Administrative Officer of the City within the meaning of the MGA, or designate;

Bylaw 6179

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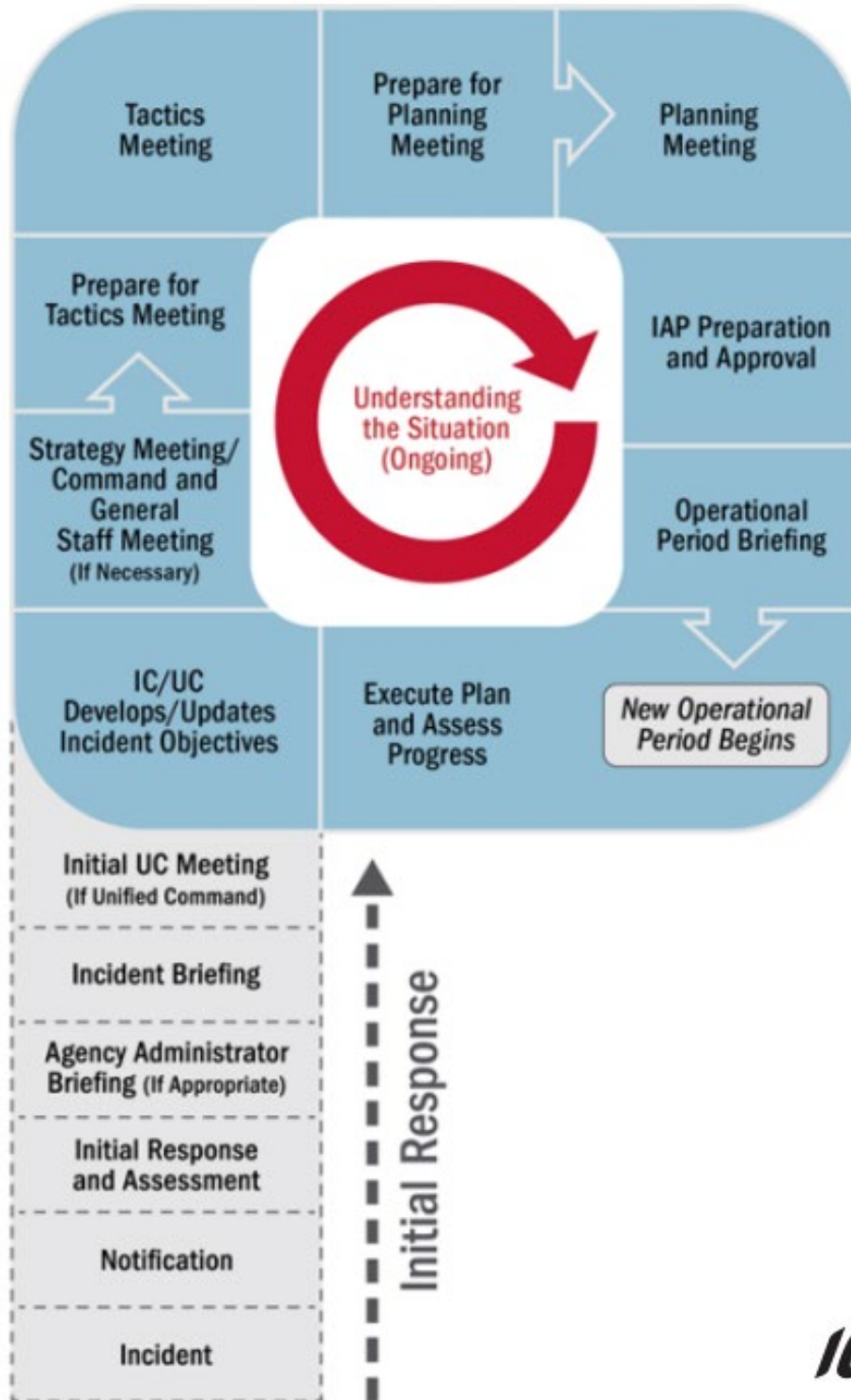
Appendix I: ICS Supplemental Material

I-1 Key Concepts and Foundations of the Incident Command System

Concept/Foundation	Definition
Unity of Command	Each individual reports to one supervisor. This reduces conflicting orders and freelancing, increases accountability, improves information flow, aids in coordination of operations and enhances safety.
Common Terminology	A glossary of terms that help bring consistency to position titles, the description of resources and how they can be organized, and the type and names of incident facilities. The use of common terminology is an essential element of ICS with regards to team building and communications.
Management by Objectives	All actions at an incident should be directed toward satisfying a major goal of the incident. The incident should be run with clearly defined objectives. Any event with a written Incident Action Plan (IAP) must have the objectives included in the IAP.
Flexible/Modular	Ability to expand and contract as needed by the incident scope or available personnel. Only positions required for adequate response are filled and ICS sections are sized to accomplish objectives and monitor progress with an effective span of control.
Span of Control	Applies to the management of individual responsibilities and resources. The objective is to limit the number of responsibilities and/or resources reporting to an individual. Acceptable span of control is three to seven, five is ideal.
Accountability	Accountability is related to the safety of personnel. For resources, accountability ensures supplies and equipment are available when needed and returned once operations have ceased. Check-in, Operations and Demobilization are all dependent on accountability.
Incident Action Plan	Incident Action Plans are verbal or written. The IAP ensures that everyone is working together to achieve the same goals, and includes measurable objectives to be achieved during an Operational period. When written, the IAP is done on standard ICS forms with supplemental maps, charts or other needed documentation. At the simplest level, all IAPs must have four elements: 1) what needs to be done; 2) who is responsible for doing it; 3) how do we communicate; 4) what is procedure for injuries.
Comprehensive Resource Management	Includes processes for: a) categorizing resources; 2) ordering resources; 3) dispatching resources; 4) tracking resources; 5) recovering resources. This ensures accountability over all resources to movement happens quickly to support the response to an incident. Also applies to the classification by type and kind and the categorization of resources by their status which include: 1) assigned

	resources, working on a field assignment under the direction of a supervisor; 2) available resources, ready for deployment; and 3) out of service resources, not available or assigned. Resources can be out of service for re-supplying after an assignment, shortfall in staffing, personnel taking a rest or damaged/inoperable.
Integrated Communications	Communication equipment, procedures and systems must operate across agencies and jurisdictions (interoperability). Effective communications include three elements: 1) modes, the hardware systems that transfer information; 2) planning, planning for the use of all available communications resources; and 3) networks, the procedures and processes for transferring information.
Transfer of Command	The command function must be clearly established from the beginning of incident operations. The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
Unified Command	In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility or accountability.
Dispatch/Deployment	Resources should respond only when requested or when dispatched by an appropriate authority through established resource management systems. Resources not requested must refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.
Information and Intelligence Management	The incident management organization must establish a process for gathering, analyzing, assessing, sharing and managing incident related information and intelligence.
Organizational Functions	Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organization elements is standard and consistent.

I-2 Planning P



I-3 Planning P Incident Briefing Agenda Template

Incident Briefing Agenda	
Speaker	Topic
Initial Response Incident Commander or operations Section Chief	<ul style="list-style-type: none"> • Current situation status (note territory, exposures, safety concerns, etc.; use map/sketch block of ICS 201) • Incident potential • Current and planned objectives, strategies, and priorities • Current and planned actions • Current communications methods (i.e. frequencies or channels) • Current on-scene resources • Resource assignments • Resources en-route/or ordered • Incident facilities established

I-4 Planning P Objectives Meeting Agenda

Initial Objectives Meeting Agenda	
Speaker	Topic
Incident Commander/Unified Command	<ul style="list-style-type: none"> • Bring meeting to order • Outline ground rules • Review delegation of authority (if applicable) • Establish and agree on acceptable incident priorities • Develop incident objectives • Agree on overall strategies to accomplish objectives • Close meeting

- Remember SMART Objectives: Specific, Measurable, Action-Orientated, Realistic, Time Sensitive

I-5 Planning P Strategy Meeting

Initial Strategy Meeting Agenda	
Speaker	Topic
Planning Section Chief (PSC)	<ul style="list-style-type: none"> • Bring meeting to order and cover ground rules and agenda
IC	<ul style="list-style-type: none"> • Identify Incident priorities • Identify and discuss incident objectives • Establish Incident Operational period
PSC	<ul style="list-style-type: none"> • Establish meeting schedule to match planning cycle • Open discussion: priorities, objectives, strategies and issues/concerns
IC/UC	<ul style="list-style-type: none"> • Describe resource ordering procedures • Describe information release procedures • Assign any incomplete tasks
PSC	<ul style="list-style-type: none"> • Close meeting

I-6 Planning P Tactics Meeting

Initial Tactics Meeting Agenda	
Speaker	Topic
Operations Section Chief (OSC)	<ul style="list-style-type: none"> • Discuss current operations and completed actions and strategies • Outline the proposed section organization • Outline specific tasks and present the draft ICS 215 • Identify the resources required for the draft ICS 215 • Identify and additional logistical needs
PSC, Resource Unit Leader	<ul style="list-style-type: none"> • Present resources status
Safety Officer	<ul style="list-style-type: none"> • Identify hazards/risks and mitigation • Present Incident Safety Analysis (ICS 215A)
Logistics Section Chief (LSC)	<ul style="list-style-type: none"> • Contribute logistics information (facilities) • Determine support requirements based on the ICS 215
OSC	<ul style="list-style-type: none"> • Request consensus for the draft plan (ICS 215) • Close meeting

Note: The IC does not attend the Tactics Meeting

I-7 Planning P Planning Meeting

Planning Meeting Agenda	
Speaker	Topic
PSC	<ul style="list-style-type: none"> • Introduction – bring meeting to order, cover ground rules and refer to agenda
OSC	<ul style="list-style-type: none"> • Update on operations – provide update on current operations and situation status
PSC	<ul style="list-style-type: none"> • Incident objectives and priorities review – read the incident objectives for the group
IC	<ul style="list-style-type: none"> • Verification of objectives – verify that objectives and priorities are still valid and achievable
Situation Unit Leader	<ul style="list-style-type: none"> • Weather and projections – provide a briefing on projected meteorological, plume modeling, ocean currents, structural stability, seismic, or other projections that could affect incident situation during next operation period (s)
OSC	<ul style="list-style-type: none"> • Proposed operations plan – provide overview of the proposed operations section, strategy and operational period emphasis; and then, typically using the wall sized, operational planning worksheet (ICS 215), provide details of tactical work assignments, resource requirements, management positions,

	specialized equipment, and needed support facilities (e.g., staging areas) require to execute the proposed plan
Safety Officer	<ul style="list-style-type: none"> Mitigation Measures/Safety Plan – Using wall-sized incident action plan safety analysis (ICS 215A), discuss hazards/risks and measures employed to mitigate and manage risks presented by operational plan and incident status.
LSC	<ul style="list-style-type: none"> Communications, Medical, Supply Approval – Validate that communications, medical, transportation and supply units concur with and are capable of supporting the proposed plan (may have unit leaders present at discussion)
Finance/Admin Section Chief	<ul style="list-style-type: none"> Information Sharing – indicate fiscal constraints, and verify proposed plan fits within financial constraints
Information Officer	<ul style="list-style-type: none"> Information Sharing- Provide public information plan and methodologies to meet objectives. Verify that public information outreach meets objectives
Liaison Officer	<ul style="list-style-type: none"> Information Sharing – Confirm interagency issues are being addressed
PSC	<ul style="list-style-type: none"> Final confirmation and support – poll Command and General Staff members to solicit their final input and commitment to the proposed plan
IC	<ul style="list-style-type: none"> Approval of the Plan – provide approval as presented and committed to by Command and General Staff members and appropriate Unit Leaders.
PSC	<ul style="list-style-type: none"> Assignments and Deadlines – issue assignments and deadlines to appropriate team members for developing IAP components and support documentation
PSC	<ul style="list-style-type: none"> Meeting/Briefing Reminders – remind participants of upcoming schedule and adjourn meeting.

I-8 ICS Forms List & IAP Components

Adequate copies of all the ICS forms are included in each of the Section Chief's ECC Manual as well as in each sections tote box.

In the following table, the ICS forms highlighted in yellow are typically included in an Incident Action Plan (IAP). All forms filled out during the incident shall be retained and will become a part of the official record of the incident.

Form #	Document Type:	Completed By:	To Be Completed:
	SOLE Declaration	Mayor/Acting Mayor	As required
	Public Announcement of SOLE	Mayor/Acting Mayor	As required
	SOLE Cancellation	Mayor/Acting Mayor	As required
	Evacuation Advisory	ECC Director or designate	When implementing an evacuation
	Mandatory Evacuation Order	ECC Director or designate	When implementing a mandatory evacuation
	Mandatory Evacuation Order Message	ECC Public Information Officer	When implementing a mandatory evacuation
	Termination of Mandatory Evacuation Order	ECC Director or designate	When implementing a mandatory evacuation
ICS 201	Incident Briefing – Incident Action Plan	Initial Site Incident Commander	Prior to Initial Planning Meeting
ICS 202	Incident Objectives	ECC Planning Section Chief	Following First Planning Meeting
ICS 203	ECC Shift Schedule	ECC Planning Section Chief	When ECC Staff Have Been Assigned
ICS 204	Assignment List	ECC Operations Section Chief	When assignments are determined
ICS 205	Radio Communications Plan	ECC Logistics Section	When radio talk groups are assigned
ICS 206	Medical Plan	Medical Unit	When medical aid stations are set up
ICS 207	ECC Site Support Organizational Chart	ECC Resources Unit	When ECC Staff Have Been Assigned
ICS 208	Safety Message/Plan	ECC Safety/Risk Officer	When safety issues have been identified
ICS 209	Incident Status Summary	ECC Planning Section Chief	When incident becomes significant
ICS 209a	Incident Situation Report	ECC Situation Unit	Brief staff after each operational period
ICS 211	ECC Personnel Sign In/Sign Out	All Staff	When Reporting to ECC
ICS 211	Incident Site Check-In List	Incident Command Post	When resources are arriving at site
ICS 214	Activity / Position Log	All Staff	ALL STAFF FROM THE FIRST ACTION
ICS 215	Operational Planning Worksheet	ECC Operations Section Chief	When planning resource needs
ICS 215a	Incident Action Plan Safety Analysis	ECC Safety/Risk Officer	When hazards have been identified
ICS 218	Support Vehicle/Equipment Inventory	ECC Ground Support Unit	To track vehicles & equipment
ICS 221	Demobilization Check-Out	Planning Section Chief	When Director authorizes demobilization
ECC 002	ECC Position Handover Procedure	All Staff	At ECC Shift Changes
ECC 003	ECC Activation Critique Form	All Staff	After ECC demobilized
ECC 004	Post Incident Analysis / After Action Report	ECC Director or designate	Within 2 weeks Post-Event
ECC 005	ECC Cost Tracking Spreadsheet	ECC Finance/Admin Section Chief	Whenever ECC is activated to track costs
ECC 006	Emergency Service Workers/Volunteers Sign Up Sheet	Compensation & Claims Unit	Whenever Emergency Service Workers/Volunteers respond to an incident

I-9 Area Commander: Checklist of Actions

- Obtain briefing from agency officials (Council, City Manager) on agency expectations, concerns and constraints.
- Obtain and carry out delegation of authority from the agency officials for overall management and direction of the incidents within the designated area (if assuming command outside of City of Lethbridge boundaries)
- If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together
- Delegate authority to Incident Commanders based on agency expectations, concerns and constraints
- Establish an Area Command schedule and timeline
- Resolve conflicts between incident “realities” and agency officials “wants”
- Establish appropriate location for Area Command Facilities – should be separate from any established Incident Command Posts
- Determine and assign an appropriate Area Command organization. Keep it manageable.
- Determine the need for and assign technical specialists to support Area Command
- Obtain incident briefing and IAPs from Incident Commanders (as appropriate)
- Assess incident situations prior to strategy meetings
- Conduct a joint meeting with all incident commanders
- Review objectives and strategies for each incident
- Periodically review critical resource needs
- Maintain close coordination with agency officials, cooperating and assisting agencies, and other entities impacted by the Area Command
- Establish priorities for critical resources
- Review procedures for interaction with Area Command
- Approve Incident Commanders’ requests for and release of critical resources
- Coordinate and approve demobilization plans
- Maintain log of major actions/decisions

I-10 ICS Forms Database

Form 201: Incident Briefing
Form 202: Incident Objectives
Form 203: Organization Assignment List
Form 204: Assignment List
Form 205: Radio Communications Plan
Form 205A: Communications List
Form 206: Medical Plan
Form 207: Organization Chart
Form 208: Safety Message
Form 209: Incident Status Summary
Form 210: Resource Status Change Form
Form 211: Check In
Form 213: General Message
Form 214: Activity Log
Form 215: Operational Planning Worksheet
Form 215A: Safety Analysis
Form 216: Radio Requirements Worksheet
Form 218: Support Vehicle Inventory
Form 220: Air Operations Summary
Form 224: Crew Performance Rating
Form 225: Incident Personnel Performance Rating
Form 230: Daily Meeting Schedule
Form 232: Resources at Risk Summary
Form 233: Incident Open Action Tracker
Form 234: Work Analysis Matrix
Form 260: Resource Order
Form 309: Communications Log



**Incident Command System
ICS Forms Catalogue**

Press Ctrl + Click to access document

Appendix J: Glossary and Abbreviations

AEMA	Alberta Emergency Management Agency
AER	Alberta Energy Regulator
AHS	Alberta Health Services
CoL	City of Lethbridge
Critical Infrastructure	Utilities (power, water, gas, communications), hospitals, transportation, banking, police, fire, government, industry
Emergency	An event that requires prompt coordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property.
Emergency Management (EM)	The management of emergencies concerning all-hazards, including all activities and risk management measures related to mitigation, preparedness, response and recovery.
Emergency Management Agency (EMA)	The EMA is required by the Emergency Management Act and shall consist of the Director of Emergency Management, the City Senior Management Team, Emergency Services and other City Business Units upon request; the Director may also include external agencies and regional partners to be part of the Agency.
Emergency Site/Scene	The location where the emergency takes place
ECC	Emergency Coordination Center
EMS	Emergency Medical Services
GIS	Geographic Information System
Hazard	A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
Hazard Specific Plan	A plan that sets out actions for mitigation of a specific hazard and preparedness, response and recovery activities with regard to an emergency caused by that hazard.
HRVA	Hazard, Risk, Vulnerability Assessment – An analysis and ranking of the risks and associated hazards and vulnerabilities – natural, human and technological that may impact the City of Lethbridge
HAZMAT	Hazardous Materials – This term is often used by emergency services to describe materials or products that are hazardous to human health and/or the environment
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command post
ICS	Incident Command Systems – A system of responding that is organized by five functions: Command, Operations, Planning, Logistics, and Finance/Administration

IMT's	Incident Management Teams are trained and experienced in ICS to a minimum of ICS 300. IMT's agree in principle to remain available upon request from communities in need or through the Provincial Operations Center.
Incident	An unexpected occurrence or event that requires action by emergency personnel to prevent or minimize the impact on the safety and health of people or property and the environment
LFES	Lethbridge Fire and Emergency Services
LPS	Lethbridge Police Service
MEMP	Municipal Emergency Management Plan – A comprehensive plan 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.
MOU	Memorandum of Understanding – A documentation outlining an agreement between two or more organizations to provide pre-identified support and resources during an emergency.
Mutual Aid	A formal agreement between two or more agencies/organizations to provide pre-identified support and resources during an emergency
OH&S	Occupational Health and Safety
RCMP	Royal Canadian Mounted Police
SAR	Search and Rescue
Stand Down	The process whereby the conduct of a response is complete, and a shift occurs for the ECC to Demobilization
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of people and community to the impact of hazards.
WCP	Workers Compensation Board