



Town of Quispamsis Municipal Emergency Measures Plan

February 8, 2018
Version 1.1.6



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ACKNOWLEDGEMENTS

The Municipal Emergency Measures Plan demonstrates Quispamsis Town Council's commitment to ensure the health, safety and economic well-being of the community by providing guidance and direction in a major emergency or disaster.

Town Council's leadership in this area has included spearheading a number of Emergency Measures Planning initiatives to ensure a well-planned and managed approach to emergencies. Council has assigned responsibility for emergency measures plans and procedures to the Emergency Measures Planning Committee.



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FOREWORD

This plan was developed in collaboration with the New Brunswick Emergency Measures Organization.

All elected officials, and all appointed municipal officers and employees, must be aware of their duties and responsibilities in the event of an emergency.

Our partners with the federal and provincial governments, and our non-governmental volunteer agencies, remain similarly prepared. We will keep them aware of any changes or amendments to our plan.

We will conduct regular exercises of our plan, and update it as required, to ensure we are always ready to respond, should the need arise. An emergency measures plan is like an insurance policy; as with any insurance policy, we hope we never have to use it, but it is incumbent upon us, as a municipality, to be prepared.

This plan ensures that we are prepared as a community and we will continue to be, for the safety and protection of our residents.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS	3
FOREWORD.....	5
LIST OF AMENDMENTS	9
PLAN AUTHORITY	11
PROVINCIAL EMERGENCY MEASURES ACT.....	11
LOCAL AUTHORITY.....	11
MUNICIPAL RESPONSIBILITIES.....	12
INTRODUCTION	13
THE PLAN	13
PART 1 - GENERAL INFORMATION.....	16
1.1 Background	16
1.2 Areas of Influence and Interest	16
1.3 Phases of an Emergency Operation	16
1.4 Levels of Responsibility.....	17
1.5 Levels of Response.....	17
1.6 Authority – Minister of Justice and Public Safety	18
1.7 States of Emergency.....	19
1.8 Emergency Measures Planning Committee	21
1.9 Quispamsis Emergency Measures Organization (QEMO)	21
1.10 Quispamsis Emergency Preparedness Team (QEPT)	22
1.11 Coordination of the Emergency Measures Plan	23
1.12 Emergency Operations Centre (EOC)	23
1.13 Emergency Communications	28
1.14 Mutual Aid and Request for Assistance	31
1.15 Volunteer Agencies / Non-Governmental Organizations (NGOs)	31
1.16 Partner Agencies.....	32
1.17 Training and Exercises.....	32
1.18 Budget	33
1.19 Maps.....	33
1.20 Donations	33
1.21 Definitions.....	34
1.22 Operational Period Planning Cycle	44



PART 2 – MUNICIPAL RESPONSE/ACTIONS..... 45
NBEMO ACTIVATION LEVELS..... 45
TOWN OF QUISPAMSIS ACTIVATION LEVELS 47
2. Hazard, History, Vulnerability and Maximum Threat with Response Actions 48
2.6.1.1 AVALANCHE / LANDSLIDE 50
2.6.1.2 AVIATION INCIDENT 51
2.6.1.3 BIOLOGICAL EVENT – PUBLIC HEALTH THREATS 52
2.6.1.4 BLIZZARD / ICE STORM..... 55
2.6.1.5 BRIDGE or TRANSPORTATION INCIDENT..... 59
2.6.1.6 CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR and EXPLOSIVES (CBRNE) 60
2.6.1.7 CIVIL DISORDER and MASS GATHERINGS 61
2.6.1.8 COMMUNICATION FAILURE..... 62
2.6.1.9 CRITICAL INFRASTRUCTURE FAILURE 63
2.6.1.10 DANGEROUS GOODS SPILL..... 64
2.6.1.11 EARTHQUAKE 65
2.6.1.12 ENGINEERING FAILURE..... 66
2.6.1.13 EROSION..... 67
2.6.1.14 EXPLOSION 68
2.6.1.15 FLOODING (FLASH FLOOD/TIDAL SURGE/DAM BREACH)..... 69
2.6.1.16 HEAT WAVE 72
2.6.1.17 SEVERE WEATHER..... 73
2.6.1.18 RAIL INCIDENT 74
2.6.1.19 WILDLAND/URBAN INTERFACE FIRE 75

PART 3 - MUNICIPAL ROLES AND RESPONSIBILITIES 76
3.1 Emergency Management System (EMS) Model..... 76
3.2 Incident Command System (ICS) Model..... 84
3.3 Quispamsis EOC Organizational Structure – ICS Model..... 85
3.4 Emergency Operations Centre (EOC) – ICS Model 85
3.3 Incident Command Post (ICP) – ICS Model 89

PART 4 - ANNEXES..... 91



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PLAN AUTHORITY

This plan is issued by Council, under the authority of the *New Brunswick Emergency Measures Act*; and The Town of Quispamsis By-Law Number 051, A By-Law to Formulate Plans in the Event of An Emergency, also known as the *By-Law of the Municipality of Quispamsis Respecting Emergency Measures Plan or the Emergency Measures Plan By-Law* enacted by Council on December 20, 2016.

Responsibility for the management of municipal emergency operations rests with the Mayor and Council. Mayor and Council is the ultimate authority for decision making during an emergency while delegating operational decisions to the Director of the Quispamsis Emergency Measures Organization (QEMO).

The Quispamsis EMO Director is responsible for coordinating the efficient emergency response operations in the community on behalf of the Mayor and Council. The Director may activate the Emergency Operations Centre, partially or fully, depending on the level of the emergency.

PROVINCIAL EMERGENCY MEASURES ACT

1. The Quispamsis Municipal Emergency Measures Plan describes a level of preparation, planning and response situated between the Quispamsis Municipal Emergency Measures Plan and the Province of New Brunswick Department of Justice and Public Safety Emergency Measures Organization-Regional Emergency Response Plan.
2. Chapter E-7.1 Emergency Measures Act assented to on May 13, 2011 is the key piece of legislation upon which the Emergency Measures Plan is based. It provides definitions, makes the Minister of Justice and Public Safety responsible for the administration of the Act, establishes the New Brunswick Emergency Measures Organization (NB EMO), provides guidelines and responsibility for emergency planning, and outlines States of Emergency, Disaster Relief Fund and Liability for Damages.
3. Regulation 84-7 under the Emergency Measures Act (O.C. 84-29) filed on January 23, 1984 details responsibilities for regional government departments and agencies. Regulation 83-71 under the Emergency Measures Act (O.C. 83-377) filed on April 29, 1983, as amended by Regulation 90-166 filed on December 14, 1990 outlines the disaster assistance available to municipalities. This act and these regulations should be read as background to this plan.

LOCAL AUTHORITY

The Quispamsis Emergency Measures Plan may be activated, in whole or in part, for the following purposes:

- Upon the declaration of a state of local emergency by Council;
 - Upon the declaration of a state of emergency by the Minister of Justice and Public Safety in Quispamsis;
 - In response to emergency or public safety circumstances, actual or anticipated, where the CAO is satisfied that it is appropriate to do so;
 - In support of operations of the municipality, where public safety is a concern and where the CAO is satisfied that it is appropriate to do so; and
 - During all or a part of emergency training exercises.
1. This plan is issued by the Mayor and Council of Quispamsis, under the authority of the New Brunswick Emergency Measures Act.
 2. The aim of the plan is to provide a prompt, coordinated and effective response to emergencies by designating responsibilities and to know what immediate actions are to be taken by individuals, municipal services and/or voluntary agencies in the event of an emergency.



QUISPAMISIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

3. The plan is designed to provide direction and guidance for dealing with emergencies ranging from a single municipal departmental response to a fully coordinated, collective response by all municipal departments, supported by the Town of Quispamsis. It may be implemented in whole or in part, depending on the situation.
4. This plan is not designed to replace any existing municipal or agency specific policies and procedures for dealing with day-to-day emergency and non-emergency responses within the municipality. Should an incident be determined to exceed the abilities of those agencies in attendance the decision may be made to invoke this plan in order to support the local response to the incident.
5. The By-law establishes a municipal emergency measures organization consisting of three (3) persons who may from time to time be appointed by the Council. This organization shall be referred to as the Quispamsis Emergency Measures Organization (QEMO). The By-law also provides that the Council appoint a Director of the Quispamsis Emergency Measures Organization who shall prepare and coordinate emergency measures plans. In the absence of the Director of QEMO, the CAO assumes the position of Director. The CAO or Director of QEMO may designate an Acting Director in their absence.
6. Staff of the town of Quispamsis shall be made available to support the QEMO, as determined as necessary and appropriate by the CAO, in consultation with the Director of QEMO.

MUNICIPAL RESPONSIBILITIES

1. The Municipal Council is responsible for the direction and control of the municipal emergency response unless the Government of New Brunswick assumes direction and control;
2. Shall appoint a Director of the municipal Emergency Measures Organization, and prescribe his duties which shall include the preparation and coordination of Emergency Measures Plans for the municipality;
3. Shall appoint a committee consisting of the Mayor and members of its council to advise on the development of emergency measures plans;
4. Shall prepare and approve emergency measures plans;
5. May pay the expenses of appointed members of the committee;
6. May enter into an agreement with and make payments to persons and organizations for the provision of services in the development and implementation of emergency measures plans; and
7. May appropriate and expend sums approved by it for the purposes of this section.



INTRODUCTION

The Town of Quispamsis Emergency Measures Organization follows the five pillars of emergency management:

- Mitigation and Prevention
- Preparedness
- Response
- Recovery
- Risks and Potential Hazards

Mitigation and Prevention

Land-use management, planning & development, and public education are examples of strategies that the Town uses to mitigate or prevent emergencies and disasters.

Preparedness

Personal, business, and Town planning ensures that we are ready to respond. The Town of Quispamsis reviews and revises the plans developed, networks with community stakeholders, trains staff and exercises the plans regularly.

Response

Emergency Services and other town departments address the impacts to the community daily. When a disaster strikes, a coordinated effort from community services, community stakeholders, and various levels of government is required.

The Town may set up a Reception Centre to register and provide short-term assistance to individuals displaced from their homes during a disaster.

Recovery

After a disaster has passed, or sometimes while it is still occurring, recovery efforts begin to maintain or re-establish critical infrastructure. Recovery planning ensures there is a one stop shop for identification of issues, coordination of resources, accurate reliable information, and that recovery occurs in a timely manner. It allows for an accountable, transparent process to ensure recovery services are accessible and applied in a consistent manner.

Recovery is a coordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.

THE PLAN

The Town of Quispamsis Municipal Emergency Measures Plan establishes the framework that ensures the Town is prepared to deal with any and all hazards that may affect our citizens. It is the methodology through which the Town will mobilize its resources in the event of an emergency, thereby restoring the municipality to a state of normal. It is designed to ensure that all agencies, which may become involved in an emergency, are aware of their respective roles and responsibilities during that emergency and participate in the emergency management program.

Additionally, the Plan makes provisions for the earliest possible coordinated response to an emergency, an understanding of the personnel and resources available to the Town, and recognition that additional expertise and resources can be called upon if required.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

The Emergency Plan in itself cannot guarantee an efficient, effective response to an emergency. It must be utilized as a tool to assist emergency and municipal services and officials in their emergency response activities.

The Municipal Emergency Plan provides the authority and guidance for Town of Quispamsis staff to ensure a well-managed response to major emergencies within the jurisdiction. The plan:

- Provides an overview of the Town's emergency management and reporting structure.
- Outlines the roles and responsibilities of Town staff and departments and other agencies involved in the response effort.
- Provides overall strategy for the Town's emergency mitigation, preparedness, response and recovery measures.
- Identifies key priorities and actions to be undertaken in preparing for and responding to a major emergency or disaster.
- Outlines the procedures for Declaring a State of Local Emergency and delegating the required powers.
- Encompasses the Town's jurisdictional boundaries for response operations and the type of emergencies that are beyond routine events.

The Emergency Measures Plan is supported by threat specific and departmental plans which outline detailed strategies and procedures for carrying out emergency response efforts.

Purpose

The aim of the Municipal Emergency Measures Plan is to provide the framework within which extraordinary arrangements and measures can be taken to protect the health, safety, and welfare of the citizens of the Town of Quispamsis when faced with an emergency.

The plan unifies the efforts of Town organizations for a comprehensive and effective approach for responding to and reducing the impacts of a public emergency. It is intended to increase the emergency response capability of the Town by establishing a plan of action to efficiently and effectively deploy emergency services.

Scope

An emergency may result from an existing danger or it may be a threat of an impending situation abnormally affecting property or the health, safety and welfare of the Town. Its nature and magnitude requires a controlled and coordinated response by a number of agencies, both governmental and private, as distinct from routine operations carried out by an agency or agencies, e.g., firefighting, police activities, normal hospital routines.

There are three major categories of hazards that may pose a threat to the Town of Quispamsis:

- **Natural Events** – severe weather, floods, blizzards, tornadoes, food or human health emergencies;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

- **Human-caused Events and Accidental Hazards** – incidents intended or unintended to do harm to public safety and security, civil disorder, war, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) agents may be used on their own or in combination with these devices; and
- **Technological & Infrastructure Disruptions** – incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft accidents, water supply failures, building or structural collapse, critical resource shortages, internet, telecommunications or computer-related incidents.

Plan Maintenance

An annual review of the plan will be conducted to ensure contact information remains valid.

The Director of the Quispamsis Emergency Measures Organization shall undertake a comprehensive review of the plan including, as a minimum, changes to the concept of operations to reflect lessons learned from exercises, response to actual emergencies or any other changes noted.

In addition, the Director shall:

- Establish supporting documents or annexes, such as notification procedures, guidelines or an operations manual, as necessary;
- Review the plan following any activation or exercise to incorporate findings and recommendations. An After Action Review (AAR) to evaluate the effectiveness of the emergency response should be completed after the Formal Debriefing; and
- Review information on facilities and resources annually to ensure the information is current.

With the assistance of the QEMO and QEPT, Managers are responsible for ensuring that departmental staff are advised of the updates and that the plan is reviewed on a regular basis.

Assumptions

This plan is based on the following assumptions:

- Town staff is familiar with the Emergency Measures Plan, will attend the required training, and will carry out their assigned responsibilities.
- That staff have taken efforts to become personally prepared. In the event of a major emergency, staff will ensure the safety and security of their loved ones before reporting to work.
- That during a major disaster, municipal resources may be overwhelmed, and that the general public should be prepared to survive on their own for a minimum of 72 hours to seven days following an event.
- That assisting and cooperating agencies and departments will develop necessary plans or procedures for the delivery of their assigned emergency response and recovery responsibilities.
- That this plan is a living document. It will be reviewed and updated regularly to reflect changes in threats and our level of risk based on lessons learned from past incidents and exercises.



PART 1 - GENERAL INFORMATION

1.1 Background

Emergency situations, at times, generate confusion with respect to roles and responsibilities and jurisdictions. By means of the Quispamsis Municipal Emergency Measures Plan, needless duplication of effort or waste of resources will be eliminated.

The plan is divided into three parts:

- Part 1: General Information;
- Part 2: Municipal Response/Actions; and
- Part 3: Roles and Responsibilities during an activation.

1.2 Areas of Influence and Interest

In the event of an emergency, delineating areas of influence and interest is critical to managing and coordinating, to limit disruption, and to ensure that only the resources required during the emergency are used. As defined:

Area of Influence is tied to jurisdictions and the requisite authorities to commit the necessary resources in order to influence the outcome of an emergency. As such, the Area of Interest is defined by geography, connectivity and time.

Area of Interest is defined by actual or potential events, normally situated outside the area of influence, which may impact the region.

1.3 Phases of an Emergency Operation

An emergency will normally graduate through four distinct phases. They are:

- a. **Warning Phase** consists of actions taken to counter and curtail the effects of the incident. These include alerting the public, local and regional authorities, and preparing resources;
- b. **Impact Phase** refers to the event itself;
- c. **Response Phase**, which may overlap the Impact Phase, covers the period during which the emergency is brought under control; and
- d. **Recovery Phase** is the clean-up period, used to return the affected communities to normal.



1.4 Levels of Responsibility

The municipal level of emergency management falls into a graduating system of increased responsibility, areas of influence and interest that are based on the different levels of government authority in the Province of New Brunswick.

They are as follows:

- a. **Individual** – Individuals are responsible for themselves and their immediate family and includes household and neighborhood preparations such as the **72 hour emergency kits**. <https://www.getprepared.gc.ca/>;
- b. **Municipal/Local Authority Response** – Municipal level resources managed by local Mayors and Councils, and local Emergency Measures Organizations;
- c. **Regional** – Regional level resources coordinated by the NB EMO Regional Emergency Management Coordinators (REMC) and Regional Emergency Action Committees (REAC);
- d. **Provincial** – Government of New Brunswick resources managed by the Department of Justice and Public Safety and NB EMO; and
- e. **National** – Government of Canada resources managed by Public Safety Canada.

1.5 Levels of Response

A graduated response allows for the control and coordination of resources assigned to deal with an emergency. It allows for the use of only those resources, human and material, necessary to meet the requirements of that incident, and speaks to attempting to deal with an emergency at the lowest level practicable. In keeping with this concept, the response at the municipal level will be tailored to meet the circumstances of a given emergency.

The following levels of response will be used:

- a. **Individual Response** – Assist municipal and local authorities in identifying the emergency;
- b. **Municipal or Local Authority Response** – Municipal authorities are responsible for responding to and managing the emergency;
- c. **Regional Response** - When the capacity of the local authority is exceeded, or is likely to be exceeded, a Regional response is activated through the REMC;
- d. **Provincial Response** - When a regional response is insufficient, the REMC will request assistance from the Provincial Emergency Action Committee (PEAC); and
- d. **National Response** - If additional response is required, federal support and assistance will be arranged by the PEAC.

1.6 Authority – Minister of Justice and Public Safety

In accordance with the Emergency Measures Act, the Minister of Justice and Public Safety is responsible for emergency declarations, executive coordination and the exercising of assigned executive powers.

The Minister advises the Premier and Executive Council on emergency management and security matters, and coordinates the assistance provided by:

- a. Department of Justice and Public Safety, Deputy Minister;
- b. Police, Fire and Emergency Services Division, Assistant Deputy Minister;
- c. Executive Director Emergency Services;
- d. Director Office of the Provincial Security Advisor; and
- e. Director Emergency Measures Organization.

The Minister shall coordinate emergency measures plans within the Province and may delegate powers vested in him by or under the Emergency Measures Act. Subject to the approval of the Lieutenant-Governor in Council, the Minister may:

- a. Enter into agreements with the Government of Canada, the government of a province or territory of Canada or the government of a state of the United States of America, or an agent of any of them, with respect to emergency measures plans;
- b. Enter into agreements with the Government of Canada and the Workplace Health, Safety and Compensation Commission for the administration and payment of compensation benefits to persons engaged in training or carrying out duties related to a state of emergency or a state of local emergency; and
- c. Acquire by purchase or lease real and personal property for the purposes of administering the NB EMO.

The Minister may (<http://laws.gnb.ca/en/showfulldoc/cs/2011-c.147//20160915>):

- a. Divide the Province into districts and sub-districts for the purposes of the Emergency Measures Act;
- b. After consultation with a municipality, designate the boundaries of the municipality to include areas adjacent thereto;
- c. Require municipalities to prepare emergency measures plans, including mutual assistance programs, and to submit them to the Emergency Measures Organization for review for adequacy and integration with the Regional Emergency Response Plans;
- d. Establish procedures for the prompt and efficient implementation of emergency measures plans; and
- e. Require any person to develop emergency measures plans in conjunction with the Emergency Measures Organization or the municipalities to remedy or alleviate any hazard to persons, property or the environment that is or that may be created:
 1. By a condition that exists or may exist on that person's property;
 2. By that person's use of property;
 3. An operation in which that person is or may be engaged; or
 4. By a process that that person is or may be utilizing.



1.7

States of Emergency

<http://laws.gnb.ca/en/ShowTdm/cs/2011-c.147//>

The New Brunswick Emergency Measures Act provides municipalities with the authority to declare a state of local emergency when extraordinary powers are required to effectively respond to an emergency. Following the declaration, the local authority may authorize selected persons or agencies to use the extraordinary powers. The most common powers used include ordering a mandatory evacuation and obtaining access to private property where public safety is the issue.

A declaration is not needed to implement the Quispamsis Municipal Emergency Measures Plan, activate the Emergency Operations Centre, or gain liability protection.

The New Brunswick Emergency Measures Act states:

Declaration

10(1) When the Minister is satisfied that an emergency exists or may exist, the Minister may declare a state of emergency at any time with respect to all or any area of the Province.

10(2) When a municipality is satisfied that an emergency exists or may exist in all or any area of the municipality, it may declare a State of Local Emergency in respect of the municipality or the area of the municipality.

10(3) A declaration under this section shall identify the nature of the emergency and the area in which it exists. 1978, c.E-7.1, s.11

The Minister of Justice and Public Safety may at any time, when satisfied that an emergency exists or may exist, declare a *state of emergency* in respect to all or any area of the Province for a maximum of **14 days**.

The Mayor and Council of a municipality may, under similar circumstances, declare a State Of Local Emergency (SOLE) in respect of that municipality or part of that community for a maximum of **7 days**.

When a state of emergency or a state of local emergency has been declared under this Act, the Minister or the municipality, as the case may be, shall immediately cause the details of the declaration to be communicated or published by those means that the Minister or municipality considers the most likely to make the contents of the declaration known to the civil population of the area affected.

On a state of emergency being declared in respect to the Province or an area of the Province, or on a state of local emergency being declared in respect to a municipality or an area of a municipality, the Minister may, during the state of emergency, in respect of the Province or an area of the Province, or the municipality may, during the state of local emergency, in respect of the municipality or an area of the municipality, as the case may be, do everything necessary for the protection of property, the environment and the health or safety of persons therein, including:

- a. To cause an emergency measures plan to be implemented;
- b. To acquire or utilize or cause the acquisition or utilization of any personal property by confiscation or by any means considered necessary;
- c. To authorize or require any person to render the aid that the person is competent to provide;
- d. To control or prohibit travel to or from any area or on any road, street or highway;
- e. To provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and coordination of emergency medical, social and



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

other essential services;

- f. To cause the evacuation of persons and the removal of livestock and personal property threatened by a disaster or emergency, and make arrangements for the adequate care and protection of them;
- g. To authorize any person properly identified as authorized by the Minister, by the Emergency Measures Organization or by the municipal emergency measures organization to enter into any building or on any land without warrant;
- h. To cause the demolition or removal of any building, structure, tree or crop if the demolition or removal is necessary or advisable for the purposes of reaching the scene of a disaster, of attempting to forestall its occurrence or of combating its progress;
- i. To procure or fix prices for food, clothing, fuel, equipment, medical or other essential supplies and the use of property, services, resources or equipment; and
- j. To order the assistance, with or without remuneration, of persons needed to carry out the provisions mentioned in this section.

And in addition, the Minister may authorize or require a municipality to cause an emergency measures plan for the municipality, or any part of the municipality, to be implemented.

Town of Quispamsis Council may meet from time to time during the continuance of a state of local emergency as circumstances require, upon the call of the Mayor or the Deputy Mayor or any two members of the Council;

Each member of Council shall be advised by the Quispamsis Emergency Measures Organization when a state of local emergency has been declared and he or she shall endeavour to advise the Emergency Operations Centre of his or her whereabouts during the continuation of the state of local emergency.

As stated in Emergency Measures Plan By-law 051, in the event that a state of local emergency has been declared, all employees, servants and agents of the Town will advise the Emergency Operations Centre of their whereabouts and will be required to carry out duties as ordered by the Director of the Quispamsis Emergency Measures Organization. In this circumstance, unless Council otherwise stipulates, for services performed during the continuation of the emergency:

- i. Department heads will receive no additional remuneration (refer to note below);
- ii. Salaried persons, other than department heads, will receive a pro-rata hourly rate for each hour worked;
- iii. Hourly paid employees will receive time and one-half their regular hourly rate for time worked in excess of regular working hours;
- iv. Employees covered by a collective agreement will receive remuneration according to the terms of the collective agreement; and
- v. Casual employees, as required during the emergency, will be paid the usual set rate per hour.

Note: *During an extended emergency, department heads may be allocated lieu time as determined after the emergency for additional time worked in the EOC outside normal business hours.*



1.8 Emergency Measures Planning Committee

Appointed by Town Council, to consist of not fewer than two (2) members of Council and the Chief Administrative Officer. Two (2) members of the Committee shall constitute a quorum. The Committee shall:

- Advise Council on the development of an Emergency Measures Plan. The Committee, with the assistance of the Director, shall present plans and revisions to Council for approval;
- Advise Council on the recommended appointment of a Director of the Quispamsis Emergency Measures Organization whose responsibilities shall include the preparation and coordination of the Emergency Measures Plan and other duties as may be required;
- The Director of QEMO shall consult with the Committee on a regular basis regarding emergency measures plans, and propose any updates or revisions to the Committee for its review; and
- The Emergency Measures Planning Committee may recommend to Council, that the Town enter into agreements with other municipalities, with the Government of the Province, with the Government of Canada, or with other agencies, or with any or all of them, all within the terms of the Emergency Measures Plan, for the purpose of:
 - a) Mutual aid;
 - b) The formation of joint organizations; or
 - c) The employment of their members or resources.

1.9 Quispamsis Emergency Measures Organization (QEMO)

When substantial municipal involvement is indicated or when there is a need to coordinate a municipal response, QEMO will be activated.

When credible information supports the need for a coordinated municipal response, QEMO may be assembled by the QEMO Director or his/her designate at any time before or during an emergency. The QEMO will use the following activation levels:

- a. **Level 1 Green**: Enhanced Monitoring: Continuous monitoring by all QEMO members of an emergency situation that may require immediate Municipal response.
- b. **Level 2 Yellow**: Partial Activation: Once notified, selected QEMO members may be called in to assist in supporting ongoing efforts towards an emergency.
- c. **Level 3 Red**: Full activation: All QEMO members are to report into the EOC.

The EOC will be managed by the QEMO Director or his/her designate. The precise municipal representation in the EOC will depend on the nature and scope of the emergency. It may also include provincial, federal or other agency representatives as necessary.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

QEMO will:

- a. Assess a potential emergency situation within three risk areas:
 - **Natural hazards** – the risks associated with natural (geological, meteorological or biological) hazards (e.g., earthquake, landslide, flood, drought, pandemic influenza, foot and mouth disease, insect infestation);
 - **Intentional human actions** – the risks associated with chemical, nuclear or other hazards, resulting from deliberate actions (e.g., terrorism, sabotage); and
 - **Unintentional human actions** – the risks associated with chemical, nuclear or other hazards resulting from accidents (e.g., hazardous material spill or release, explosion/fire, water control structure/dam/levee failure).
- b. Prepare or review contingency plans and procedures;
- c. Consider the deployment of support to an emergency;
- d. Monitor operations, provide direction to staff, departments, and the community;
- e. Provide situation updates and make recommendations to the CAO; and
- f. If the emergency escalates to the point where further powers are required, the QEMO Director may recommend to Mayor and Council that a SOLE be declared in accordance with the Emergency Measures Act (R.S.N.B. 2011, c. 147), and municipal by-law.

1.10 Quispamsis Emergency Preparedness Team (QEPT)

Consists of the QEMO Director, the Chief Administrative Officer, representatives from various operational areas within the Town of Quispamsis, Kennebecasis Valley Fire Department, Kennebecasis Regional Police Force and other outside agencies as required.

The QEPT reports through its Chairperson (QEMO Director or designate) and subsequently to the Chief Administrative Officer. The CAO represents and serves as the liaison to the Emergency Measures Planning Committee.

It's mandate is to:

- Collaborate on emergency preparedness strategies and initiatives designed to enhance preparedness, improve the ability to respond to emergencies, and mitigate the effects of an emergency or disaster within the Town of Quispamsis;
- Responsible for continuously analyzing risks which expose the Town to the potential for extensive disruption of activities such as natural, technological, or human-caused or other;
- Provide recommendations/updates to emergency preparedness and response plans;
- Review existing policies and procedures and implement changes to mitigate emergencies and disasters; and
- Prepare or review contingency plans and procedures;



1.11 Coordination of the Emergency Measures Plan

The coordination of emergency plans and the management of the emergency related to the implementation of those plans shall be the responsibility of the Director and the Quispamsis Emergency Measures Organization (QEMO), in consultation with the Emergency Measures Planning Committee.

When the Quispamsis Emergency Measures Plan is activated, coordination of emergency response and support of emergency services is delegated to the EMO Director or designate and will act on behalf of the Mayor and Council.

Site: Incident Command Post (ICP)

The majority of incidents that occur in Quispamsis will be managed at the site level by the town's key response agencies, such as the Kennebecasis Valley Fire Department, Kennebecasis Regional Police Force, Ambulance New Brunswick and Public Works.

The Incident Commander establishes and directs the site response to an emergency from the ICP. Incident objectives, strategies and tactics for the site are formulated and directed from the ICP.

Site Support: Emergency Operations Centre (EOC)

In the event that the incident cannot be adequately managed from the site, or there are multiple sites, support may be provided through activation of the Emergency Operations Centre.

Resources: The primary resources utilized during an emergency will be the manpower, equipment and supplies of the municipal services. In the event that these prove inadequate, the Director will access the various resources identified in Part II - Emergency Response.

Public Protection: If evacuation or in-place sheltering of the public is required, notification and evacuation operations will be coordinated by the municipality.

Public Information: To ensure that the public is informed about risks or threats to health and safety, information released to the public and media must be factual and descriptive as to what actions are being taken to bring the emergency under control.

1.12 Emergency Operations Centre (EOC)

The EOC is a central location where local government officials provide inter-agency coordination, communications, policy guidance, resource acquisition and executive decision making for coordinating and supporting emergency response and recovery efforts.

The purpose of the EOC is not to command or control on-scene response efforts, but rather to provide a centralized location where public safety, emergency response, and support agencies can coordinate planning, preparedness, and response activities for an incident.

The primary Quispamsis EOC is located at Quispamsis Parks and Facilities Building - 11 Recreation Centre Road. Alternatively, a secondary EOC is located at Quispamsis Town Hall – 12 Landing Court.

Should either of these locations be unsuitable due to the nature of the emergency, an alternate site will be chosen by the Director.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

The Emergency Operations Centre Group (EOCG) is a dedicated group of town staff organized, trained, and maintained for the operation of the EOC in emergency situations. The EOCG operates during emergency situations, or training exercises, from the EOC or the Alternate Emergency Operations Centre, (AEOC).

This group shall be the responsibility of the EMO Director and consists of the following staff or their designated alternate:

- EOC Director
- Operations Officer (Administrator)
- Duty Officer
- Public Works
- Utilities
- Public Information Officer
- GIS Technician
- Engineering
- Community Services

The EOC organizational structure is flexible and can expand and contract as needed. EOC staff may be required to take on more than one position (role), as determined by the nature of the emergency event, availability of resources and/or as assigned by a Section Chief. Administration staff are critical to the smooth and efficient operation of the EOC and will be called to respond as required.

Positions within the EOC may differ significantly from regular town positions. Due to the unpredictable nature of emergencies, it is vitally important that EOC staff adopt an attitude of flexibility and teamwork to get the required job done.

EOC Positions and Vest Colours (ICS MODEL):

Command - Green

Sets objectives and priorities, has overall responsibility at the incident or event

Operations - Orange

Conducts tactical operations to carry out the plan develops the tactical objectives, organization, and directs all resources

Planning - Blue

Develops the action plan to accomplish the objectives, collects and evaluates information. Maintains resource status

Logistics - Yellow

Provides support to meet incident needs, provides resources and all other services needed to support the incident

Finance / Administration - Grey

Monitors costs related to incident, provides accounting, procurement, time recording, and cost analyses.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

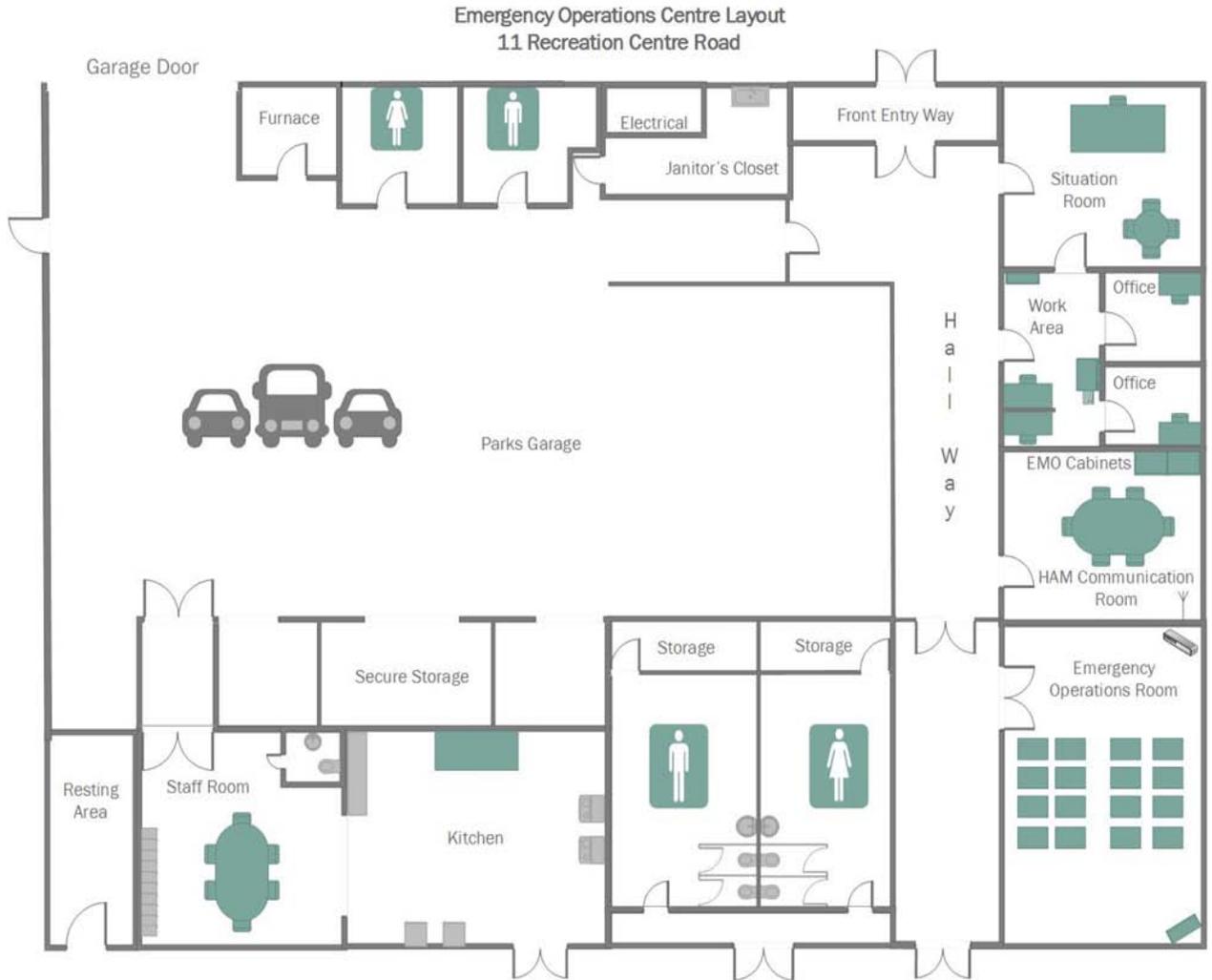
The EOC Response Goals:

- Safety and Health of all Responders
- Save Lives
- Reduce Suffering
- Protect Public Health
- Protect Critical Infrastructure
- Protect Property
- Protect the Environment
- Reduce Economic and Social Losses

The EOCG shall:

- Coordinate municipal departments, agencies, and volunteer organizations in supporting the emergency;
- Consult with and co-ordinate emergency operations with vital public service agencies or institutions;
- Establish communications and work with key public and private sector organizations which are involved with or could be affected by the emergency situations;
- Provide administrative and logistic support to organizations involved;
- Be prepared to manage the expenditure of municipal funds required to meet the response goals; and;
- Take such action as is necessary to minimize the effects of an emergency or disaster in the town of Quispamsis and the public.

Emergency Operations Centre (EOC) Layout





EOC Activation

The EOC may be activated if one or more of the following criteria apply:

- Significant number of people at risk;
- Response coordination required because of large or widespread event;
- Multiple emergency sites;
- Several responding agencies;
- Resource coordination required because of limited local resources and/or significant need for outside resources;
- Uncertain conditions or extent of damage;
- Possibility of escalation of the event;
- Potential threat to people, property and/or environment; and/or
- Declaration of a State of Local Emergency is made.

Declaration Not Required

The EOC may be activated with or without a Declaration of a State of Local Emergency; however, it is recommended that it be activated in the event that a Declaration has been made.

EOC Activation Levels

The level of EOC activation is determined by the magnitude and scope of the event. Only those EOC functions and positions that are required to meet current response objectives are activated. If staff are not assigned to a function or role, the next available staff position in the EOC organization will assume responsibility and the tasks assigned. If an individual is unsure of which level to activate, the EOC is activated to the higher level since it is easier to scale back than to ramp up.

The EOC will use the Activation Timeline described in the Annexes Section to ensure interoperability within the municipality and those attending in a mutual aid capacity.

Termination of Operations / Recovery

The municipal response will continue until assistance, direction and coordination are no longer required and the operation is terminated. The gradual reduction of EOC staff and the withdrawal of resources may begin before termination, but it must be done in a planned and coordinated basis.

The EOC Director is responsible for EOC deactivation. The Director considers the requirements of termination from the outset. Criteria for terminating EOC operations may include:

- Individual EOC functions are no longer required;
- State of Local Emergency is lifted;
- Coordination of response activities and/or resources is no longer required; or
- Event has been contained and emergency personnel have returned to regular duties. The Planning Section's Demobilization Unit Coordinator in the EOC supervises and administers the termination process.



Plan Deactivation and Response Evaluation: The formal deactivation of the plan or downgrading of emergency levels shall be communicated to all agencies and organizations by the Director.

A **Hot Wash** will occur immediately following the deactivation of the plan to review any issues that were identified during the response. The Director will facilitate the Hot Wash and record any findings and observations that are brought forward.

A formal **Debriefing** will occur within three (3) weeks of the deactivation of the plan, representatives from all service groups and organizations involved in the response shall meet to review the plan. All feedback, take-a-ways and lessons learned will be noted and reviewed. The findings will be reviewed and the Municipal Emergency Measures Plan will be updated accordingly.

1.13 Emergency Communications

During a major emergency or disaster, it is critical that emergency responders are able to quickly communicate with one another, to receive important information, to issue orders to action in the field and to communicate with a variety of other agencies.

It has been the experience in past disasters that operation and usage of communications systems are significantly impacted:

- Radio communications systems will experience large increases in usage resulting in waiting periods to gain access.
- Telephone, cellular and data networks may not function, either because they become overloaded or are rendered inoperable by the disaster.

This leads to a vital need for alternate communications systems and methods to address the demands occurring during a major emergency.

The town of Quispamsis will use the following communications platforms:

- a. **Operational Communications:** Many routine communications will be done using the most efficient means available, with due regard to maintaining records of decisions and actions taken. Often this will consist of e-mails which can be filed for later retrieval. Depending on the nature of the emergency or immediacy of the communication, other means may be required:
 1. **Telephone:** traditional land lines and cellular communications remain the most popular method of rapidly connecting two individuals. When used for teleconferencing, large groups can be briefed simultaneously. Vulnerabilities include downed lines or cell towers, loss of voice quality, restriction of information sharing and poor record keeping.
 2. **Data Sharing:** Software such as SENTINEL, MASAS, LYNC and others may be used to connect an EOC to a REOC to simultaneously exchange information such as event logs, imagery and detailed maps. When available, these should be linked to ensure maximum awareness between various agencies contributing to the response. Data must be captured and recorded at scheduled intervals and during significant events.
 3. **Amateur Radio Emergency Service (ARES):**, also known as “Ham” radio: When all other forms of communication are unavailable, EOCs may call upon this service for short or long distance message transmission. Ham operators are trained to record transmission logs and message content.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

- b. **Public Information:** Communicating information to the general public in a clear and timely manner is a crucial element of managing an incident. Consideration should be given during the warning phase, whenever possible; to notify the public in an attempt that they may prepare themselves. Informing the public of registration and Warming Centres, evacuation plans and recovery operations will greatly assist in reducing anxiety.

Many methods may be utilized:

1. **National Public Alerting System (NPAS):** Alert Ready is designed to deliver critical and potentially life-saving alerts to Canadians through television and radio. The Alert Ready system is developed in partnership with federal, provincial and territorial emergency management officials, Environment and Climate Change Canada, The Weather Network and the broadcast industry to ensure the public receives alerts immediately and know when to take action to keep themselves safe.
2. **Social Media:** In recent years social media has played an increasing role in emergencies and disasters. Social media sites now rank as the fourth most popular source to access emergency information. The use of social media for emergencies and disasters may be conceptualized as two broad categories. First, social media can be used as an output to disseminate information and issue warnings. Second, it can be used as an emergency management tool through the systematic use of inputs (typically through incoming communication). Frequent and timely updates must be maintained in order to prevent misinformation.
3. **Mass Media:** Television, radio, internet, and the print medium are pathways of information dissemination of public demands—it is how most citizens learn about disasters. In certain circumstances the news media provide an important disaster management public service, especially in broadcasting alerts, warnings, and advisories. They can also play a helpful role in supplying needed information to decision makers. **Only approved staff will speak with Media Outlets.**
4. **Web-based:** Self-registry by citizens on the municipal warning system, Sentinel allows for targeted messages over a wide spectrum of events. Sentinel Alerts is a web-based public warning utility that allows municipal emergency organizations to efficiently communicate timely information. Utilizing the latest technology in text messaging, bulk email, phone broadcasting and social media, Sentinel Alerts provides the capability to reach thousands of individuals within minutes.
5. **Written:** Posting written directives at warming shelters, municipal and public offices in addition to pre-advising citizens of where and how to seek information during emergencies will go a long way to ensuring smooth communications during an incident. All printed material must have pre-approval prior to posting.

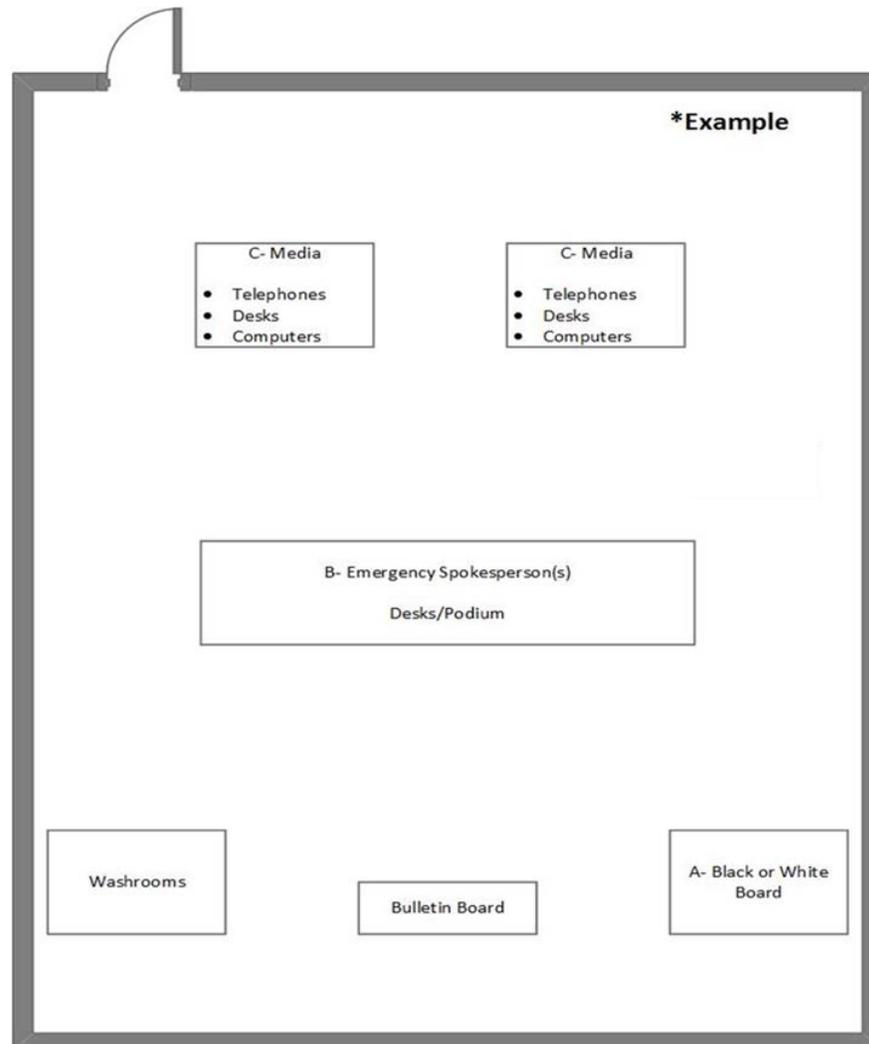
NOTE: All communications will be coordinated through the ICP, EOC or the Director with the Public Information Officer.

Public Information Room

Primary Location: Public Information Room will be located at the Quispamsis Town Hall – 12 Landing Court.

The Public Information Room should have access to:

- Chairs and Desks
- Computer/Internet
- Clock
- Fax machine
- Telephones
- Stationery Supplies
- Photocopier
- Satellite TV
- Administrative Support





1.14 Mutual Aid and Request for Assistance

Emergency Responder agencies will coordinate the need and requests for Mutual Aid through their regular process. These requests will come from the Incident Command Post.

When it is anticipated that quick access to additional support resources are required, then a Request For Assistance will be submitted to the REMC. The Request for Assistance will come from the EOC.

Requests for assistance from other Government of Canada departments, such as the Canadian Armed Force will be coordinated by NB EMO who will determine if the request is required.

1.15 Volunteer Agencies / Non-Governmental Organizations (NGOs)

Many volunteer agencies, social service clubs and other civic minded groups are prepared to offer their services, skills, people and equipment during an emergency. Volunteer groups will, depending on their assigned task, be assigned to the appropriate emergency response sections who will control and coordinate the volunteer agency response.

Representatives and designated alternates of the organizations may perform duties in an emergency in accordance with the direction of the QEMO officer responsible.

Where appropriate, a memorandum of understanding or a letter of intent should be prepared and signed by the Town and the service club, group or volunteer agency. These formal arrangements are useful to ensure coordination of volunteer activity.

The following is an sample list of possible NGOs and Volunteer Agencies:

AGENCY	FORMS OF ASSISTANCE	DEPARTMENT
Emergency Measures Communications Group	Communications	NB EMO
Canadian Air Search and Rescue Association	Air Searches & Air Support	DND and NB EMO
NB Ground Search & Rescue	Ground Searches	RCMP & NB EMO
Canadian Red Cross	Social Services, Registration & Inquiry	Social Development
Salvation Army	Social Services & Food Services	Social Development
St. John Ambulance	First Aid	Social Development
Amateur HAM Radio Club (including Loyalist City Radio Club)	Communications	-
4x4/All Terrain Clubs	All Terrain Access	-
Snowmobile Clubs	All Terrain Access	-

1.16 Partner Agencies

The following are possible participants during the recovery of the emergency:

Potential Participant	Services they may be able to provide...
Animal Care Groups	<ul style="list-style-type: none"> • Provide advice on animal care • Possibly provide temporary shelter for animals
Banks and Credit Union	<ul style="list-style-type: none"> • May provide loans and other financial support to residents and businesses.
NB Housing	<ul style="list-style-type: none"> • May be able to provide temporary shelter during reconstruction.
Canada Post	<ul style="list-style-type: none"> • Temporary Mail delivery services
NB Social Services	<ul style="list-style-type: none"> • May be able to provide ongoing financial assistance for homeless in the long term • May be able to provide additional assistance for persons already on assistance.
NB Health Authorities	<ul style="list-style-type: none"> • Provide advice on disease prevention during clean-up • Provide advice on drinking water and septic system safety • Arrange for inspections • Provide advice on medical and mental health issues
Human Resources Development Canada	<ul style="list-style-type: none"> • Employment Insurance
Insurance Corporations	<ul style="list-style-type: none"> • Vehicle and Property Damage Claims • Provide immediate cash advance for people who have had damage to their homes and vehicles.
School Boards	<ul style="list-style-type: none"> • Identifying needs to change school season or school location, etc...
Utility Companies	<ul style="list-style-type: none"> • Electrical power, gas, telephone, cable, internet services. • Information for safe re-entry • Site inspection and reconnections.
Volunteer Services Agencies	<ul style="list-style-type: none"> • Distribution of support • Rebuilding homes • Debris removal • Clean-up • Temporary Shelter • Rent or Income financial assistance.

1.17 Training and Exercises

To support the staff roles during an emergency as identified in this plan, the QEMO will coordinate annual training and exercise. The Town takes an inclusive approach to training to allow emergency response agencies and staff of various disciplines to interact, test new skills and roles together before disaster strikes.

Exercises include drills to test a focused procedure or technology; tabletop exercises to familiarize staff with their roles, test operational procedures and validate plans; functional exercises to test facilities, equipment and roles and responsibilities; and full-scale exercises to provide the most realistic scenario possible.

Recall Drill: Using the Sentinel contact lists, the Director will request a recall twice a year. Alternatively, the contact lists can be confirmed by individuals or departments.

1.18 Budget

The QEMO budget is part of the Town’s annual budget and is reviewed and approved by Council annually.

1.19 Maps

Digital maps are accessible through the town’s Arc GIS Online portal <http://tog.maps.arcgis.com/home/index.html>.

Hard copy maps can be requested directly from the GIS Department.

Map Symbols

Incident Command Post	Staging Area	Base	Camp, Helibase, and Helispot
			
<p>On a map, the ICP location appears as a blue and white square.</p>	<p>On a map, the Staging Area appears as a circle with an S in it.</p>	<p>On a map, the Base appears as a circle with an B in it.</p>	<p>H-3</p>

1.20 Donations

Citizens, business and organizations may want to contribute resources to the Town to support emergency response. An influx of unsolicited donations or gifts-in-kind from well-meaning individuals, community and diaspora groups is a common occurrence in the aftermath of large disasters.

Money

Donations of money will be accepted by the Town and a record of the donator, amount received and date shall be kept. The funds shall be expended, as required, to support the response or recovery of the emergency. The decision to spend shall be at the discretion of the CAO.

Food

Food donations shall only be received of unopened cans, packaged and containers of commercially prepared food. Donations of non-commercially prepared food will not be accepted at Reception Centres.

Food prepared at commercial establishments and kitchens will be accepted directly from the establishments by delivery of the food product or through a Town Staff purchasing or receiving the donated food and delivering it directly to its consumption point. Example donuts and pastries, pizza.



Clothing

Clothing shall not be accepted by the Town unless requested.

Other Materials and Services

All other donated materials and services offered shall be received or used at the discretion of the CAO and the QEMO Director.

1.21	Definitions	
	All-Hazards Emergency Management Planning	<p>An approach that recognizes that the actions required to mitigate the effects of emergencies are essentially the same, irrespective of the nature of the event, thereby permitting an optimization of scarce planning, response and support resources. The intention of all-hazards generic emergency planning is to employ generic methodologies, modified as necessary by particular circumstances.</p> <p>All-hazards incorporates natural and man-made hazards threats including traditional emergency management events such as flooding and industrial accidents; as well as national security events such as acts of terrorism; and cyber events.</p>
	Area Command	<p>An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.</p>
	Assigned Resources	<p>Resources checked in and assigned work tasks on an incident.</p>
	Assignments	<p>Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.</p>
	Assistant	<p>Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.</p>
	Assisting Agency	<p>An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.</p>
	Available Resources	<p>Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.</p>
	Asset	<p>Assets include but are not limited to information in all forms and media, networks, systems, materiel, real property, financial resources, employee trust, public confidence and international reputation.</p>
	Base	<p>The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.</p>
	Branch	<p>The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.</p>



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

Business Continuity Planning	An all-encompassing term that includes the development and timely execution of plans, measures, procedures, and arrangements to ensure minimal or no interruption to the availability of critical services and assets.
Camp	A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.
CANUTEC	Canadian Transport Emergency Centre operated by the Transportation of Dangerous Goods (TDG) Directorate of Transport Canada. The Directorate's overall mandate is to promote public safety in the transportation of dangerous goods by all modes.
Check-In	Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
Chief	The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).
Command	Sets objectives and priorities, has overall responsibility at the incident or event.
Command Staff	Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Common Terminology	Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.
Critical Service	Service whose compromise in terms of availability or integrity would result in a high degree of injury to the health, safety, security or economic well-being of New Brunswickers, or to the effective functioning of the Provincial or Municipal Government and must be continuously delivered (has no or very limited downtime).
Complex	Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.
Cooperating Agency	An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
Concept of Operations	Concept of operations provides a framework to operationalize horizontal management and an effective governance structure and delineates clear roles and responsibilities of the principal committees and individuals central to each phase of the incident management process.
Critical Infrastructure	Critical infrastructure refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructure can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.
Delegation of Authority	A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

	Demobilization	The orderly, safe, and efficient return of an incident resource to its original location and status.
	Deputy	A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors
	DTI	Department of Transportation and Infrastructure
	Director	The Incident Command System title for individuals responsible for supervision of a Branch.
	Disaster	Any real or anticipated occurrence such as disease, pestilence, fire, flood, tempest, explosion, enemy attack or sabotage, which endangers property, the environment or the health, safety or welfare of the civil population.
	Division	The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.
	Emergency	A present or imminent event which the Minister or municipality believes prompt co-ordination of action or regulation of persons or property must be undertaken to protect the environment or the health, safety or welfare of the civil population.
	Emergency management	The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.
	EOC	The Emergency Operations Centre is a dedicated location for gathering and disseminating information, coordinating logistics, planning and conducting analysis during an emergency or disaster.
	EOCG	The Emergency Operations Centre Group (EOCG) is a dedicated group of town staff organized, trained, and maintained for the operation of the EOC in emergency situations. The EOCG operates during emergency situations, or training exercises, from the EOC or the Alternate Emergency Operations Centre, (AEOC).
	Emergency Public Information	Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.
	Evacuation	Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.
	Finance/ Administration Section	The Section monitors costs related to incident, provides accounting, procurement, time recording, and cost analyses.
	Function	Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

General Staff	A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs
Group	Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.
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.
Hot Wash	A Hot Wash is the immediate "after-action" discussions and evaluations of an agency's (or multiple agencies') performance following an exercise, training session, or major event. The main purpose of a Hot Wash session is to identify strengths and weaknesses of the response to a given event, and normally includes all the parties that participated in the exercise or response activities.
ICS	The Incident Command System (ICS) is a standardized at-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. NB's emergency measures structure is based on this system.
Incident	An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
Incident Action Plan	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.
Incident Command	Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.
Incident Commander	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
ICP	The Incident Command Post (ICP) is the field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.
Incident Management	The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.
Incident Management Team	An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

Incident Objectives	Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.
Information Management	The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.
Information Officer	A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident-related information requirements.
Initial Actions	The actions taken by those responders first to arrive at an incident site.
Intelligence/ Investigations	Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.
Interoperability	The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.
Joint Information Centre	A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the Joint Information Centre.
Jurisdiction	A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).
Jurisdictional Agency	The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.
Kind	An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same "Kind" of resource; their capability however is defined by "Type".
Liaison Officer	A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.
Logistics	Provides support to meet incident needs, provides resources and all other services needed to support the incident
Logistics Section	The Section responsible for providing facilities, services, and material support for the incident.
Management by Objectives	A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

		management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
	Managers	Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).
	Metrics	Measurable standards that are useful in describing a resource's capability.
	Mitigation	Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.
	Mobilization	The process and procedures used by all organizations-Federal, Provincial/Territorial, regional, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
	Mobilization Guide	Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.
	Multijurisdictional Incident	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.
	Mutual Aid and Assistance Agreement	Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.
	NB EMO	New Brunswick Emergency Measures Organization
	Non-Governmental Organization (NGO)	An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.
	Objective	The overarching purposes or aims of an incident response is expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.
	Officer	The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.
	Operational Period	The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.
	Operations	Conducts tactical operations to carry out the plan develops the tactical objectives, organization, and directs all resources
	Operations Section	The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.
	Organization	Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.
	PEOC	Provincial Emergency Operations Centre (Fredericton)
	Personal Responsibility	All responders are expected to use good judgment and be accountable for their actions.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

Personnel Accountability	The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.
Plain Language	Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.
Planned Event	A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).
Planning	Develops the action plan to accomplish the objectives, collects and evaluates information. Maintains resource status
Planning Meeting	A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.
Planning Section	The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
Pre-Positioned Resources	Resources moved to an area near the expected incident site in response to anticipated resource needs.
Preparedness	Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.
Prevention	Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.
Private Sector	Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.
Protocols	Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.
QEMO	Quispamsis Emergency Measures Organization
QEPT	Quispamsis Emergency Preparedness Team
RCMP	Royal Canadian Mounted Police
REAC	Regional Emergency Action Committee
Reception Centre	A Reception Centre is a location established by the Town where evacuees are received, documented, assessed for personal needs and referred to other agencies as required. It may also be known as a Warming/Cooling Centre.
Recovery	Development, coordination, and execution of service and site restoration plans; the reconstitution of government; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; and development of initiatives to mitigate effects of future incidents.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

	Recovery Plan	A plan developed to restore the affected area or community.
	Reimbursement	Mechanism used to recoup funds expended for incident-specific activities.
	REOC	Regional Emergency Operation Centre (Saint John)
	Resource Management	Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.
	Resource Tracking	A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.
	Resources	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.
	Response	Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.
	Risk	The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.
	Risk Assessment	The concept of risk is defined as a product or process which collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.
	Risk-based	The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.
	Risk Management	The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.
	Safety Officer	A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
	Section	The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations [if established]). The Section is organizationally situated between the Branch and the Incident Command.
	Sector	On large incidents such as wildland fires, a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned.
	Shelter-In-Place	Staying put and taking shelter rather than evacuating.
	Single Resource	Individual personnel, supplies, and equipment items, and the operators associated with them.
	Situational Awareness	Situational awareness is having insight into one's environment and circumstances to understand how events and actions will affect objectives, both now and in the near future.
	Situation Report	Document that often contains confirmed or verified information regarding the specific details relating to an incident.
	SNB	Service New Brunswick



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

	Span of Control	The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)
	Staging Area	Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.
	Standard Operating Guidelines	A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.
	Standard Operating Procedure /Guideline (SOP or SOG)	Complete reference document, operations manual or set of instructions that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.
	State of Emergency	State of emergency declared by the Minister in accordance with the Emergency Measures Act.
	State of Local Emergency	State of emergency declared by a municipality in accordance with the Emergency Measures Act.
	Status Report	Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).
	Strategy	The general overall plan or direction selected to accomplish specific incident objectives.
	Strike Team	A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.
	Supervisor	The Incident Command System title for an individual responsible for a Division or Group.
	Supporting Agency System	An agency that provides support and/or resource assistance to another agency. See Assisting Agency.
	System	An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.
	Tactics	The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.
	Task Force	Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.
	Technical Specialist	Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.
	Threat	The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.
	Threat Assessment	The process of identifying or evaluating entities, actions, or occurrences, whether natural or man-made, which has or indicate the potential to harm life, information, operations and/or property.

Tracking and Reporting Resources	A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.
Trunked Mobile Radio (TMR)	A trunked radio system is a complex type of computer-controlled two-way radio system that allows sharing of relatively few radio frequency channels among a large group of users. Instead of assigning, for example, a radio channel to one particular organization at a time, users are instead assigned to a logical grouping, a "talkgroup" for mutual aid purposes.
Type	An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.
Typing Resources	Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.
Unified Approach	A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.
Unified Area Command	Command system established when incidents under an Area Command are multijurisdictional. See Area Command.
Unified Command	An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan.
Unit	The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.
Unit Leader	The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base or Camp Manager), but many others will be assigned as Technical Specialists.
Unity of Command	Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of an organization or community to the impact of hazards.
Vulnerability assessment	A process for identifying physical features or operational attributes that renders an entity, asset, system, network, or geographic area susceptible or exposed to hazards.
Warming Centre	A Warming Centre is a short term emergency shelter that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Their paramount purpose is the prevention of mortality and morbidity related to exposure to the elements.
Warning Order	An official communication warning the public of the possibility of an impending evacuation.

1.22 Operational Period Planning Cycle



*During this timeframe a meeting with the Agency Administrator/Executive can occur.



PART 2 – MUNICIPAL RESPONSE/ACTIONS

NBEMO ACTIVATION LEVELS

The following Activation Timeline will be initiated by the New Brunswick Emergency Measures Organization as required. NBEMO will notify the Town of the level changes. The QEMO will initiate its own Activation Timeline according to local requirements and as noted in the Plan.

Critical Infrastructure (CI) is defined as those physical and information technology facilities, networks, services and assets, which, if disrupted or destroyed, would have a serious impact on the health, safety, security or economic well-being of New Brunswickers or the effective functioning of government. CI impacts that require an immediate assessment in accordance with the recommended Activation Timeline.

LOW: Potential, imminent or actual threats, vulnerabilities or incidents. Active Monitoring is mandatory.

MEDIUM: Potential, imminent or actual threats, vulnerabilities or incidents assessed as limited in scope but having possible impacts on critical infrastructure. Mandatory monitoring is required. An escalation in REAC Activation will likely be necessary.

HIGH: Potential, imminent or actual threats, vulnerabilities or incidents where precautions and actions are required immediately.

Energy and Utilities – Electrical power, Natural gas, Oil production.	Low: A-1	Medium: B-1	High: B-7
Transportation - Roads, Air, Rail, Marine.	Low: B-1	Medium: D-1	High: D- 7
Information and Communication Technology – Telecommunications.	Low: B-1	Medium: B-7	High: C-1
Food - Food safety at production, Sales and use nodes, Distribution.	Low: A-1	Medium: B-2	High: C-2
Government - Services, Public facilities, Information and information networks.	Low: A-1	Medium: B-1	High: B-7
Finance - Banking, Securities, Investments, Integrity of electronic banking systems.	Low: A-1	Medium: A-3	High: B-1
Health - Hospitals, Healthcare, Blood Supply.	Low: A-1	Medium: C-1	High: D-1
Water - Drinking water, Waste water contamination.	Low: B-1	Medium: C-1	High: D-1
Safety - Hazardous substances, Explosives, Nuclear waste, Emergency services.	Low: A-1	Medium: B-7	High: C-1
Manufacturing - Chemical and strategic manufacturers.	Low: A-1	Medium: B-1	High: C-1



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

Activation Timeline: Used in conjunction with the graduated response concept, it provides for a common operating tempo between municipalities. With the assistance of the Red Cross, case by case request will be actioned. Note, that should an abnormal amount of requests be received from a specific geographic area then in accordance with C-7 of the activation timeline, the requirement for WCs will be assessed.

Ser	Timeline	1	2	3	4	5	6	7	8
A	0-12hrs	Initial CI Impact Assessment	Liaise with REMC and other Municipalities / LSDs	Maintain Situational Awareness	Municipal Departments provide updates to EOC Coordinator	MEOT Activation Level 1	Submit Report to Mayor and Council and NB EMO		
B	12-24hrs	Detailed CI Impact Assessment	Liaise with REMC and other Municipalities / LSDs	Maintain Situational Awareness	Municipal Departments provide updates to EOC Coordinator	EOC Activation Level 1	Minor Impacts Case by Case	Municipal Emergency Response Plan Activated	Submit Report to Mayor and Council and NB EMO
C	24-36hrs	Final CI Impact Assessment	Liaise with REMC and other Municipalities / LSDs	Municipal EOC Activation	REOC Activation in support of municipal activation(s).	Municipal Departments provide updates to EOC Coordinator	Maintain Situational Awareness	Requirement for WCs/Reception Centres Assessed	Submit Report to Mayor and Council and NB EMO
D	36-48hrs	Response Activities to Critical Infrastructure	Liaise with REMC and other Municipalities / LSDs	Emergency Managed by Municipalities	Maintain Situational Awareness	Open WCs or Reception Centres as required	Municipal Mutual Aid Requests (if required)	REOC Support to Municipalities/ LSDs	Submit Report to Mayor and Council and NB EMO
E	48-60hrs	Monitor Critical Infrastructure Recovery Efforts	Liaise with REMC and other Municipalities / LSDs	EOC/WCs /Reception Centres Monitoring	Maintain Situational Awareness	Regional Visits from REMC/ NB EMO	Submit Report to Mayor and Council and NB EMO		
F	60-72hrs	Monitor Final Critical Infrastructure Recovery Efforts	Liaise with REMC and other Municipalities / LSDs	EOC/WCs /Reception Centres Monitoring	Recommend WCs/Reception Centres closures if no longer required	Monitor EOC Deactivations	Submit Report to Mayor and Council and NB EMO		
G	72-+	Critical Infrastructure Restoration Efforts Ongoing or Completed	Final Liaison with Municipalities / LSDs	Submit Final Report to NB EMO	EOC Deactivation	Disaster Financial Assistance (if applicable)	Conduct an AAR		



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

TOWN OF QUISPAMSIS ACTIVATION LEVELS

Most emergencies are managed at the scene by emergency services and Quispamsis town services, and are considered routine operations. Emergencies of greater magnitude do happen from time to time and require an emergency management response structure beyond normal daily operations. The response required must be appropriate to the magnitude of the incident as defined in the Emergency.



Levels	Operational Implications	QEMO Support	EOC	Notification
LEVEL 0 NORMAL	<ul style="list-style-type: none"> Business as Usual Normal Operations 	<ul style="list-style-type: none"> Business as Usual Normal Operations 	<ul style="list-style-type: none"> Operationally Ready 	<ul style="list-style-type: none"> No QEMO Notification Required.
LEVEL 1 MINOR INCIDENT	<ul style="list-style-type: none"> Site: Managed by Emergency Services and Town Services 	<ul style="list-style-type: none"> QEMO support available 24 / 7 	<ul style="list-style-type: none"> Operationally Ready Active Monitoring: Continuous email/telephone monitoring by EOCG members of an emergency situation that may require immediate assistance. 	<ul style="list-style-type: none"> EOCG Members notified by email/telephone. Department Leads or designate report current status of the department back to QEMO. Department Leads or designate provide Sit Reports to QEMO as required for future planning.
LEVEL 2 MAJOR INCIDENT	<ul style="list-style-type: none"> Site: Managed by Emergency and Town Services Site: Site Incident Commander may request support from QEMO Site: May request the activation of the EOC EOC: May be Activated 	<p>At the request of the Site Incident Commander the QEMO Director has the ability to:</p> <ul style="list-style-type: none"> Facilitate access to Town resources and/or External Agencies. Facilitate integration of Town services and/or External Agencies into ICS structure. Assign town Liaison Officer to the site. 	<ul style="list-style-type: none"> Operationally Ready Partial Activation: Once notified, selected members of the EOCG may be called in to assist with supporting ongoing efforts towards an emergency. Depending on the location or severity of the emergency, the use of a virtual EOC may be a viable option. 	<p>Once Notified, QEMO:</p> <ul style="list-style-type: none"> Must notify Town CAO and Administrative Services Coordinator. May notify EOCG. EOCG Members to report current status of the department and expected requirements back to QEMO. May Notify Other Key Agencies (as required).
LEVEL 3 EMERGENCY INCIDENT	<ul style="list-style-type: none"> EOC: Is Activated <p>Emergency poses a danger of major proportions to life and property, and / or threatens social order and ability to govern, and/or a declaration of an emergency by another level of government.</p>	<p>QEMO Director, or designate may assign town Liaison Officer to the site.</p>	<ul style="list-style-type: none"> Full Activation: Once notified, members of the EOCG will report to the EOC as per fan out notification and schedule. This will depend on the location and ability of members to access EOC at the time of notification. 	<p>Once Notified, QEMO Director:</p> <ul style="list-style-type: none"> Must notify Town CAO and Administrative Services Coordinator. Must notify EOCG. Must notify Other Key Agencies.



2. Hazard, History, Vulnerability and Maximum Threat with Response Actions	
2.1	Hazard
2.1.1	<p>Hazards often lack the absence of predictability. As such, those hazards that may pose a threat within the Town of Quispamsis are analyzed, and rated according to:</p> <ol style="list-style-type: none"> 1. History; 2. Vulnerability; 3. Maximum Threat; and 4. Probability. <p>The following ratings provide a basis upon which recommended actions are derived.</p>
2.2	History - H
2.2.1	<p>Based on the number of occurrences within the Town over the last 50 years, hazards will receive the following rating:</p> <ol style="list-style-type: none"> 1. Low: Less than 0-1 occurrence; 2. Medium: 2-3 occurrences; and 3. High: Greater than 3 or more occurrences.
2.3	Vulnerability - V
2.3.1	<p>Based on the number of people who might be affected, hazards will receive the following rating:</p> <ol style="list-style-type: none"> 1. Low: Less than 1 %; 2. Medium: 1% - 10%; and 3. High: Greater than 10%.
2.4	Maximum Threat - MT
2.4.1	<p>Based on impacts to human life and/or property, hazards will receive the following rating:</p> <ol style="list-style-type: none"> 1. Low: Less than 5%; 2. Medium: 5% - 25%; and 3. High: Greater than 25%.
2.5	Probability of Occurrence - P
2.5.1	<p>Based on the likelihood that the emergency will repeat, hazards will receive the following rating:</p> <ol style="list-style-type: none"> 1. Low: Less than 1 in 100 years; 2. Medium: 1 in 50 years; and 3. High: Greater than 1 in 10 years.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6	Hazard Summary with Applicable Action(s)					
	Hazards	Brief Description	H	V	MT	P
2.6.1.1	Avalanche/ Landslide	An avalanche/landslide occurs when large snow/mud mass slides down a mountain/hillside.	L	M	L	L
2.6.1.2	Aviation Incident	An incident associated with the crash of an aircraft	L	H	L	L
2.6.1.3	Biological Event Public Health Threat	Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.	M	H	H	M
2.6.1.4	Blizzard/ Ice Storm	Severe winter storm, strong winds and heavy snow.	H	H	H	H
2.6.1.5	Bridge Incident	Anything which prevents materials and users from reaching their intended destination.	L	L	M	L
2.6.1.6	CBRNE	Protective measures taken in situations in which chemical, biological, radiological or nuclear and Explosive hazards may be present.	L	L	L	L
2.6.1.7	Civil Disorder Mass Gatherings	Civil disorder is when many people are involved and are set upon a common aim.	L	L	L	L
2.6.1.8	Communication Failure	Widespread breakdown of normal communication capabilities.	M	M	M	M
2.6.1.9	Critical Infrastructure Failure	Loss of some or all of the required utilities; Potable Water, Electricity, Fuel Sources, Sewage	L	M	M	L
2.6.1.10	Dangerous Goods Spill	Any substance or material that could adversely affect the safety of the public, handlers or carriers.	M	H	H	M
2.6.1.11	Earthquake	An earthquake results from a sudden release of stored energy that radiates seismic waves.	L	L	L	L
2.6.1.12	Engineering Failure	Engineering hazards occur when structures used by people fail.	L	L	L	L
2.6.1.13	Erosion	Erosion is a physical process by which shorelines and/or roads are altered	M	M	M	M
2.6.1.14	Explosion	A violent and destructive shattering or blowing a part of something, as is caused by a bomb.	L	L	L	L
2.6.1.15	Flooding	The accumulation of water beyond its normal confines such as a lake, or over land areas.	L	M	M	L
2.6.1.16	Heat Wave	Heat which is considered extreme and unusual in the area in which it occurs.	M	M	M	M
2.6.1.17	Severe Weather	Hurricane, Post-Tropical Storm, Tornado, Thunderstorm	M	H	M	H
2.6.1.18	Rail Incident	An incident associated with the crash of a train	L	H	H	L
2.6.1.19	Wildland/Urban Interface Fire	A fire that is burning in wildland fuels or vegetation and has the potential to interface with urban or developed areas of the Town of Quispamsis.	L	H	H	L



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.1 AVALANCHE / LANDSLIDE			
Hazard Description	An avalanche/landslide occurs when a large snow / mud / rock mass slides down a mountain or hillside.		
Main Risks	Casualties/Danger to public health		
H.V.MT.P	Low/Medium/Low/Low		
Immediate Actions (IA)			
Town Actions	First Responders and Engineering and Works Department report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 3 (Red): Full activation; All QEMO members are to report into the EOC.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Utilities Dept • Engineering Dept • Works Dept • Community Services Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment 	<ul style="list-style-type: none"> • Damage to property & roads • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuation • Explosions • Multi-casualty incident/ Injuries/Fatalities • Fire/Hazardous materials/toxic fumes & gases • Environmental Impact • Public Health Concerns • Media attention • Scene containment & security 	<ul style="list-style-type: none"> • Business continuity planning • Disaster debris management • Emergency information & media relations • Emergency Social Services • Enact Mutual Aid • Evacuation planning • Public health • Corporate & community recovery planning • Resource acquisition & deployment • Restoration of critical facilities & infrastructure • Secure potable water & water for firefighting • Traffic control and security
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: Plan for SOLE declaration.			

2.6.1.2 AVIATION INCIDENT			
Hazard Description	An incident associated with the crash of an aircraft.		
Main Risks	Casualties /Deaths / Evacuation		
H.V.MT.P	Low/High/Low/Low		
Immediate Actions (IA)			
Town Actions	First Responders report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 3 (Red): Full activation; All QEMO members are to report into the EOC.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Utilities Dept • Engineering Dept • Works Dept • Community Services Dept • KVFD • KRPF • Ambulance New Brunswick • RCMP • Transport Canada • Coroner • Department of Health • Red Cross • Airline Carrier • Airport Authority • Canadian Border Security Agency • DTI • CCG for crash on river 	<ul style="list-style-type: none"> • Explosions/Fires • Hazardous materials toxic fumes & gases • Multi-Casualty Incident • Fatalities/Injuries • Scene containment & security • Damaged Infrastructure • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuation • International implications • Investigation • Jurisdictional problems • Media attention • Special cargo 	<ul style="list-style-type: none"> • Firefighting and Rescue • HAZMAT Response • MCI Response • Identify Airlines • Identify Number of Souls on Board/Manifest • Identify Hazardous Materials on board • Perimeter/Road Closures • Traffic Control • Evacuation Planning • Reception Centres • Emergency information & media relations • Management of deceased and body parts • Investigation
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: Plan for: SOLE declaration, Temporary Morgue, Media Centre, Family Centre and long term investigation at site.			

2.6.1.3 BIOLOGICAL EVENT – PUBLIC HEALTH THREATS			
Hazard Description	Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.		
Main Risks	Danger to public health/Deaths		
H.V.MT.P	Medium/High/High/Medium		
Immediate Actions (IA)			
Town Actions	First Responders and Office of the NB Chief Medical Officer of Health (Public Health) report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on the development and spread of the pandemic.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Utilities Dept • Community Services Dept • Office of the NB Chief Medical Officer of Health (Public Health) • Ambulance New Brunswick • KVFD • KRPF • Public Health Practice and Population Health (Branch) • Department of Health • Horizon Health Network • Public Health Agency of Canada • Coroner • Red Cross • Social Development • World Health Organization 	<ul style="list-style-type: none"> • Civil unrest • Closure of businesses • Closure of schools • Disposal of the dead • Disruption of health care services • Disruption of transportation services • Extreme emotions • Fatalities • International implications • Limited health care resources • Mass numbers of people sick • Media attention • Overwhelmed health care facilities • Perimeter controls of affected areas • Possible vaccine shortages • Potential evacuation • Public health concerns • Quarantine • Separation of family members • Shelter-in-place • Town staff shortages 	<ul style="list-style-type: none"> • Monitor • Issue public warnings • Use of Sentinel/Alert Ready • Alternate care facilities • Emergency information & media relations • Emergency Social Services • Employee support program • Essential services • Infection control • Makeshift Medical and Vaccination Clinics • Notification & surveillance • Reception Centres • Resource acquisition & deployment • Staffing levels
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions:			

General:

Biological disasters are causative of process or phenomenon of organic origin or conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Examples of biological disasters include outbreaks of epidemic diseases, plant or animal contagion, insect or other animal plagues and infestation. Biological disasters may be in the form of:

- **Epidemic** affecting a disproportionately large number of individuals within a population, community, or region at the same time, examples being Cholera, Plague, Japanese Encephalitis (JE)/Acute Encephalitis Syndrome (AES); or,
- **Pandemic** is an epidemic that spreads across a large region, that is, a continent, or even worldwide of existing, emerging or reemerging diseases and pestilences, example being Influenza H1N1 (Swine Flu).

This SOG has been designed to facilitate the coordination between the Town of Quispamsis, the Horizon Health Network, and the Public Health Services on emergency planning for a pandemic influenza outbreak. It may also be used as a planning guide in response to outbreaks of other infectious diseases and is not intended to be prescriptive.

Following confirmation of an epidemic or pandemic outbreak from the Office of the NB Chief Medical Officer of Health (Public Health), the QEMO will need to activate its own plan when dictated by the extent and severity of the pandemic, (trigger - location of pan flu determines the level of plan implementation - closer the location, greater impact to the community). The EOC will be activated, if deemed necessary, to coordinate delivery of essential services and resources. The extent of activation will be largely driven by the needs of the community.

Activation:

In the event of an epidemic or pandemic, the Department of Health and Wellness will monitor the progression of the disease in conjunction with the Public Health Agency of Canada and the World Health Organization. It is through existing surveillance systems that a pandemic will be identified. Depending on several variables, (detection within or near the Province, virulence of disease, extent of impact), the Department of Health and Wellness will activate the Provincial Plan. Regional Health Authorities will be informed of any decisions in this regard, and may have activated their own plans depending on the situation in their particular regions.

With the direction of the Chief Medical Officer of Health, the Department of Health and Wellness will oversee the initial provincial response to the epidemic or pandemic and will liaise with national and regional partners. If required, the Department of Health and Wellness' EOC will be opened to coordinate the provincial health response. Regional Health Emergency Committees, (Ambulance New Brunswick, Public Health Services, Mental Health Services and Hospitals), may open their EOC's to coordinate the regional response.

Responsibilities of Levels of Government:

All levels of government must be aware of the impact of an epidemic or pandemic on their own capacity to provide services, i.e. reduced human resources by staff absenteeism due to sickness, Operations must be modified in anticipation of a possible 30% reduction in staff.

The Department of Health and Wellness will lead the response in terms of surveillance, vaccines and anti-viral use, clinical services and public health measures. Collaboration between health authorities and emergency



responders is necessary to ensure a coordinated response.

The Town of Quispamsis will lead in the area of maintaining essential services, and provide assistance or support to the District Medical Officer of Health and the Horizon Health Network.

At the time that an epidemic or a pandemic potential is identified, the Medical Officer of Health will advise the Town and will provide guidance on the need to activate plans. The Town may be notified by emergency planning representatives at the Horizon Health Network or Public Health Services. The QEMO Director shall review and implement municipal procedures as needed in response to the local situation.

Procedures:

- A review of the nature of the epidemic or the pandemic and precautions that must be taken by all Town of Quispamsis staff;
- A review and distribution, by designated members, of self-help guidelines in precautions will go out to Town staff. The QEMO Director, Mayor and Council, or their designates, will review the potential to make a Declaration of a State of Local Emergency, if and when, those extraordinary powers will be required to deal with specific aspects of the response. The Declaration will be made as described in the Emergency Measures Act and Town of Quispamsis Bylaw, and a copy will be sent to the New Brunswick Emergency Measures Organization, Department of Public Safety for approval by the Minister of Public Safety;
- Security arrangements for designated alternate care, triage, storage, morgue and other sites will be activated as required;
- The Public Communications Officer/Regional Health Authorities Communications will communicate with the Provincial Communications New Brunswick, (CNB), to coordinate arrangements for the distribution of self-help information to the general public through all media outlets, (print, radio, TV & internet);
- All other epidemic or pandemic contingency plans will be activated as required to deal with the local situation as it develops;
- On the order of the District Medical Officer of Health, the QEMO Director will ensure the closure of certain public buildings or meeting places in the interests of public safety in accordance with the Health Act; and
- On the order of the District Medical Officer of Health, the QEMO Director will ensure the closure/control of Traffic/transportation systems to limit the movement of personnel in to and out of the community in accordance with the Health Act.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.4 BLIZZARD / ICE STORM			
Hazard Description	Severe winter storm with low temperatures, strong winds and heavy snow.		
Main Risks	Casualties / Danger to public health / Deaths / Evacuation		
H.V.MT.P	High/High/High/High		
Immediate Actions (IA)			
Town Actions	First Responders and Engineering and Works Department report on CI impacts. Consider staggered EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on storm development and outcomes		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Utilities Dept • Engineering Dept • Works Dept • Community Services Dept • KVFD • KRPF • Off-Road Vehicle Enforcement • Ambulance New Brunswick • DTI • Environment • NB Power • Red Cross • Salvation Army • Bell Aliant • Rogers 	<ul style="list-style-type: none"> • Blocked roadways • Damage to property & roads • Disruption of communications • Disruption of traffic • Disruption of utilities • Disruption of fuel sources • Injuries/Fatalities • Motor vehicle incidents • Environmental Impact • Media attention • Limited resources • Citizens confined to their residences • Diminished personal resources (people unable to get out and get groceries) 	<ul style="list-style-type: none"> • Environmental monitoring & advance planning • Assist first responders for emergency vehicle access • Resource acquisition & deployment • Prioritizing route clearing or closures • Disaster debris management • Monitor power outages • Be prepared to open warming or reception centres • Issue weather warnings/closures • Use of Sentinel/Alert Ready • Restoration of utilities and critical infrastructure • Business continuity planning
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			



Additional Instructions:

DEPARTMENT: Quispamsis – Works Department

Criteria:

The Director of Engineering and Works Department, or their designate, will monitor severe winter weather and road conditions to determine whether implementation of the Quispamsis Municipal Emergency Measures Plan, in whole or in part, is required in consultation with other town departments.

The Works Department Superintendent will assign crews to assist the Operations Supervisor so that they may respond to emergency calls.

Objective:

To maintain clear access on major traffic routes and to assist emergency vehicles by clearing paths to emergency calls for service and assist Power Utility agency (NB Power) with access to roads during power outages.

Expected Duration:

Operations will begin when assistance is requested by the Kennebecasis Valley Fire Department or the Kennebecasis Regional Police Force; and operations will continue until eight (8) hours after the end of storm (or longer depending on the level of devastation) or when normal operations can commence.

Roles, Responsibilities and Authority:

Director of Engineering and Works Department, or his designate, will monitor the road conditions and weather forecasts. When normal Works operations cannot maintain safe road conditions, crews will be concentrated to clear the main arterials. When efforts cannot maintain a clear path, or when a danger to life or property exists, assistance will be given to the Kennebecasis Valley Fire Department, Kennebecasis Regional Police Force, Ambulance New Brunswick and NB Power when requested.

Procedures:

- EOC's normal operation procedures;
- Works Department's normal operational procedures except where staff may be assigned to assist emergency vehicles;
- Assign site manager and relief;
- Assign works crew for duty and relief;
- If extra crews are required the Director will check on the status' and availability of Seasonal Staff;
- Reallocation of works equipment such as backhoes, trucks, and radios;
- Assist in sourcing additional heavy equipment if requested such as bulldozers, trucks, lights, generators, chainsaw(s), etc.;
- Extra fuel for vehicles and equipment will be obtained;
- Meals will be obtained for staff where required and as per Collective Agreement;
- Prepare extra supplies for crews such as generators, batteries, lights, etc.;
- Establish a Rest and Rehabilitation area for crews; and
- Establish a safe area for the families of the crews.



DEPARTMENT: Kennebecasis Valley Fire Department

Criteria:

The Fire Chief, and/or designate, will monitor severe winter weather and road conditions to determine whether implementation of the Quispamsis Municipal Emergency Measures Plan, in whole or in part, is required in consultation with other town departments.

When required, the recommendation of a Declaration of a State of local Emergency, when situation is above what can be handled by the KVFD; Danger to life and property, high winds, disruption of power, extreme cold temperatures.

Objective:

To maintain operational effectiveness in the presence of adverse weather.

Expected Duration:

Until operations return to normal status.

Roles, Responsibilities and Authority:

The Fire Chief, and/or their designate, will have the authority to assign personnel, as required, to staff the stations and apparatus as required to maintain an acceptable level of service. Additionally, they will be responsible for obtaining the necessary additional equipment to assure an effective level of response is maintained throughout the adverse weather.

Procedures:

Normal operational procedures.

Resources:

- One piece of Works Department equipment, complete with a qualified operator, capable of opening closed roads will be kept at each fire station;
- Snow removal equipment, complete with a qualified operator, will be kept at each fire station;
- Ham radio operators if required;
- Personnel – twice the normal complement of firefighters per shift;
- Additional equipment - one 4x4 per station and one snowmobile will be kept at each fire station;
- Extra fuel for vehicles and equipment will be obtained;
- Meals will be obtained for staff;
- Safe area for the firefighter's families; and
- Establishment of a Unified Incident Command Centre as required



DEPARTMENT: Kennebecasis Regional Police Force

Criteria:

The Police Chief, and/or designate, will monitor severe winter weather and road conditions to determine whether implementation of the Quispamsis Municipal Emergency Measures Plan, in whole or in part, is required in consultation with other town departments.

When required, the recommendation of a Declaration of a State of local Emergency, when situation is above what can be handled by the KRPF. Danger to life and property, high winds, disruption of power, cold temperatures.

Objective:

To maintain operational effectiveness in the presence of adverse weather.

Expected Duration:

Until operations return to normal status.

Roles, Responsibilities and Authority:

The Police Chief, and/or their designate, will have the authority to assign personnel, as required, to maintain an acceptable level of service. Additionally, they will be responsible for obtaining the necessary additional equipment to assure an effective level of response is maintained throughout the adverse weather.

When required, to order evacuation(s) and to control traffic in the area to help in the preservation of life and protection of property. Authority through the State of Local Emergency, Criminal Code of Canada, Provincial Laws, and Municipal By-laws.

Procedures:

Normal operational procedures.

Resources:

- Assign on site supervisor;
- Assign extra officers; adding more plus auxiliary officers if necessary;
- Heavy equipment (Snow removal trucks, lights, generators, etc.);
- Ham radio operators if required;
- Extra response vehicles (four-wheel drive);
- Extra fuel for vehicles and equipment will be obtained;
- Meals will be obtained for staff;
- Resting area for Members;
- Safe area for the Member's families; and
- Establishment of a Unified Incident Command Centre as required.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.5 BRIDGE or TRANSPORTATION INCIDENT			
Hazard Description	Anything which prevents materials and users from reaching their intended destination. Planned or unplanned structural or safety related issues that could force a bridge or vehicle overpass to be temporarily closed.		
Main Risks	Casualties/Disruption of traffic		
H.V.MT.P	Medium/Medium/Medium/Medium		
Immediate Actions (IA)			
Town Actions	Engineering and Works Department report on CI impacts. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring or Level 2 – (Yellow) Partial Activation		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Engineering Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • DTI • Environment 	<ul style="list-style-type: none"> • Injuries/Fatalities • Disruption of emergency response routes • Motor vehicle incidents • Blocked roadways • Damage to property & roads • Disruption of traffic • Disruption of utilities • Disruption of supply and delivery of goods and fuel • Disruption of School Bus and Transit routes • Environmental Impact • Media attention 	<ul style="list-style-type: none"> • Rescue and care for injured • Alternate emergency response routes • Alternate traffic routes • Situation & damage assessment • Restoration of critical infrastructure • Traffic control • Public information & media relations • Use of Sentinel/Alert Ready • Be prepared to assist isolated residents • Notification to Education and Early Childhood Development
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: May be required to assist in vehicle cleanup or create detour route. Works Crews will be available to post warning or detour signage to warn on-coming traffic.			

2.6.1.6 CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR and EXPLOSIVES (CBRNE)			
Hazard Description	Protective measures taken in situations in which chemical, biological, radiological or nuclear hazards may be present.		
Main Risks	Casualties/Danger to public health/Deaths		
H.V.MT.P	Low/Low/Low/Low		
Immediate Actions (IA)			
Town Actions	First Responders report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on the development and spread of the incident.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Utilities Dept • Engineering Dept • Works Dept • Community Services Dept • KVFD KVPF • RCMP • Canadian Joint Incident Response Unit (CJIRU) • • Ambulance New Brunswick • NB Public Safety • Public Safety Canada • Department of Health • Horizon Health Network • Coroner • Red Cross • Social Development • NB Power • DTI • Environment • CANUTEC 	<ul style="list-style-type: none"> • Civil unrest • Collapse of buildings, structures & infrastructure • Community fear • Contamination • Damage to property, roads & bridges • Disruption of communications • Disruption of traffic • Disruption of utilities • Economic impact • Evacuation • Explosions • Fatalities • Fires • Hoax incident (immediate aftermath) • Injuries • International implications • Jurisdictional problems • Limited resources • Media attention • Public health concerns • Worried Well • Trapped people 	<ul style="list-style-type: none"> • Decontamination/Site support • Emergency information & media relations • Use of Sentinel/Alert Ready • Emergency Social Services • Evacuation planning • Liaise with external agencies • Mass casualty response support • Public notification • Resource acquisition & deployment • Situation & damage assessment • Evacuation or sheltering in place • Reception Centres
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: When requested, RCMP National CBRNE Response Team provides assistance to police agencies to evaluate scenes potentially linked to terrorist or suspected terrorist activity. The CJIRU provides a specialized, timely and agile CBRNE response to the Government of Canada.			



2.6.1.7 CIVIL DISORDER and MASS GATHERINGS			
Hazard Description	Civil disorder refers to groups of people purposely choosing not to observe laws, regulations or rules, usually in order to bring attention to their cause, concern or agenda.		
Main Risks	Impacts to CI/Casualties		
H.V.MT.P	Low/Low/Low/Low		
Immediate Actions (IA)			
Town Actions	KRPF to report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring or Level 2 – (Yellow) Partial Activation		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Works Dept • KVFD • KRPF • RCMP • Mutual Aid Police Agencies • Ambulance New Brunswick • NB Public Safety 	<ul style="list-style-type: none"> • Injuries or death • Damage to property • Impacts to Town Critical Infrastructures • Closure of businesses • Closure of schools • Disruption or delay in other emergency services responses • Disruption of health care services • Disruption of transportation services • Extreme emotions • Possible violence • Media attention • Perimeter controls of affected areas 	<ul style="list-style-type: none"> • Support police actions • Sharing intelligence gathered from social media with KRPF • Issue public warnings • Use of Sentinel/Alert Ready • Be prepared to assist isolated residents that are denied emergency services
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
<p>Additional Instructions: The ultimate severity of any civil disorder event will depend on the magnitude of that event and its location.</p> <p>Police have complete incident command. All supporting and peripheral actions are to be coordinated through the agency in command. These events may be very dynamic and changes in locations become fluid.</p>			



2.6.1.8 COMMUNICATION FAILURE			
Hazard Description	Widespread breakdown of normal communication infrastructure/capabilities.		
Main Risks	Disruption of Town business & activities		
H.V.MT.P	Medium/Medium/Medium/ Medium		
Immediate Actions (IA)			
Town Actions	Town departments to report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Administration Dept • IT Dept • Community Services Dept • Utilities Dept • Works Dept • KVFD • KRPF • Amateur Radio Club • Provincial Mobile Communication Centre (PMCC) • Communications Stakeholders (Bell, Bell Mobility, Rogers) 	<ul style="list-style-type: none"> • Possible loss of cellular, mobile radio, internet, intranet • Delay in emergency responses • Disruption of Town business • Disruption of Town Services • Disruption of financial institutions • Disruption of Provincial and Federal Government services • Spread of false information and confusion 	<ul style="list-style-type: none"> • Identify impact and remaining systems • Identify communication priorities • Prioritize all communications restoration • Establish procedures for restoring communications systems • Determine backup communications • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Dispatch HAM Radio representatives to EOC • Use of SIMPLEX radio
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
<p>Additional Instructions: Landline telecommunications, internet, and fax services for the municipality are provided by Bell Aliant. The town of Quispamsis uses Rogers Communications as their cellular phone provider as does the Kennebecasis Regional Police. Refer to Quispamsis IT Service Continuity Plan. Amateur Radio (HAM) services are provided by the Loyalist HAM Radio Club.</p>			

2.6.1.9 CRITICAL INFRASTRUCTURE FAILURE			
Hazard Description	Loss of some or all of the required utilities; Potable Water, Electricity, Fuel Sources, Sewage		
Main Risks	Losses to local economy/Danger to Public Safety		
H.V.MT.P	Low/Medium/Medium/Low		
Immediate Actions (IA)			
Town Actions	Utilities, Engineering and Works Departments to report on CI impacts. Consider EOC activation.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on magnitude, time of year and impact to the Town.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Remarks
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Utilities Dept • Works Dept • KVFD • KRPF • NB Power • Red Cross • Environment • NB Public Safety • Department of Health 	<ul style="list-style-type: none"> • Lack of essential services (water, sewerage) • Contamination of potable water • Damage to property • Disruption of business & industrial activities • Disruption of some or all utilities • Disruption of traffic • Environmental impact • Evacuation/Shelter in place • Explosion/Fire • Injuries/Fatalities • Media attention • Potential long-term loss of utilities, sewerage, and facilities • Diminished personal resources (people unable to get out and get groceries) • Public Health concerns for people & animals 	<ul style="list-style-type: none"> • Asses extent of damage • Issue public warnings with pre-determined messages • Coordinate with utility providers • Shut down vulnerable power or utilities • Use of Sentinel/Alert Ready • Consider evacuations • Reception Centres • Close roads or reroute • Coordinate with neighbouring jurisdictions • Prioritize the restoration of utilities and critical infrastructure
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions:			

2.6.1.10 DANGEROUS GOODS SPILL			
Hazard Description	Any substance or material that could adversely affect the safety of the public.		
Main Risks	Losses to local economy/Danger to Public Safety/Casualties		
H.V.MT.P	Medium/High/High/Medium		
Immediate Actions (IA)			
Town Actions	KVFD report on CI impacts. Consider EOC activation		
EOC Actions	Level 1 – (Green) Active Monitoring or Level 2 – (Yellow) Partial Activation		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment • Carrier Company • CANUTEC 	<ul style="list-style-type: none"> • Disruption of traffic • Disruption of utilities • Disruption to businesses • Environmental damage • Evacuation or Shelter In Place • Explosion/Fire • Homelessness • Infrastructure damage • Injuries & fatalities • Media attention • Property damage • Public health concerns 	<ul style="list-style-type: none"> • Support KVFD • Close roads or reroute • Traffic control • Emergency information & media relations • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Consider evacuations • Reception Centres • Liaise with external agencies and Carrier • Resource acquisition & deployment • Cost Recovery
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: <ul style="list-style-type: none"> • In consultation with the industrial operation, implement the initial local emergency response, i.e., securing the emergency site, seeking on how to deal with the dangerous goods. • Reporting dangerous goods incidents in accordance with established provincial procedures. • Maintaining contact with other authorities who may provide expertise to enhance prompt decision making by municipal authorities. 			



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.11 EARTHQUAKE			
Hazard Description	An earthquake results from a sudden release of stored energy that radiates seismic waves.		
Main Risks	Casualties / Danger to public health / Deaths / Evacuation		
H.V.MT.P	Low/Low/Low/Low		
Immediate Actions (IA)			
Town Actions	First Responders, Community Services, Utilities, Engineering and Works Department report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 3 (Red): Full activation; All QEMO members are to report into the EOC.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment • Technical Inspection Services • Social Development 	<ul style="list-style-type: none"> • Trapped victims • Multiple injured/deceased • Collapse of buildings, structures • Disaster debris • Damage to property & roads • Disruption of communications • Disruption of health services • Disruption of traffic • Disruption of utilities • Evacuation • Explosions • Fire • Flooding • Homeless • Infrastructure damage • Jurisdictional issues • Lack of essential services (water, sewerage) • Limited resources • Media attention • Multiple incident sites • Property damage • Public health concerns • Care of pets and livestock 	<ul style="list-style-type: none"> • Rescue and treatment of trapped and injured • Business continuity planning • Disaster debris management • Emergency information & media relations • Issue public warnings • Use of Sentinel/Alert Ready • Emergency Social Services • Enact Mutual Aid • Evacuation planning • Public health • Corporate & community recovery planning • Resource acquisition & deployment • Restoration of critical facilities & infrastructure • Secure potable water & water for firefighting • Traffic control and security
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: The likelihood of a widespread area is high. As such, all emergency services and support services will be stretched thin.			



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.12 ENGINEERING FAILURE			
Hazard Description	Engineering failure occurs when manmade structures used by people fail.		
Main Risks	Infrastructure Damage/Casualties		
H.V.MT.P	Low/Low/Low/Low		
Immediate Actions (IA)			
Town Actions	Engineering and Works Department report on CI impacts. Consider EOC activation.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on the severity and size of the failure.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • IT Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • Environment • NB Power • DTI • Technical Inspection Services 	<ul style="list-style-type: none"> • Damage to property & roads • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuation • Explosions • Multi-casualty incident/ Injuries/Fatalities • Fire/Hazardous materials/toxic fumes & gases • Environmental Impact • Public Health Concerns • Media attention • Scene containment & security 	<ul style="list-style-type: none"> • Business continuity planning • Disaster debris management • Emergency information & media relations • Emergency Social Services • Enact Mutual Aid • Evacuation planning • Public health • Corporate & community recovery planning • Resource acquisition & deployment • Restoration of critical facilities & infrastructure • Secure potable water & water for firefighting • Traffic control and security
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions:			



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.13 EROSION			
Hazard Description	Erosion is the physical process by which shorelines and/or roads are altered.		
Main Risks	Losses to local economy / Limited access by First Responders		
H.V.MT.P	Medium/ Medium/Medium/ Medium		
Immediate Actions (IA)			
Town Actions	Engineering and Works Department report on CI impacts. Consider EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on the development and spread of the erosion.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment 	<ul style="list-style-type: none"> • Damage to property & roads • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuation • Explosions • Multi-casualty incident/ Injuries/Fatalities • Fire/Hazardous materials/toxic fumes & gases • Environmental Impact • Public Health Concerns • Media attention • Scene containment & security 	<ul style="list-style-type: none"> • Business continuity planning • Disaster debris management • Emergency information & media relations • Emergency Social Services • Enact Mutual Aid • Evacuation planning • Public health • Corporate & community recovery planning • Resource acquisition & deployment • Restoration of critical facilities & infrastructure • Secure potable water & water for firefighting • Traffic control and security
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions:			

2.6.1.14 EXPLOSION			
Hazard Description	A violent and destructive shattering or blowing a part of something as is caused by a detonation.		
Main Risks	Casualties/Deaths		
H.V.MT.P	Low/Low/Low/Low		
Immediate Actions (IA)			
Town Actions	First Responders report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on the magnitude of the incident.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Actions	Remarks
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • RCMP EDU • Ambulance New Brunswick • CANUTEC • NB Power • Coroner • NB Public Safety • Red Cross • Horizon Health Network 	<ul style="list-style-type: none"> • Collapse of buildings, structures & infrastructure • Community fear • Damage to property, roads & bridges • Disruption of communications • Disruption of traffic • Disruption of utilities, Pump and Lift Stations • Evacuation • Fatalities • Fires • Injuries • Limited resources • Media attention • Public health concerns • Worried Well • Trapped people 	<ul style="list-style-type: none"> • Rescue and treatment of trapped and injured • Emergency information & media relations • Use of Sentinel/Alert Ready • Emergency Social Services • Evacuation planning • Liaise with external agencies • Mass casualty response support • Public notification • Resource acquisition & deployment • Situation & damage assessment • Evacuation or sheltering in place • Reception Centres
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions:			

2.6.1.15 FLOODING (FLASH FLOOD/TIDAL SURGE/DAM BREACH)			
Hazard Description	The accumulation of water beyond its normal confines such as a lake, or over land areas. A sudden and destructive rush of water caused by heavy rainfall. An abnormal rise of water generated by a storm, over and above the predicted astronomical tides. The spontaneous release of water from a barrier built to hold back the flow of water.		
Main Risks	Property Damage/Injuries		
H.V.MT.P	Low/Medium/Medium/Low		
Immediate Actions (IA)			
Town Actions	Town staff and responders report on CI impacts. EOC activation. Info REMC		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on flooding development and areas.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment • NB Public Safety • DELG • DAFF • Department of Health • NB Power 	<ul style="list-style-type: none"> • Flooding to areas and homes along river • Damage to property & roads • Trapped citizens • Injuries • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuations • Environmental Impact • Scene containment & security • Breach of Pump/Lift Stations 	<ul style="list-style-type: none"> • Rescue trapped citizens • Asses extent of damage • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Consider evacuations • Reception Centres • Close roads or reroute • Coordinate with neighbouring jurisdictions • Shut down vulnerable power or utilities • Secure effected areas • Dikes/Sand Bags
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			



Additional Instructions:

River Flood

- Check cumulative precipitation using surface observation networks including CoCoRaHs <http://www.cocorahs.org/Canada.aspx>
- Check model predictions for precipitation accumulation and intensity over the next 72 hours
- If that particular river has a hydrometric station on it, monitor the water levels in real-time http://wateroffice.ec.gc.ca/google_map/google_map_e.html?searchBy=p&province=NB&doSearch=Go

General

This plan outlines the procedures to follow when increased water levels could potentially cause flooding or actual flooding has occurred.

Flood Warning

This means that rising river levels will result in flooding of areas adjacent to the river.

The EOC will be responsible for maintaining contact with [NB EMO River Watch](#) Recorded Message 1-888-561-4048 to determine the predicted forecasts, etc. In the event of flooding upstream of the town, they are to determine the predicted time that peak levels will reach the area.

Alert/Warning

High Stream Flow Advisory Residents in the flood plain are to be informed of the rapidly rising water levels and that precautions should be taken.

Flood Warning Municipal Officials are informed, and residents in the low level areas are to be advised accordingly. These persons are to be advised to take appropriate measures to avoid flood damage and consider evacuation where deemed necessary.

Note: A list of the names and numbers of the residents in flood plain areas should be attached to this section.

DEPARTMENT: Quispamsis Works Department

Criteria: Localized or widespread flooding causing danger to life and property, assistance requested by the Kennebecasis Valley Fire Department or Kennebecasis Regional Police Force.

Objective: Preservation and protection of life and property, and to prevent significant collateral damage.

Expected Duration:

Plan to start if assistance requested by Kennebecasis Valley Fire Department and Kennebecasis Regional Police Force and to continue until rain is no longer a threat. When localized flooding subsides or eight (8) hours after storm ends, (or longer depending on devastation).

Roles, Responsibilities and Authority: The Director of Engineering and Works or designate will monitor weather and flooding conditions prior to initiating plan, and will assign work to Superintendent and crews to respond to emergency

calls. Primary response to local flooding causing significant property damage or danger to life. May have to prioritize response to assist emergency services,

Procedures:

- EOC normal operational procedures; and
- Works Department staff's normal operational procedures except staff assigned to assist Kennebecasis Valley Fire Department.

Resources:

- Receive call from Kennebecasis Valley Fire Department;
- Assign a Site Manager and a relief;
- Assign works crew for duty and relief;
- If extra crew is needed, check status of seasonal employees;
- Reallocation of works equipment; backhoes, trucks, radios;
- Assist in sourcing additional equipment such as bulldozers, trucks, lights, generators, chainsaw(s), etc.;
- Fuel for vehicles and equipment;
- Meals (light and warm);
- Prepare supplies for crews, generators, batteries, lights, etc.;
- Resting area for members; and
- Safe area for their families, if required.

Tidal Surge

- To assess the risk of storm surge you will need tide information (times and magnitudes), storm surge modeling and possibly wave modeling;
- Tides can be obtained at the Canadian Hydrographic Service website:
<http://www.waterlevels.gc.ca/eng>
- Storm surge estimate will be obtained through Environment Canada warnings or more detailed modelling provided is special briefing packages;
- Check the Environment Canada Wave Model to see if there are any large waves approaching the time of peak water level;
- Use the tide times and the storm surge model to find the predicted peak water level (consider possible wave setup) – this will be the water level from chart datum

Total Water Level (CD) = (Tide) + (Predicted Storm Surge) + (Wave Setup)

- Optional: In some cases you may want to convert the predicted water level relative to chart datum to the water level relative to CGVD28 which is the reference level for heights in Canada.

2.6.1.16 HEAT WAVE			
Hazard Description	Heat which is considered extreme and unusual in the area of which it occurs.		
Main Risks	Danger to Public Safety		
H.V.MT.P	Medium/Medium/Medium/Medium		
Immediate Actions (IA)			
Town Actions	First Responders and Horizon Health Network report on CI impacts. Consider EOC activation.		
EOC Actions	Level 1 – (Green) Active Monitoring		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts Suggested Agencies/Town Depts Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Horizon Health Network • Department of Health • Red Cross 	<ul style="list-style-type: none"> • Severe prolonged Heat Event and/or Hot Weather Emergency • Heat Related Illnesses • Death • People confined to their homes • Diminished personal resources (people unable to get out and get groceries) • Power outage • Water shortage 	<ul style="list-style-type: none"> • Environmental monitoring & advance planning • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Reception/Cooling Centres • Resource acquisition & deployment
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: New Brunswick Heat Alert and Response System (HARS) http://www2.gnb.ca/content/gnb/en/departments/ocmoh/healthy_environments/content/heat_related_illnesses/ResponseSystem.html			
Alerts: <ul style="list-style-type: none"> • When a Heat Alert (Level 1) is issued, certain vulnerable persons may be affected. • When a High Heat Alert (Level 2) is called, everyone is at increased risk of heat stress and heat stroke under the conditions. • During an Extreme Heat Alert (Level 3) everyone is at high risk for heat related illnesses and heat stroke. 			

2.6.1.17 SEVERE WEATHER			
Hazard Description	Hurricane, Post-Tropical Storm, Tornado, Thunderstorm		
Main Risks	Losses to local economy / Limited access by First Responders / Danger to Public Safety / Casualties		
H.V.MT.P	Medium/High/Medium/High		
Immediate Actions (IA)			
Town Actions	First Responders and Utilities, Engineering, Works and Community Services Departments report on CI impacts. Consider EOC activation.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on storm development and outcomes		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts Suggested Agencies/Town Depts Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Administration Dept • IT Dept • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • Red Cross • DTI • Environment • NB Public Safety • NB Power • Department of Energy and Resource Development • GSAR 	<ul style="list-style-type: none"> • Damage to property & roads • Trapped citizens • Injuries • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuations • Environmental Impact • Scene containment & security • People confined to their homes • Diminished personal resources (people unable to get out and get groceries or access health services) 	<ul style="list-style-type: none"> • Rescue trapped citizens • Asses extent of damage • Disaster debris management • Environmental monitoring & advance planning • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Consider evacuations • Reception Centres • Close roads or reroute • Coordinate with neighbouring jurisdictions • Shut down vulnerable power or utilities • Secure effected areas • Resource acquisition & deployment • Restoration of utilities and critical infrastructure
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			

2.6.1.18 RAIL INCIDENT			
Hazard Description	An incident associated with the crash of a train.		
Main Risks	Injuries/Hazardous Materials		
H.V.MT.P	Low/High/High/Low		
Immediate Actions (IA)			
Town Actions	First Responders report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 3 (Red): Full activation; All QEMO members are to report into the EOC.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Actions	Remarks
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • Ambulance New Brunswick • RCMP • Transport Canada • Coroner • Department of Health • Red Cross • DPS Enforcement • Department of Environment and Local Government • DAFF • Carrier • Carrier Security 	<ul style="list-style-type: none"> • Explosions/Fires • Hazardous materials toxic fumes & gases • Multi-Casualty Incident • Fatalities/Injuries • Scene containment & security • Damaged Infrastructure • Disruption of traffic • Disruption of utilities • Evacuation • Environmental damage • International implications • Investigation • Jurisdictional problems • Media attention 	<ul style="list-style-type: none"> • Firefighting and Rescue • HAZMAT Response • MCI Response • Identify Railway Company • Identify Hazardous Materials on board • Perimeter/Road Closures • Traffic Control • Evacuation Planning • Reception Centres • Emergency information & media relations • Management of deceased and body parts • Investigation
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
<p>Additional Instructions: SOLE declaration, Temporary Morgue, Media Centre, and long term investigation. NB Southern Railway Safety: http://www.nbsouthern.com/NBM-railways-safety.aspx NBM Railways is made up of the following: New Brunswick Southern Railway (NBSR), Eastern Maine Railway (EMR) and Maine Northern Railway (MNR). CN Rail Safety: https://www.cn.ca/en/safety</p>			



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

2.6.1.19 WILDLAND/URBAN INTERFACE FIRE			
Hazard Description	A fire that is burning in wildland fuels or vegetation and has the potential to interface with urban or developed areas of the Town of Quispamsis.		
Main Risks	Limited access by First Responders/Jurisdictional Issues		
H.V.MT.P	Low/High/High/Low		
Immediate Actions (IA)			
Town Actions	KVFD report on CI impacts. EOC activation. Info REMC.		
EOC Actions	Level 1 – (Green) Active Monitoring to Level 3 – (Red) Full Activation based on development and location of fire behavior.		
The following actions may/may not occur, lead agencies procedures take precedence.			
Incident Command Structure	Suggested Agencies/Town Depts	Possible Effects	Priorities
Incident Commander: Incident Commander is responsible for all incidents or event activities.	<ul style="list-style-type: none"> • IT Dept • Community Services Dept • Engineering Dept • Utilities Dept • Works Dept • KVFD • KRPF • DEPARTMENT OF ENERGY AND RESOURCE DEVELOPMENT • Ambulance New Brunswick • Red Cross • DTI • Environment • NB Public Safety • Department of Environment and Local Government • DAFF • Department of Health • NB Power • CVE • DAFF 	<ul style="list-style-type: none"> • Damage to property & roads • Trapped citizens • Injuries • Disruption of communications • Disruption of traffic • Disruption of utilities • Evacuations • Environmental Impact • Scene containment & security • Jurisdictional Issues • Livestock relocation • Influence on local weather conditions 	<ul style="list-style-type: none"> • Support firefighting efforts • Rescue trapped citizens • Assess extent of damage • Prioritized list of critical infrastructure to be protected • Identify significant dangerous goods sites • Location and capacities of water supplies • Issue public warnings with pre-determined messages • Use of Sentinel/Alert Ready • Consider evacuations • Reception Centres • Close roads or reroute • Coordinate with neighbouring jurisdictions • Shut down vulnerable power or utilities • Secure effected areas
Operations Sections: Responsible for directing the tactical actions to meet incident objectives.			
Planning Section: Responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.			
Logistics Section: Responsible for providing adequate services and support to meet all incident or event needs.			
Finance/Administration Section: Responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.			
Additional Instructions: Within Town boundaries KVFD has jurisdiction and may call on Department of Energy and Resource Development for Mutual-Aid. Outside of the Town Department of Energy and Resource Development may call on KVFD for support.			



PART 3 - Municipal Roles and Responsibilities

3.1 Emergency Management System (EMS) Model

	Emergency Position	Regular Position	Reporting to	Responsibilities
	Policy Group	Mayor and Council	Town Hall	<ul style="list-style-type: none"> • Once alerted, proceed to the Town Hall; • Provides overall emergency policy and direction to the EOC Director; • Set expenditure limits; • Establishes appropriate emergency legislation and policies, as required; • Authorizes declaration and termination of a “State of Local Emergency”, if required; • Provides direction for emergency public information activities; • Mayor to work with PIO for media interviews; • Chair meetings of Council; • Make official requests for assistance to other municipalities or the Province as required; • Arrange a special meeting of Council within five working days; and • Maintain a record of decisions made and actions taken in respect to his/her area of responsibility.
	Policy Liaison	QEMO Director	EOC	<ul style="list-style-type: none"> • Alert the CAO, Mayor and the Regional Emergency Measures Coordinator (REMC) of an emergency, or the threat of an emergency, which may involve municipal resources; • Ensure that department heads and staff with designated emergency response duties have been contacted; • Authorize the activation of the Quispamsis Emergency Measures Plan, in whole or in part, as required; • Ensure that the following are advised of the activation, implementation, or termination of the emergency response activities under the emergency plan: <ul style="list-style-type: none"> ○ Mayor and Council; ○ Employees of the municipality; ○ CAO of neighboring municipalities; ○ REMC; and ○ public at large. • Notify all members of the EOC Group to assemble at the EOC or alternate EOC; • Recommend to the Mayor when a declaration of a SOLE is necessary; • Provide guidance to Mayor and Council in declaring a SOLE and other required policies; • Forward a copy of the declaration to the Provincial Minister of Public Safety; • Act as the policy liaison for the Policy Group and EOC



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<p>Director;</p> <ul style="list-style-type: none"> • Schedule regular or urgent briefings and meetings of the Executive, Operations and Services elements; • Establish and maintain a communication link with the Incident Commander; • Ensure a level of service to the unaffected areas of the municipality; • Activate Mutual Aid Agreement, or any other agreement, when existing resources are inadequate to meet the demands of the emergency; • Request assistance from the Region/Province or Federal government, through the REMC; • Assess community needs and establish the strategic direction; • Ensure the EOC Group has access to appropriate members of special advisory on legal, financial and administrative matters; • Commence long-term operational planning as soon as possible; • Ensure through the Public Information Officer that: <ul style="list-style-type: none"> ○ Details of the SOLE declaration to the population of the area affected by the contents of the declaration are publicized; ○ The Media Centre is operational; ○ A Public Information Centre is operational (if required) and that telephone numbers are broadcast and published for use by the public; and ○ Approval of all media releases and Public Service Announcements (PSAs) prior to their release. • Critical Incident Stress (CIS) Debriefings for personnel are provided in collaboration with Community Services; • Through Human Resources, liaison occurs with an employee's next-of-kin in the event of injury or death; and • Conduct a debriefing of the EOC Group within 48 hours after termination of the emergency to review the preliminary report on emergency response activities and make recommendations;
	Operations Officer		EOC	<ul style="list-style-type: none"> • Activate the organization's Fan-Out List; • Activate the EOC; • Ensure the EOC and equipment are operational and in a state of readiness: <ul style="list-style-type: none"> ○ Operations Room; ○ Telecommunications Centre; ○ Public Inquiry Centre; and ○ Media Centre; • Coordinate all security arrangements within the EOC; • Alert volunteer services and agencies;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<ul style="list-style-type: none"> • Provide verbal updates to the Director as required; • Prepare written situation reports as required; • Establish liaison with NBEMO; • Request assistance from NBEMO as required; • Plan and schedule shift rotations for the EOC during silent hours based on input from members of the EOC Group; and • Provide support to the Director as necessary.
	Duty Officer		EOC	<ul style="list-style-type: none"> • Open and maintain a Service Log relating to his/her area of responsibility; • Open and maintain the Main Event Log for the EOC Group for the duration of the emergency; • Ensure the EOC is in a state-of-readiness; • Record the arrival and departure of members of the EOC Group on the Duty Roster; • Collect significant event logs from EOC group members and maintain the Significant Events Board and ensure information is entered into Sentinel; • Assume the role of Operations Officer in the EOC in his/her absence • Maintenance of an inventory of equipment, supplies, telecommunications services and companies, computer service companies, and other system resources, and report on that inventory as required by the Director.
	Public Information Officer		EOC or Media Centre	<ul style="list-style-type: none"> • Alert the QEMO Director of an emergency or the threat of an emergency which may involve local resources; • Report and advise members of the EOC Group on matters regarding information to and from the public and the media; • Activate, direct and control the operations of the Inquiry and Media Centres; • Obtain reports on the status of the Media and Inquiry Centres and briefing the Director on the state of readiness; • Monitor the media and brief the Director on emerging and ongoing issues • Coordinate all media releases with the Director and the Mayor (or designate); • Obtain situation reports from the Director • Assist in the preparation and issue of press and public announcements; • Be responsible for all media-related news releases, news conferences, public service announcements and interviews; • Schedule news conferences, interviews and meetings for the media in consultation with the Director; • Arrange for additional facilities or resources that may be required to support the Media and Inquiry Centres;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<ul style="list-style-type: none"> • Act as the spokesperson or work with the Mayor for the town during emergency for situations; • Coordinate Media arrangements; • Ensure Media Centre is equipped and staffed to handle public enquiries; • Ensure the necessary supplies and materials are available with respect to public inquiry activities; • Prepare self-help information that may be released through telephone inquiries or the media; • Provide public information support services to the Incident Commander; and • Coordinate the release of information under the Municipal Freedom of Information and Protection of Privacy Act.
	Police		ICP and EOC	<ul style="list-style-type: none"> • Authorize, in the absence of the QEMO Director, the activation or implementation of the Quispamsis Emergency Measures Plan, in whole or in part, as necessary; • Verify that the Department's emergency mobilization has been completed; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Brief the QEMO Director on emergency activities and obtaining copies of the Situation Reports (SITREP's); • Report to the EOC and advising members of the EOC Group on matters relating to crowd control, traffic control, protection of life and property, and law enforcement; • Ensure that a system of crowd control or crowd dispersal is initiated in order to maintain the integrity of the outer perimeter; • Coordinate police activities relating to the evacuation of buildings or areas; • Ensure the protection of public and private property within the emergency area; • Assume a lead agency role in conducting an evacuation and the post-evacuation security; • Issue emergency passes directly to individuals who have a need to be on site (excluding uniformed first responders); • Liaise with RCMP (specific) and municipal police forces; • Establish liaison with the Quispamsis Animal Control Officer when required; • Arrange for additional police assistance when required or recommend mutual aid or mutual assistance agreements as required; • Establish a Temporary Morgue - Should the Coroner determine the need to establish a temporary morgue, a location will be identified in consultation with the Coroner, the Staging Area Coordinator and the Incident Commander. If a suitable facility is unavailable, a refrigeration truck will be requested through the EOC and



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<p>the Public Works Officer. The KRPF are responsible for:</p> <ul style="list-style-type: none"> ○ Maintain order at the temporary morgue site; ○ Provide clerical and telephone reception services at the morgue; ○ Guard and escort the bodies; and ○ Participate in the identification process.
	Fire		ICP and EOC	<ul style="list-style-type: none"> • Verify that the Department's emergency mobilization has been completed; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Brief the QEMO Director on emergency activities and obtaining copies of the Situation Reports (SITREP's); • Advise the members of the EOC Group on matters relating to rescue, firefighting and fire prevention within the emergency area; • Direct and coordinate all firefighting operations as well as search and rescue operations; • Activate Mutual Aid Agreement(s) if/when required; and • Ensure dangerous goods support services are contacted if/when required; and • Assess the need for additional resources.
	Public Works		EOC	<ul style="list-style-type: none"> • Report to the EOC and advise the members of the EOC Group in matters related to road conditions, care and maintenance of the town's roads and street system. • Ensure that the departmental mobilization has been completed, and developing - based on availability - standby and duty rosters for staff; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Provide personnel and material resources in support of emergency operations; • Ensure that the town's roads are accessible to emergency response services; • Establish priorities for restoration of municipal roads damaged during an emergency; • Maintain liaison with the Department of Transportation and Infrastructure (DTI) for information on provincial roads and highways; • Arrange for the demolition of unsafe structures when authorized by the EOC Group; • Coordinate transportation requirements for employees and volunteer workers - to and from one work site to another, or volunteer workers from the Volunteer Registration Centre to a job site; • Provide a list of equipment, supplies, construction companies, private contractors, and engineer resources; • Make available a listing of all public and private transportation resources available for emergency use;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<ul style="list-style-type: none"> • Act as liaison with local transport companies, taxi firms, etc.; and • Anticipate fuel requirements and delivery.
	Engineering		EOC	<ul style="list-style-type: none"> • Report to the EOC and advise the members of the EOC Group on the integrity of any structure or infrastructure damaged as a result of the emergency; • Ensure that the departmental mobilization has been completed, and developing - based on availability - standby and duty rosters for staff; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Establish liaison with critical infrastructure providers: <ul style="list-style-type: none"> ○ NB Power ○ local telephone (landline and cellular) providers; Bell Aliant, Bell Mobility, Rogers • Inspect damaged structures, recommend repairs or demolition; • Provide personnel and material resources in support of emergency operations; • Establish priorities for restoration of municipal infrastructure damaged during an emergency; • Arrange for the discontinuance of any electrical service when the service poses a threat to response personnel or nearby residents when authorized by the EOC Group; • Establish priorities for restoration of electrical service that were damaged or discontinued; • Establish a long-range service plan that provides for electrical requirements in support of emergency operations; • Establish a long-range electrical service plan that provides a level of service to areas of the town unaffected by the emergency; • Maintain liaison with gas suppliers for information on the status of the service within the town and coordinating any response affecting the utility; • Restore essential services relative to area of responsibility and provide for general clean-up and assistance to the public in clean-up operations and repair of damage, as deemed appropriate; and • Provide for and manage flood control response, provide river and/or storm watch.
	Utilities			<ul style="list-style-type: none"> • Report to the EOC and advise the members of the EOC Group in matters related to conditions, care and maintenance of the town's water and wastewater systems; • Ensure that the departmental mobilization has been completed, and developing - based on availability - standby and duty rosters for staff; • Brief the EOC Director on the current departmental



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<p>staffing and anticipated needs;</p> <ul style="list-style-type: none"> • Provide personnel and material resources in support of emergency operations; • Assess waste management needs and arranging for delivery of temporary sanitation facilities; • Establish priorities for restoration of damaged water and wastewater systems; • Arrange for alternate source of potable water for residential, commercial use; • Obtain situation reports from water supply foremen and briefing the EOC Group; • Maintain liaison with the Department of Environment; and • Provide alternate supplies of water as required.
	Technician	GIS	EOC	<ul style="list-style-type: none"> • Report to the EOC; • Ensure the GIS operating system is operational and in a state-of-readiness; • Ensure that the departmental mobilization has been completed, and developing - based on availability - standby and duty rosters for staff; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Maintain and print out map(s) of the community and affected area, digital and hard copy; • Display information on the smartboard within the EOC as requested; and • Coordinate Arc GIS mapping information with Sentinel System.
	Community Services		EOC	<ul style="list-style-type: none"> • Report to the EOC and advise the members of the EOC Group in matters related to conditions, care and maintenance of the town's community services; • Ensure that the departmental mobilization has been completed, and developing - based on availability - standby and duty rosters for staff; • Brief the EOC Director on the current departmental staffing and anticipated needs; • Ensure departmental staff with designated emergency response duties are contacted and made aware of the situation; • Manage use of municipal parks and facilities for emergency purposes; • Advise members on matters related to the care and maintenance of people displaced as a result of the emergency; • Ensure that mobilization of volunteers has been completed; • Inform employees or volunteers assigned to perform the following roles at the Reception/Evacuation Centres: <ul style="list-style-type: none"> ○ Lodging; ○ Feeding;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<ul style="list-style-type: none"> ○ Clothing; Personal Services; and ○ Registration and Inquiry; <ul style="list-style-type: none"> • Ensure that Reception Centres and lodging facilities are equipped and operational; • Support residents evacuated from their homes at reception centres; • Ensure the availability of operational maintenance equipment and staff in the event that it is required by the EOC Group; • Direct and coordinate the support activities of: <ul style="list-style-type: none"> ○ Local welfare agencies; ○ Volunteer agencies providing support to Community Services; • Support relating to emergency social services activities; • Reassign the use of municipal facilities as emergency registration or reception centres;
	Communications		Amateur Radio	<ul style="list-style-type: none"> • Report to the EOC and advise the members of the EOC Group in matters related to conditions, care and maintenance of the Amateur Radio System; • Ensure that the volunteer group's mobilization has been completed, and developing - based on availability - standby and duty rosters for volunteers; • Brief the EOC Director on the current volunteer staffing and anticipated needs; • Verify that the telecommunications mobilization has been completed; • Advise members of the EOC Group on all matters related to telecommunications; • Verify the operational state of readiness of the Communication Centre; • Open the Communications Main Event Log; • Ensure that an amateur radio operator is immediately dispatched to the Incident Commander; • Verify that the designated amateur radio operators from other departments are enroute or have arrived at their destination (as required): <ul style="list-style-type: none"> ○ Police PSAP; ○ Fire PSAP; ○ Ambulance New Brunswick MCMC; ○ Saint John Regional Hospital; and ○ Public Works and Utilities Dispatch; • Verify that the volunteer Amateur Radio Operators listed below are en-route or have arrived at their destination: <ul style="list-style-type: none"> ○ Reception Centre; ○ Evacuation Centre; ○ Volunteer Registration; and ○ Any other location, as deemed necessary by the EOC Group; • Ensure the EOC Group are briefed on a regular basis on



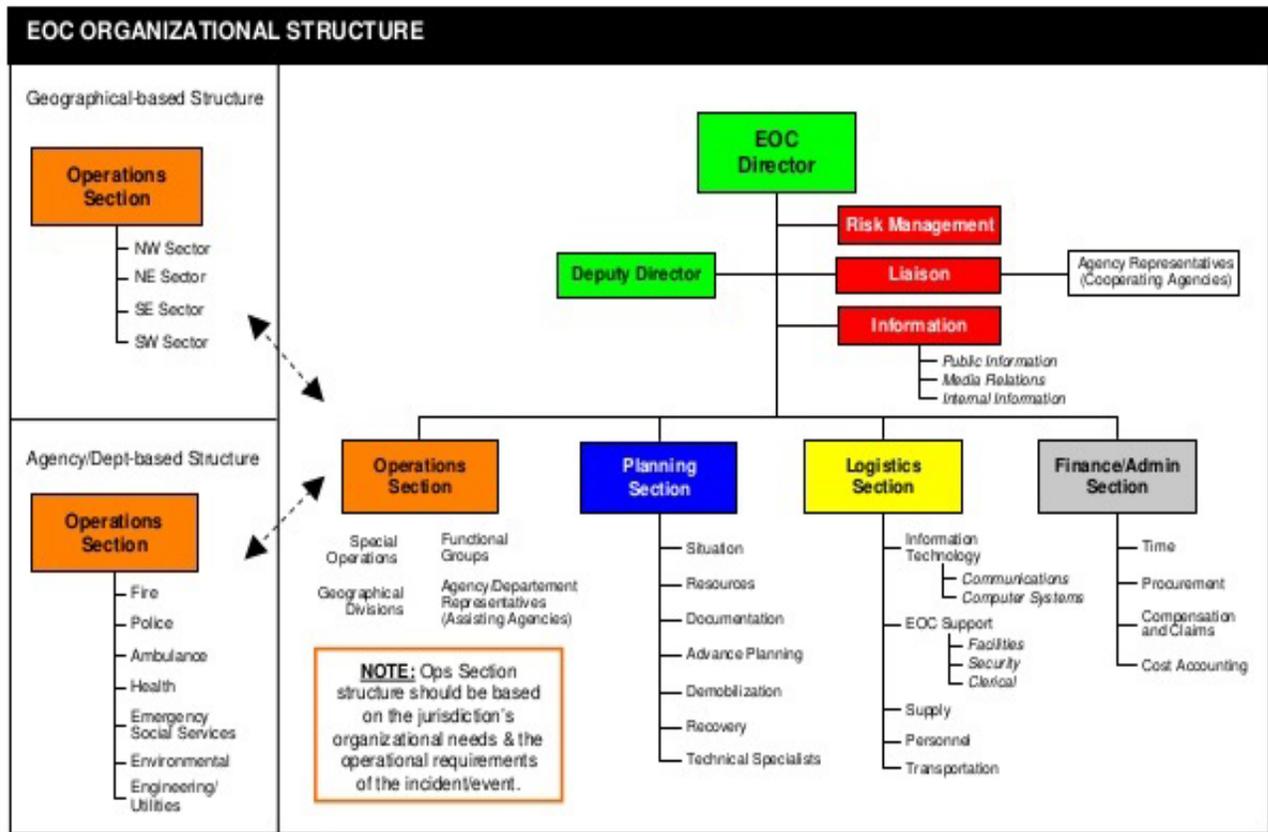
				<p>the status of the telecommunications service;</p> <ul style="list-style-type: none"> • Commence the long-term communications planning in response to the emergency; • Provide communications support wherever and whenever necessary as requested by members of the EOC Group; • Direct the operation of the Quispamsis Communications Centre; • Provide relief radio operators for stations operating under the control of the Communications Manager; • Establish a communications link with NBEMO; • Direct and coordinate the activities of the Loyalist Amateur Radio Club when these organizations are operating in support of the Quispamsis activities; • Establish priorities for the repair and re-establishment of damaged communications facilities; and • Provide or request mutual assistance or aid as required.
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3.2 Incident Command System (ICS) Model

ICS is based on a series of proven management features tested and proven effective in industry, various levels of government and response agencies. Each of the following ICS features contributes to the strength and efficiency of the overall system.

The ICS organizational structure develops in a modular fashion based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination. Responsibility for the establishment and expansion of the ICS modular organization ultimately rests with Incident Command, which bases the ICS organization on the requirements of the situation. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated. Concurrently with structural expansion, the number of management and supervisory positions expands to address the requirements of the incident adequately.

3.3 Quispamsis EOC Organizational Structure – ICS Model



3.4 Emergency Operations Centre (EOC) – ICS Model

NOTE: Colors indicate ICS roles and positions.

Emergency Position	Regular Position	Reporting to	Responsibilities
EOC Director		EOC <i>Policy Group</i>	<ul style="list-style-type: none"> • Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Incident Commander(s) and EOC Management Staff, set priorities for response efforts in the affected area; • Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required; • Direct, in consultation with the Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required; and



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<ul style="list-style-type: none"> • Liaise with Policy Group and/or Elected Officials.
	EOC Deputy Director		EOC <i>EOC Director</i>	<ul style="list-style-type: none"> • Assume the role of an EOC Director in his/her absence; • Undertake special assignments at the request of the EOC Director; • Ensure the efficient and effective flow of information within the EOC; • Ensure resource requests are prioritized and tracked; • Support EOC management by communicating policy direction and action priorities to all staff; • Coordinate internal functions of EOC for effective operational capability; • Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts; and • Facilitate shift change briefings and operational debriefings.
	Information Officer		EOC <i>EOC Director</i>	<ul style="list-style-type: none"> • Advises the EOC Director; • Develops material for use for both media briefings and public communication; • Ensures the monitoring of print and electronic media coverage of the event; and • Oversees the flow of information within the EOC and with all response agencies.
	Risk Management/ Safety Officer		EOC <i>EOC Director</i>	<ul style="list-style-type: none"> • Ensure good safety practices are applied throughout the response organization and that every function contributes to the management of risk; • Protect the interests of all EOC participants, agencies, and organizations by ensuring due diligence in information collection, decision making, and implementation; • Monitor situation for risk exposures and ascertain probabilities and potential consequences of future events; • Provide advice on safety issues. Has the authority to halt or modify any and all unsafe operations within or outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.



QUISPAMISIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

				<p>Note: while the Risk Management Officer has responsibility for safety, it is recommended that a safety specialist be appointed who is familiar with all aspects of safety and relevant legislation; And</p> <ul style="list-style-type: none"> • Ensure that appropriate security measures have been established to allow for only authorized access to the EOC facility and documentation.
	Liaison Officer		<p>EOC</p> <p><i>EOC Director</i></p>	<ul style="list-style-type: none"> • Point of contact for, and interaction with, representatives from other agencies arriving at the EOC; • Liaise with other local authorities' EOCs, Provincial and Federal organizations, communicating EOC guidelines, directives, Action Plans and situation information; • Liaise with any REAC's and organizations not represented in the EOC; • Coordinate agency representatives for the EOC as required to ensure adequate EOC structure, and fill all necessary roles and responsibilities enabling the EOC to function effectively and efficiently; • Assist and serve as an advisor to the EOC Director and Management Team as needed, providing information and guidance related to the external functions of the EOC; and • Assist the EOC Director in ensuring proper procedures are in place for directing agency representatives, communicating with elected officials, and conducting VIP/visitor tours of the EOC facility.
	Operations Section Chief		<p>EOC</p> <p><i>EOC Director</i></p>	<ul style="list-style-type: none"> • Supervise the Operations Section; • Ensure that the Operations function is carried out including coordination of response for all operational functions assigned to the EOC; • Ensure that Operations objectives and assignments identified in the EOC Action Plan are carried out effectively; • Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly; • In consultation with Planning Chief, clearly define areas of responsibility between the Operations and Planning Sections; • Maintain a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests, and event status information; • Ensure that the Planning Section is provided with Branch Status Reports and Major Incident Reports; and • Conduct periodic Operations briefings for the EOC Director and Management team as required or requested.
	Planning Section Chief		<p>EOC</p> <p><i>EOC</i></p>	<ul style="list-style-type: none"> • Establish the appropriate level of organization for the Planning Section; • Coordinate document control;



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

			<p><i>Director</i></p>	<ul style="list-style-type: none"> • Collect, analyze, and display situation information; • Prepare periodic Situation Reports; • Prepare and distribute EOC Action Plan and facilitate Action Planning process; • Track resources; • Conduct Advance Planning activities and report; • Document and maintain files on all EOC activities; • Provide technical support services to the various EOC sections and branches; • Exercise overall responsibility for the coordination of branch/unit activities within the section; • Consult with the Operations Chief to clearly define areas of responsibility between the Operations and Planning Sections; and • In coordination with the other Section Chiefs, ensures that Status Reports are completed and utilized as a basis for EOC Situation Reports, and EOC Action Plans.
	<p>Logistics Section Chief</p>		<p>EOC <i>EOC Director</i></p>	<ul style="list-style-type: none"> • Supervise the Logistics Section of the EOC, establish the appropriate level of branch and/or unit staffing within Logistics section; • Provide telecommunication services and information technology; • Locate or acquire equipment, supplies, personnel, facilities, and transportation as requested; • Arrange for food, lodging, and other support services as required both for the EOC and site requirements; • Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame; • Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area; • Ensure critical resources are allocated according to EOC Action Plan, policy, priorities and direction; and • Coordinate with ESS Branch Coordinator on the provision of food and lodging for EOC and Site Personnel.
	<p>Finance/ Administration Section Chief</p>			<ul style="list-style-type: none"> • Supervise the Finance/Administration Section; • Activate units within the Finance/Administration Section as required, modify as needed; • Ensure that all financial records are maintained throughout the event or disaster; • Ensure that all on-duty time is recorded and collected for all personnel; • Ensure continuum of payroll process for all employees responding to the event or disaster; • In consultation with EOC Director, determine spending limits for Logistics, Operations, and Management Staff; • Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time,



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

			<p>given the nature of the situation;</p> <ul style="list-style-type: none"> • Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation; and • Ensure that all recovery documentation and Disaster Financial Assistance paperwork is accurately maintained and submitted.
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3.3 Incident Command Post (ICP) – ICS Model

	Emergency Position	Regular Position	Reporting to	Responsibilities
	Incident Commander		ICP	<ul style="list-style-type: none"> • Responsible for overall management of the incident at the site; • Ensures planning meetings are scheduled as required; • Approves and authorizes implementation of Incident Action Plan; • Determines incident objectives and strategy; • Authorizes release of information to media; • Orders the demobilization of the incident when appropriate; • May provides advice and information to the executive group as requested; and • Ensures overall incident objectives are being met by sections.
	Information Officer		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Advises the Incident Commander; • Develops material for use for both media briefings and public communication; • Ensures the monitoring of print and electronic media coverage of the event; and • Oversees the flow of information within the ICP and with all response agencies and EOC.
	Liaison Officer		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Serves as the primary contact for agency representatives; • Advises agencies of operational updates and status; and • Monitors incident to identify current or potential inter-organizational problems.
	Safety Officer		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Identifies hazardous situations associated with the incident; • Reviews the action plan for safety implications; and • Exercises authority to stop and/or prevent unsafe acts.



QUISPAMSIS MUNICIPAL EMERGENCY MEASURES PLAN V.1.1.6

	Operations Section		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Manages all tactical operations; • Assists in development of the operations portion of the incident action plan; and • Creates branches / divisions, task forces to carry out the strategies in the action plan as required
	Planning Section		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Collects and processes information for situational awareness; • Provides input and supervises the preparation of the Incident action plan; • Determines need for specialized resources; and • Monitors incident status and informs IC of any changes.
	Logistics Section		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Monitors the resources for continuous operability; • Requests and releases resources as required; and • Oversees the demobilization of logistics section.
	Site Finance / Administration Section		ICP <i>Incident Commander</i>	<ul style="list-style-type: none"> • Collects all documentation for incident and provide financial updates as required; • Ensures procurement procedures for supplies are prepared and completed; and • Ensures that all personnel time records are accurately completed and inputted.



PART 4 - ANNEXES

- 4.1 Emergency Measures Plan Bylaw No. 051
- 4.2 SOP01 – EOC Start Up Drill
- 4.3 SOP02 – EOC Checklist
- 4.4 SOG01 – EMO Reception Centre
- 4.5 SOP04 – Activation Level Notification, Monitoring and Reporting
- 4.6 EOC Role Hierarchy – EMS Model