



### STAFF REPORT

**TO:** Municipal Council

**FROM:** Marcia d'Eon, Director of Operations & Protective Services

**APPROVED BY:** Erin Hartley, Deputy CAO

**DATE:** July 23, 2025

**SUBJECT:** **Regional Emergency Measures Operations (REMO) – BY LAW & PLAN**

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### ORIGIN

The new regional emergency management organization (REMO) has an advisory committee (REMAC) which met on June 25, 2025. This group requires an updated bylaw for emergency management to reflect all five units that are part of the new regional organization. They also need to merge the two emergency plans from the former groups SCEEMO and BCHEMO.

### BACKGROUND

In 2023 the Council of the Municipality of the District of Shelburne approved a new REMO agreement to enter into shared EMO services with all five (5) Shelburne County municipal units. Emergency Measures Operations for Shelburne County were previously separated into two areas:

- Shelburne County East, including Town of Shelburne, Town of Lockeport and the Municipality of the District of Shelburne (SCEEMO).
- Western Shelburne County, including Town of Clarks Harbour and Municipality of Barrington.

The Regional Emergency Management Advisory Committee (REMAC) met on June 25, 2025 to discuss the need for new bylaws and for a merged emergency management plan. Discussion was held on the REMO plan that was provided to all members prior to the meeting, that it is a living document and the REMAC would approve any changes during the year with any major revisions going to the councils yearly.

**Discussion on the bylaws and amendments that were sent to all members prior to the meeting. It was moved by Stan Jacklyn and 2<sup>nd</sup> by Max Kenney that the bylaw proposed with amendments suggested by Warren Macleod be recommended to all councils for first reading.**

**Motion Carried**

**It was moved by Anna Chetwynd and 2<sup>nd</sup> by Clay Kenney That the plan be recommended to councils for approval with the understanding that changes can be made by the REMAC throughout the year and any major revisions would go to councils for approval yearly.**

**RECOMMENDATION**

That, as recommended by the REMAC, the Council of the Municipality of the District of Shelburne approves By Law E-300.

That, as recommended by the REMAC, the Council of the Municipality of the District of Shelburne approves the emergency management plan as proposed with the understanding that changes can be made by the REMAC throughout the year and any major revisions will go to councils for approval yearly.

**ATTACHMENTS**

Proposed Bylaw E-300  
Current Emergency Plan

**By-law # E-300**  
**REGIONAL EMERGENCY MANAGEMENT BY-LAW**

The Council of the Municipality of the District of Shelburne pursuant to section 10(1)(a) *Emergency Management Act*, S.N.S. 1990, c.8, enacts as follows:

**SHORT TITLE**

1. This By-law may be cited as the Emergency Management By-Law

**INTERPRETATION**

2. In this By-law,
  - (a) **Act** means the *Emergency Management Act*, S.N.S. 1990, c.8;
  - (b) **Agreement** means an Agreement entered into pursuant to section 10(1)(c) of the Act, and section 60 of the *Municipal Government Act* on February 18, 2025 among the Municipality of the District of Barrington, Municipality of the District of Shelburne and the Towns of Lockeport, Shelburne and Clarks Harbour to form a REMO;
  - (c) **REMO** means regional Emergency Management Organization formed subsequent to the signing of the agreement;
  - (d) **PMU** means participating municipal units to the agreement;
  - (e) **MA** means municipal administrators which includes Chief Administrative Officers and Clerks or successor legislation as may be enacted from time to time
  - (f) **CAO** means Chief Administrative Officer of the Municipality of Shelburne in accordance with the MGA;
  - (g) **Council** means the Council of the Municipality of Shelburne;
  - (h) **Councillor** means a member of the Municipality of Shelburne Council;
  - (i) **Emergency** means a present or imminent event in respect of which the Minister or a municipality, as the case may be, believes prompt co-ordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of people in the Province;
  - (j) **Warden** means the Warden of the Municipality of Shelburne;
  - (k) **MGA** means the *Municipal Government Act*, S.N.S., 1998 c.18, as amended;
  - (l) **Municipality of Shelburne** means the Municipality of the District of Shelburne;

- (m) **Emergency Management Advisory Committee** means the Advisory Committee established pursuant to s. 10(1)(d) of the Act;
- (n) **Emergency Management Coordinator** means the person appointed by Council to coordinate plans and responses related to an Emergency;
- (o) **Emergency Management Organization** means the organization required pursuant to s. 10(1)(b) of the Act;
- (p) **Emergency Management Planning Committee** means a committee comprising public sector staff and not-for-profit personnel with a mandate to assist the Emergency Management Coordinator and the Emergency Management Advisory Committee;
- (q) **Emergency Management Plans** means plans, programs or procedures prepared by the REMO that are intended to mitigate the effects of an emergency or a disaster and to provide for the safety, health or welfare of the civil population and the protection of property in the event of such an occurrence, as set out in clause 2(d) of the Act; and
- (r) **State of Local Emergency** means a state of local emergency declared by the Municipality of Shelburne pursuant to the Act and enabled regulations, and this By-law.

#### **DECLARING A STATE OF LOCAL EMERGENCY**

- 3. In accordance with the Act, Council may declare a State of Local Emergency when satisfied that an Emergency exists or may exist in all or any area of the Municipality of Shelburne.
- 4. If Council is unable to act promptly per section 15 of the Act, the Warden may declare a State of Local Emergency.

#### **LOCAL AND REGIONAL EMERGENCY MANAGEMENT**

- 6. In accordance with s. 10 of the Act and with this By-law, the Municipality of Shelburne may enter into an Agreement with the [ Municipality of Barrington, Towns of Lockeport, Shelburne and Clarks Harbour] to form a Regional Emergency Management Organization (REMO). With an Agreement in effect, a Regional Emergency Advisory Committee shall act in the stead of the Municipality of Shelburne's Emergency Advisory Committee. Similarly, a Regional Emergency Management Planning Committee and a Regional Emergency Management Coordinator will act in place of a Municipal Committee and Coordinator.
- 7. An Emergency may be declared a State of Local Emergency by the Council or by the Warden in accordance with the Act regardless of whether the State of Local Emergency is exclusive to the Municipality of Shelburne.
- 8. The Chief Administrative Officer shall appoint a [municipal] staff member to serve as a [municipal] liaison to the Regional Emergency Management Planning Committee.
- 9. Once the State of Local Emergency is declared, and when the declared State of Local Emergency involves two or more of the parties to an Agreement, the Warden shall authorize REMO to act in

his or her stead during the declared State of Local Emergency per subsection 15(1)(b) of the Act,. REMO will work in coordination with the PMU's and their respective MA's involved in the emergency such that each PMU retains the authority to make decisions for its respective PMU during an emergency, irrespective of the identity or affiliation of the incident commander. This ensures local autonomy and governance are maintained, allowing each PMU to address specific needs and circumstances unique to their jurisdiction while still cooperating with the broader REMO emergency management framework. As an example, specific needs of PMU's and their respective MA's may include issues such as creating evacuation zones, road closures, resident and elected official communications and any other activities normally conducted in emergency coordination center.

10. When there is an Agreement in effect, and when the declared State of Local Emergency is exclusive to the Municipality of Shelburne, the Warden shall authorize REMO to act in his or her stead during the declared State of Local Emergency per subsection 15(1)(b) of the Act. REMO will work in coordination with the PMU's and their respective MA's involved in the emergency such that each PMU retains the authority to make decisions for its respective PMU during an emergency, irrespective of the identity or affiliation of the incident commander. This ensures local autonomy and governance are maintained, allowing each PMU to address specific needs and circumstances unique to their jurisdiction while still cooperating with the broader REMO emergency management framework. As an example, specific needs of PMU's and their respective MA's may include issues such as creating evacuation zones, road closures, resident and elected official communications and any other activities normally conducted in emergency coordination center.
11. Cost-recovery policy under REMO shall be detailed in the Agreement.

#### **REGIONAL EMERGENCY MANAGEMENT ORGANIZATION AGREEMENT**

12. The Council hereby authorizes the establishment of a REMO pursuant to an Agreement per section 10 of the Act.
13. Without limitation, an Agreement shall contain provisions respecting:
  - (a) the composition and role of a Regional Emergency Advisory Committee;
  - (b) the terms of engagement and responsibilities of a Regional Emergency Management Coordinator; and
  - (c) the composition and role of a Regional Emergency Management Planning Committee.

#### **DUTIES DURING AN EMERGENCY**

14. Following the activation of any Emergency Plan or a declaration of a State of Local Emergency:
  - (a) MA's and/or their designee's shall work in coordination with REMO to respond to the emergency and enact the emergency management plan

- (b) . Every Councilor shall advise the Warden as to their location and how they may be contacted;
- (c) Every employee and agent of the Municipality of Shelburne who has a role in such emergencies as assigned in the Emergency Management Plans, shall:
  - i. Advise the Emergency Management Coordinator or the Regional Emergency Management Coordinator, as the case may be, of their location and how they may be contacted; and
  - ii. Fulfill such duties as may be prescribed by the Emergency Management Coordinator or the Regional Emergency Management Coordinator, as the case may be.

**REPEAL**

- 20. Municipality of the District of Shelburne Bylaw E-200 (Emergency Measures) are repealed and replaced by this Bylaw.

**Clerk's Annotation for Official By-law Book**

Date of first reading: \_\_\_\_\_

Date of advertisement of Notice of Intent to Consider: \_\_\_\_\_

Date of second reading: \_\_\_\_\_

Date of mailing to Minister a certified copy of By-law: \_\_\_\_\_

Date of Ministerial approval (s. 10 (1) (a) of the Act): \_\_\_\_\_

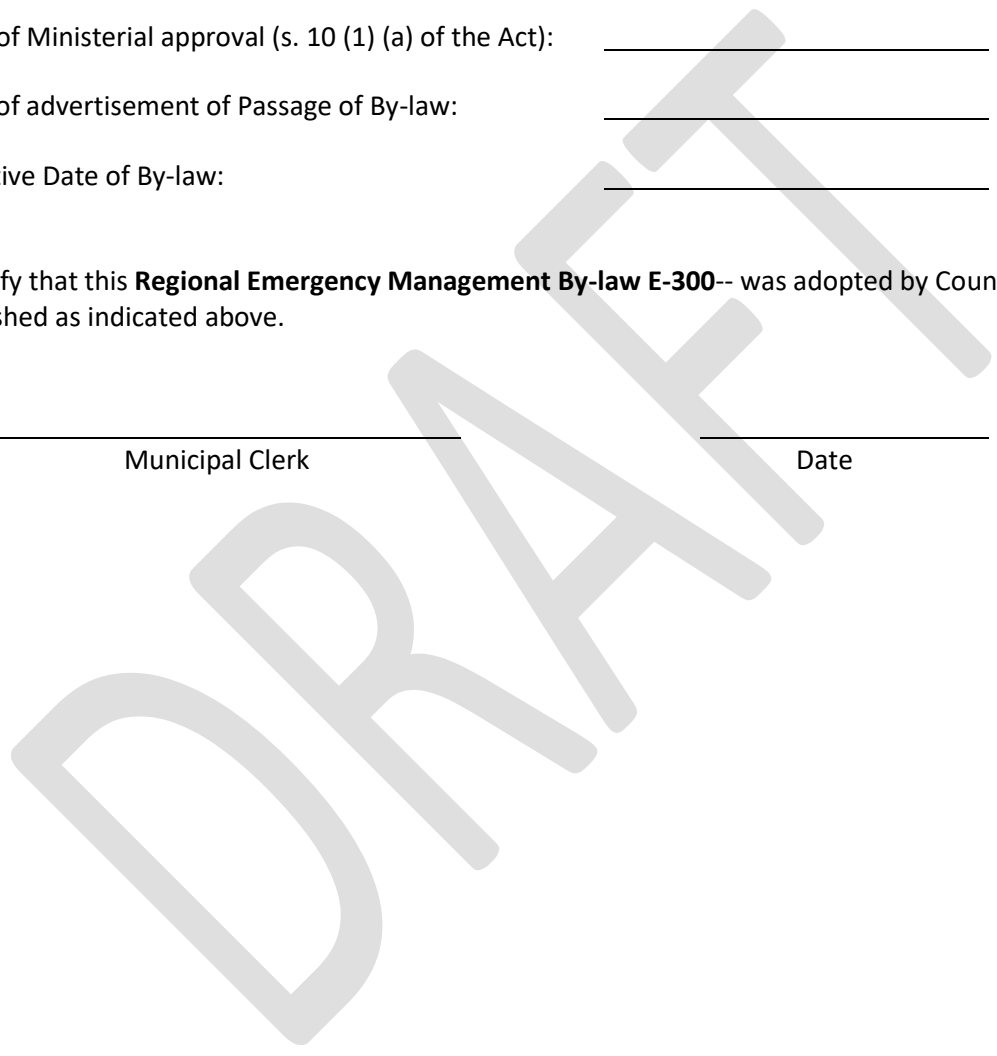
Date of advertisement of Passage of By-law: \_\_\_\_\_

Effective Date of By-law: \_\_\_\_\_

I certify that this **Regional Emergency Management By-law E-300--** was adopted by Council and published as indicated above.

\_\_\_\_\_  
Municipal Clerk

\_\_\_\_\_  
Date



2025

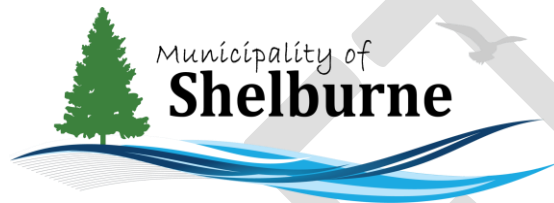
# Shelburne County Regional Emergency Management Plan



Shelburne County REMO

V1.1.DRAFT

5/28/2025



**Town of Shelburne**  
Nova Scotia



**Town of Lockeport**  
*"An island to sea"*



Map of Shelburne County



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## FOREWORD

The Shelburne County Regional Emergency Management Plan (REMP) was prepared in consultation with County and Municipal stakeholders responsible for everyday management throughout Shelburne County. It serves as the Shelburne County emergency response plan to direct an integrated approach to emergency management.

This plan serves to protect all residents within Shelburne County, their property and the environment by taking an “all-hazard” approach to emergency management.

The all-hazard philosophy recognizes that the same comprehensive framework of Mitigation, Preparedness, Response and Recovery can be used to address the impact of all types of disasters. This gives the Shelburne County Regional Emergency Management Organization (REMO) a consistent approach to emergency management activities and promotes efficient use of all resources within the County.

The Shelburne County Regional Emergency Management Plan (REMP) is augmented by the Emergency Coordination Centre (ECC) Operational Guidelines and Evacuation Guidelines in order to provide the level of detail required for a comprehensive emergency response.

Shelburne County REMO strives for strong leadership within the emergency management community and is dedicated to continuous improvements and enhancements to this plan, training and exercising throughout the Shelburne County region. Therefore, this plan is a living document that will be amended as necessary through a planning process that is managed by the Regional Emergency Management Coordinator (REMC) in consultation with emergency management partners throughout the County.

Chair  
Shelburne County REMO Regional EM Advisory Committee  
Councillor

# 1.0 INTRODUCTION

## 1.1 Preface

Shelburne County comprises a land area of 2,462.58 km<sup>2</sup>, with a total population of 13,704 and a population density of 5.6/km<sup>2</sup> (as of the 2021 Census of Population conducted by Statistics Canada).

Shelburne County is a dynamic industrial, agricultural, commercial, residential community that has the potential to be affected by a number of both natural and manmade disasters or emergencies.

Disasters and major emergencies can present difficult challenges for Shelburne County. The effective exchange of emergency information with the community, and more importantly, those impacted directly by the event is critical to the success of the response. Planning for this exchange of emergency information between internal and external stakeholders, the community (both residents and businesses) and the media greatly increases the County's chances of an effective response and organized recovery from the emergency incident.

This Regional Emergency Management Plan (REMP) was designed and developed for Shelburne County, Nova Scotia to include the Municipality of the District of Shelburne, The Municipality of Barrington, the Town of Shelburne, the Town of Lockeport and the Town of Clarks Harbour.

The REMP is not designed to replace existing procedures for managing normal day-to-day incidents in the municipalities of Shelburne County. Normal day-to-day incidents are common occurrences that are managed effectively on a routine basis by Emergency Services and/or Municipal Departments. The REMP assigns specific duties and responsibilities and directs the actions of key officials in the event of an emergency.

For this plan to be effective, it is imperative that all municipal employees and supporting organizations take responsibility for familiarizing themselves with the plan, procedure and protocol and that every official be prepared to perform all assigned duties and responsibilities in the event of an emergency.

Regular information and training sessions will occur to ensure the roles and responsibilities developed in this plan are kept current and familiar. Department Heads should similarly review and keep up to date their own roles and responsibilities to ensure effective response in an emergency.

## 1.2 Relevant Legislation

### 1.2.1 Federal

The federal government, through [Public Safety Canada](#) (PSC), is responsible for the national emergency response system. In the event of a nationally declared emergency event, the federal government can/will implement its [Federal Emergency Response Plan](#) (FERP) and will consult with provinces and territories through their regional offices.

### 1.2.2 Provincial

The Province of Nova Scotia assumes an emergency management leadership role, to ensure the safety and security of Nova Scotians, their property and the environment by providing a prompt and coordinated response to an emergency. The following section outlines the legislative and regulatory framework associated with this responsibility:

#### 1.2.2.1 [Emergency Management Act](#) - Provincial

The Minister of Emergency Management has authority over all matters respecting emergency planning, preparedness, response, mitigation, recovery and emergencies in the Province. The Emergency Management Office (EMO) has and shall exercise and perform such powers and duties as are vested in it by or under this Act and those assigned to it by the Minister. The [Emergency Management Office](#) may, subject to the approval of the Minister:

- (a) Review and approve, or require modification to Provincial and Municipal emergency management plans;
- (b) Make surveys and studies to identify and record actual and potential hazards that may cause an emergency;
- (c) Make surveys and studies of resources and facilities to provide information for the effective preparation of emergency management plans;
- (d) Conduct public information programs related to the prevention and mitigation of damage during an emergency;
- (e) Conduct training and training exercises for the effective implementation of emergency management plans;
- (f) Procure food, clothing, medicines, equipment and goods of any nature or kind for the purposes of emergencies;
- (g) Authorize or require the implementation of any emergency management plan; and

- (h) Enter into agreements with any persons, organizations or associations in respect to emergency management plans.

Additionally, the Minister may:

- (a) Divide the Province into districts and sub-districts for the purpose of this Act;
- (b) After consultation with the municipalities concerned, designate a combination of municipalities or parts thereof as a municipality for the purpose of this Act and determine the respective responsibilities of municipalities in the designated area;
- (c) Require municipalities to prepare emergency management plans, including mutual aid programs, and to submit such plans to the Emergency Management Office for review for adequacy and integration with the Provincial emergency management plans;
- (d) Establish procedures for the prompt and efficient implementation of emergency management plans; and
- (e) Require any person to develop emergency management plans in conjunction with the Emergency Management Office or the municipalities to remedy or alleviate any hazard to persons or property.

The Minister may declare a state of emergency in respect to all or any district, subdistrict or area of the province, if satisfied that an emergency exists or may exist, and after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council.

### **1.2.3 Municipal**

The Minister of Justice has delegated legislative obligations and responsibilities to municipalities within the province.

#### **1.2.3.1 Emergency Management Act - Provincial**

Within one year of the coming into force of this Act, each municipality shall:

- (a) Subject to the approval of the Minister, establish and maintain a municipal emergency Bylaw;

Municipality of the District of Shelburne

Municipality of Barrington

Town of Shelburne

Town of Lockeport

Town of Clarks Harbour

- (b) Establish and maintain a municipal emergency management organization;
- (c) Appoint a coordinator of the municipal emergency management organization and prescribe the duties of the coordinator, which shall include the preparation and coordination of emergency management plans for the municipality;
- (d) Appoint a committee consisting of members of the municipal council to provide advice on the development of emergency management Bylaws; and
- (e) Prepare and approve emergency management plans.

The municipality may:

- (a) Pay the reasonable expenses of members of the organization or members of the committee appointed;
- (b) Enter into agreements with and make payments to persons and organizations for the provision of services in the development and implementation of emergency management plans;
- (c) Enter into an arrangement or agreement with any other municipality respecting a common organization, plan or program;
- (d) Appropriate and expend sums approved by it for the purpose of this section; and
- (e) Every municipality shall, immediately upon becoming aware of it, inform the Emergency Management Office of any real or anticipated event or emergency that could impact the health, safety or welfare of Nova Scotians, their property or the environment.

## 2.0 OBJECTIVES OF EMERGENCY MANAGEMENT

In establishing and maintaining an Emergency Response Plan, the Emergency Management Committee addresses the following six objectives of emergency management.

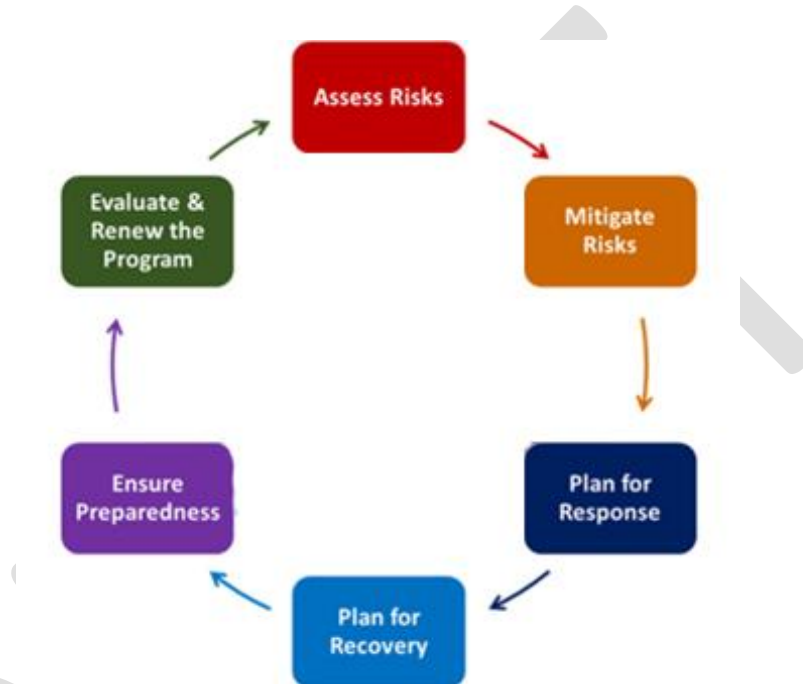


Figure 2.0 – Shelburne County Regional EM Plan Objectives

### 2.1 Objective 1 – Assess Risks

The objective of assessing risks through the Hazard Identification and Risk Analysis (HIRA) process helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest need. A central task is to carry-out a vulnerability analysis to identify the vulnerable population that may require priority actions.

In order to determine what Municipal resources are critical to the provision of essential Municipality services, it is necessary to conduct a basic Business Impact Analysis (BIA). In the event a piece of infrastructure required for delivery of critical Municipality services is lost due to an emergency the BIA will provide assistance in determining Municipality response.

## 2.2 Objective 2 – Mitigate Risks

Mitigation measures are designed to prevent or reduce the consequences of emergencies.

Measures include:

- building codes;
- land use management;
- public education; and
- insurance incentives.

These fall generally under responsibilities of various legislative bodies and public safety agencies. The Emergency Response Plan plays an important role in drawing attention to potential hazards and lobbying for needed change. Disastrous events like floods and weather extremes that cannot be prevented demand efforts at mitigation, response, and recovery.

## 2.3 Objective 3 – Plan for Response

In addition to developing the emergency plans there are several other planning tasks. These are:

- Identification of vulnerable populations; and
- Identifying and designating emergency support facilities.

Planning for response includes:

- establishing emergency coordination centres;
- identifying resources;
- preparing to issue warnings; and
- planning for evacuation.

Primary measures are the development of emergency plans and resource inventories.

## 2.4 Objective 4 – Plan for Recovery

Recovery includes the physical restoration and reconstruction following a disaster. Actions may include:

- the re-introduction of displaced persons;
- economic impact estimates;
- counselling;
- financial assistance programs;
- temporary housing; and
- health and safety information.

## 2.5 Objective 5 – Ensure Preparedness

Preparedness actions ensure that individuals and both public and private agencies will be ready to react effectively in an emergency. Primary measures include:

- gathering equipment required to provide site support;
- individual and collective training; and
- exercising members of the Emergency Management Committee. Actions are wide-ranging with emphasis on coordination and training.

## 2.6 Objective 6 – Evaluate and Renew the Program

This calls for the Emergency Management Committee to periodically evaluate the entire Emergency Management Program, by measuring the performance of selected actions and the achievement of desired results.

# 3.0 EMERGENCY PLAN FRAMEWORK

## 3.1 Scope

The aim of the Shelburne County Regional Emergency Management Plan (REMP) is to provide the framework within which extraordinary measures can be taken to protect the health, safety, and welfare of the residents, prevent or minimize property damage or loss, protect the environment and minimize economic disruption when faced with an emergency.

For this Plan to be effective, it is necessary for staff to take advantage of emergency management training courses to understand the [Incident Command System](#) (ICS) and the roles and responsibilities of staff working in the Emergency Coordination Center.

## 3.2 Purpose

The Shelburne County Regional Emergency Plan unifies the efforts of Shelburne County resources for a comprehensive approach in responding to and reducing the impacts of an emergency. It is intended to increase the emergency response capacity across all of Shelburne County by establishing a plan of action to efficiently and effectively deploy required resources.

The purpose of this REMP is to provide for the needs of our citizens whenever they are threatened or experience a catastrophic severe weather event or an incident resulting from a mass explosion, fire, spill, flood, or other emergency that places our citizens in harm's way.

### 3.3 Authority

The Shelburne County Regional Emergency Management Plan (REMP) was designed and developed in accordance with best practice provided by EMO Nova Scotia and the 2025 Shelburne County REMO Inter-Municipal Services Agreement between the Municipality of the District of Shelburne, the Municipality of Barrington, the Town of Shelburne, the Town of Lockeport and the town of Clarks Harbour.

Any incident that necessitates an evacuation of as little as 25 people or 10 building units may activate a response to the scene by the Shelburne County Regional Emergency Management Coordinator (REMC) to meet with the incident commander to determine the appropriate level of activation required by this Plan. The decision to activate the Emergency Coordination Center (ECC) to support the Incident Commander on scene for support staff will be at the discretion of the Municipal CAOs. The declaration of a State of Local Emergency is at the discretion of Municipal Council.

It is the responsibility of the Regional Emergency Management Coordinator (REMC) for Shelburne County to maintain and update this Plan on an annual basis. The Regional Emergency Management Advisory Committee (REMAC), composed of two elected officials from each municipality are responsible to review and approve this Plan upon any changes being made by the REMC and REMPC.

## 4.0 CONCEPT OF OPERATIONS (CONOPS)

- As the complexity of an emergency increases, so will the need for multi-agency support from across Shelburne County. Shelburne County may call upon the [Provincial Emergency Management Office](#) (EMO NS), 902-424-5620, to provide or acquire additional resources necessary. Each agency is responsible for the overall operation of their emergency response.
- Normal communications and reporting channels will be used to the fullest extent possible.
- Day-to-day functions that do not contribute directly to the operations may be suspended for the duration of the emergency. Efforts that would normally be required of those functions will be redirected to assist in accomplishing the objectives set in the Incident Action Plan (IAP) either at the site or the ECC.
- Onsite response will be managed by the onsite Incident Commander. The Regional Emergency Management Coordinator (REMC) will collect information from Incident Commanders and responding agencies, analyze and disseminate it to all members of the Regional Emergency

Management Planning Committee (REMPC) after consultation with the ECC Manager (ECCM) - (Municipal CAO).

- The Shelburne County Municipal CAOs, or designate, have the authority to activate the ECC and when the ECC is activated, its primary function is to coordinate and support operations while continuing essential services to unaffected areas of the municipality.
- Once immediate response missions and lifesaving activities conclude, emergency response teams are demobilized, and the emphasis shifts from response to recovery operations which is an ECC responsibility.

## 4.1 Assumptions

Assumptions are simply that – what, in development of the Regional Emergency Management Plan (REMP), has been treated as true for the Plan’s execution.

### 4.1.1 Incident Assumptions

- (a) An incident that affects a Municipality within Shelburne County is likely to also affect the surrounding communities and region.
- (b) An emergency incident or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning;
- (c) Some community members who are directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the Shelburne County Regional Emergency Management Organization (REMO);
- (d) The succession of events in an emergency incident or disaster is unpredictable; therefore, this plan should be utilized as a guidance document, and adapted accordingly for the specific needs of the emergency incident or event;
- (e) The fundamental priorities for Shelburne REMO during an emergency incident or disaster are:
  - 1. Ensure the health and safety of responders;**  
The well-being of responders must be effectively addressed, or they may be unable to respond to the needs of those at risk.
  - 2. Save lives;**  
The importance of human life is paramount over all other considerations. When lives are at risk, all reasonable efforts must be made to eliminate the risk.
  - 3. Reduce Suffering;**

Physical and psychological injury can cause significant short- and long-term impact on individuals, families and communities. Response measures should take into consideration all reasonable measures to reduce or eliminate human suffering.

**4. Protect Public Health;**

Public health measures are essential to the well-being of communities and should be maintained or implemented. Enhancing surveillance and detection, eliminating health hazards, minimizing exposure and implementing programs such as widespread immunization may need to be considered.

**5. Protect Infrastructure;**

When necessary to sustain response efforts, maintain basic human needs and support effective recovery, infrastructure that is critical to the livelihood of the community should be protected ahead of other property.

**6. Protect Property;**

Property can be essential to the livelihood of communities. When determining priorities, response personnel should evaluate the importance of protecting private and community property.

**7. Protect the Environment; and**

The environment is essential to communities. When determining priorities, response personnel should evaluate the importance of protecting the environment and implement protective strategies that are in the best interest of the broader community.

**8. Reduce Economic & Social Losses**

The loss of economic generators can have short- and long-term impacts on communities, including social losses related to the loss of community support networks and reduced employment, investment, and development. Response measures may be necessary to reduce these losses, and psychosocial interventions may be required for those impacted by the disaster.

- (f) During an emergency incident or disaster, all operations will be coordinated through the Emergency Coordination Centre (ECC);
- (g) The greater the complexity, impact and geographic scope of an emergency, the more likely a multi-agency response will be required; and
- (h) Extended incidents that require 24-hour operations will most likely be divided into two operational periods of shifts of 12 hours each. Staffing should be planned accordingly.

#### 4.1.2 Plan Assumptions

- (a) The Shelburne County Municipal Departments will be familiar with the Regional Emergency Management Plan, and their specific responsibilities within the plan;

- (b) The Shelburne County Regional Emergency Management Plan will be reviewed and updated at least annually by the Regional Emergency Management Coordinator (REMC) and the Regional Emergency Management Planning Committee (REMPC). A record of changes will be maintained; and
- (c) The Plan will be exercised at least once annually.

## 4.2 Plan Activation

Accidents that happen on a day-to-day occurrence in the Shelburne County region are usually handled by the police, fire, ambulance and local hospitals and health clinics. These accidents may seem to be major emergencies to the individual(s) involved, but may not affect the safety, property and environment of the surrounding community.

Should an incident occur where the size, potential hazard, or seriousness of the emergency appears beyond the capability of the responsibility of the first response agencies, then the senior officer (Incident Commander) may request the activation of the Regional Emergency Management Plan.

This Plan may be activated in full or in part by the Regional Emergency Management Advisory Committee (REMAC) or in part by the Regional Emergency Management Coordinator (REMC) through consultation with the Municipal CAO(s), when required to combat a regional or local emergency or to provide coordinated assistance to mitigate a potential emergency.

There are no firm criteria for the implementation of the Plan but it could generally be considered when the situation meets one or more of the following criteria:

- (a) There is an abnormal threat of significance to human health, property and/or the environment within the Shelburne County region;
- (b) Evacuation of all or part of the region is/may be required;
- (c) The region has abnormal requirements for volunteers, provincial or federal resources/services for emergency response;
- (d) There is need to activate any agreement(s) negotiated by the Regional Emergency Management Advisory Committee;
- (e) Additional resources are needed to answer public/media inquiries;
- (f) Any Provincial or Federal emergency response plan(s) affecting the region have been activated.

The Incident Commander involved with the emergency shall contact one of the following and inform them of the situation and request the activation of the Regional Emergency Management Plan:

- (a) Regional Emergency Management Coordinator (REMC)

- (b) Municipal Chief Administrative Officer(s)
- (c) Chair, Regional Emergency Management Advisory Committee
- (d) Any member of the Regional Emergency Management Advisory Committee
- (e) Emergency Management Planning Officer – EMO Nova Scotia

The Regional Emergency Management Coordinator will assess the need to activate the plan by consulting with the Municipal CAOs and members of the Regional Emergency Management Planning Committee. If activation of the plan is required, the Regional Emergency Management Coordinator will so advise the Chair of the Advisory Committee. The Public Information Officer(s) for Shelburne County will assist in alerting the following:

- (a) Regional Emergency Management Advisory Committee (REMAC)
- (b) Regional Emergency Management Planning Committee (REMPC)
- (c) Emergency Coordination Centre (ECC) Support Staff

If the magnitude of the emergency or disaster requires actions beyond normal procedures, then the Regional Emergency Management Coordinator may advise the Regional Emergency Management Advisory Committee that a State of Local Emergency be declared in accordance with the authority given to the Committee by the Regional Emergency Management Bylaw.

#### **Declaration Not Required**

The ECC 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.

#### **4.2.1 ECC Activation Levels**

The level of ECC activation is determined by the magnitude and scope of the event. Only those ECC 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 ECC organization will assume responsibility for the tasks assigned. If an individual is unsure of which level to activate, the ECC is activated to the higher level since it is easier to scale back staffing than it is to ramp up.

'Activation Flowchart' for the Shelburne County Regional Emergency Coordination Centre (ECC).

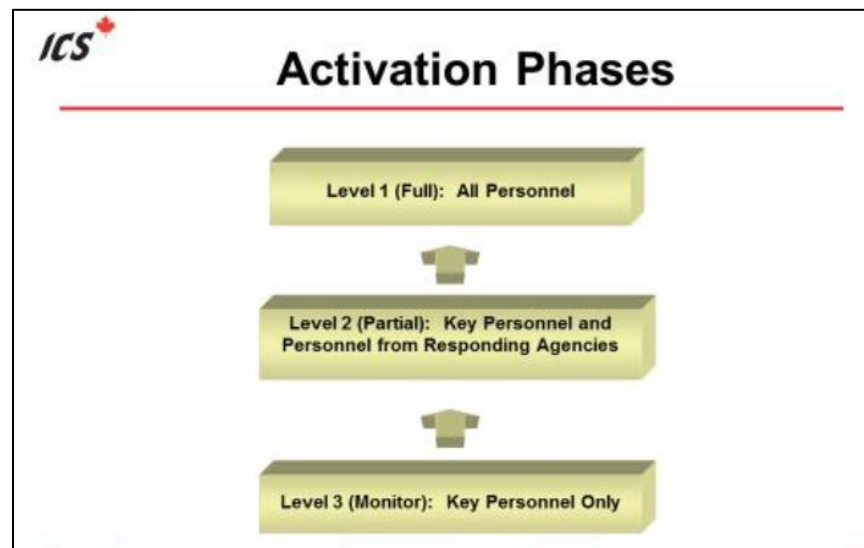


Figure 4.2.1 – ICS Canada Activation Phases

#### 4.2.1.1 Level 1 – Full Activation (All Personnel)

- Major incident
- Multiple sites
- Regional disaster
- Multiple agencies involved
- Extensive evacuations
- Resources/support required
- ECC set-up
- Regional Emergency Management Advisory Committee notified
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

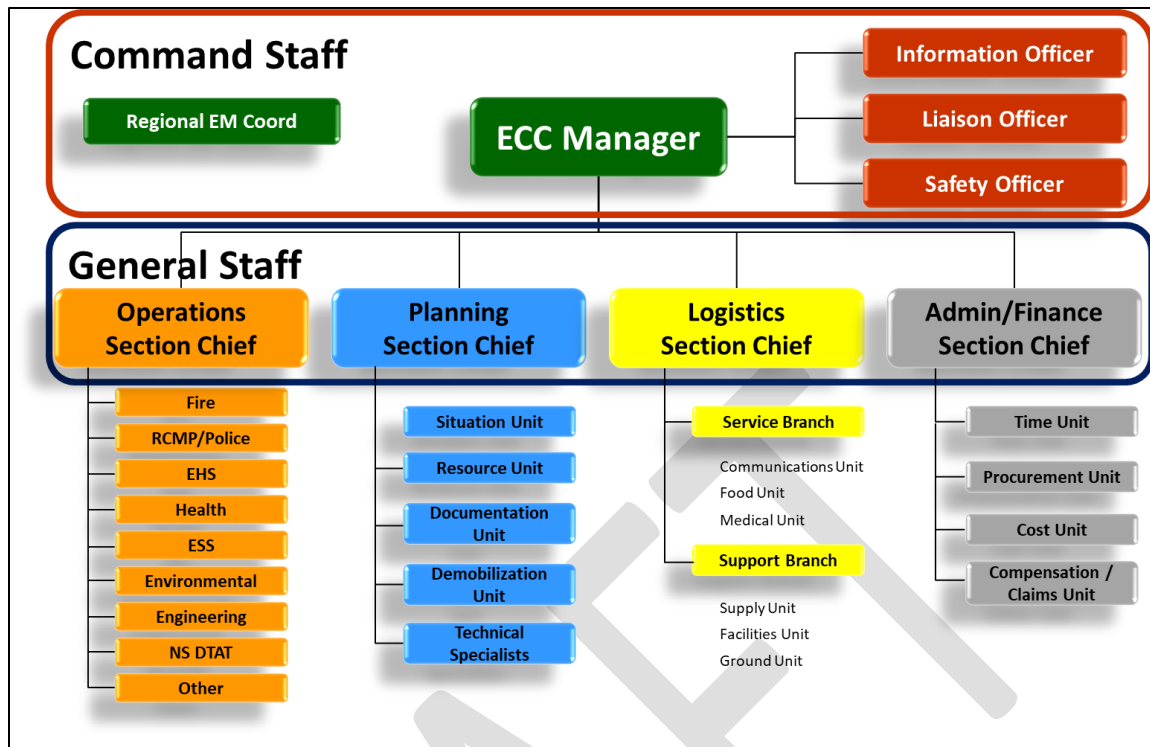


Figure 4.2.1.1 – ECC Level 1 – Full Activation

(A Declaration of a State of Local Emergency requiring the complete implementation of the Incident Command System: Operations, Planning, Logistics and Finance to fully mitigate and recover from an emergency)

#### 4.2.1.2 Level 2 – Partial Activation (Key Personnel and Personnel from Responding Agencies)

- Moderate incident
- Two or more sites
- Several agencies involved
- Major scheduled event (e.g. conference or sporting event)
- Limited evacuations
- Some Resources/support required
- ECC set-up
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

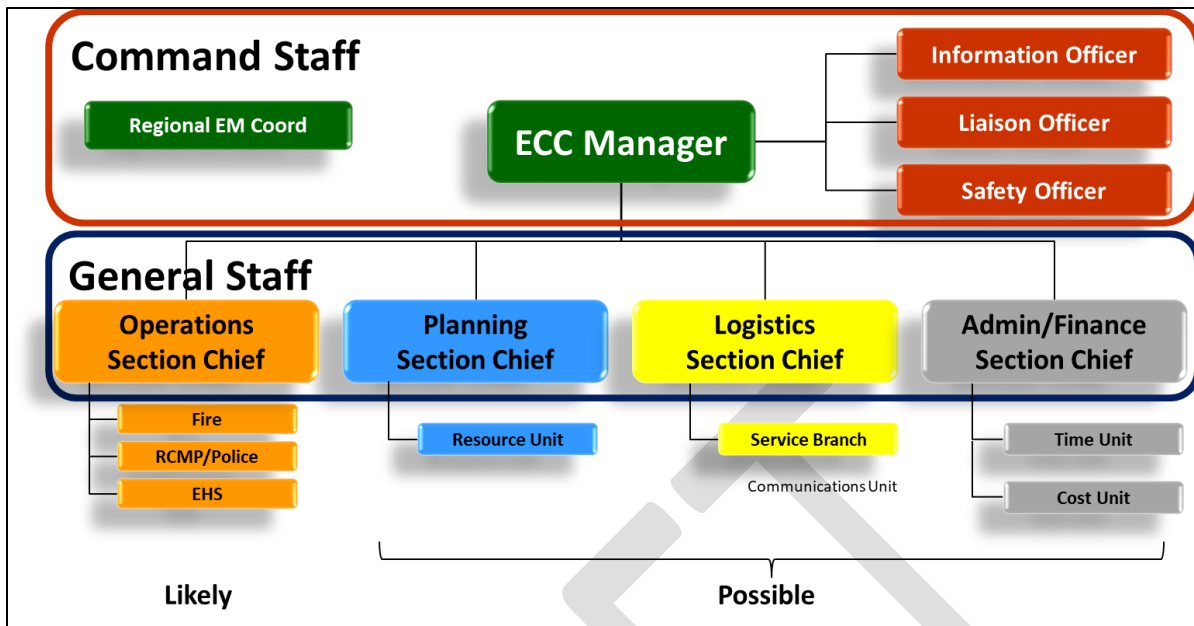


Figure 4.2.1.2 – ECC Level 2 – Partial Activation

(An escalating or worsening incident that requires a Declaration of a State of Local Emergency or is of sufficient size to warrant ECC support. Section Chiefs may be called to the ECC to support on-scene Incident Commanders with acquiring and distributing resources, preparing action logs, and support of on-scene operations of emergency responders to suit the size and complexity of the emergency)

#### 4.2.1.3 Level 3 – Monitoring (Key Personnel only)

- Small incident
- One site
- Several agencies involved
- Potential threat (e.g., flood or severe storm impending)
- Some agency or coordination and/or support required
- ECC set-up optional
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

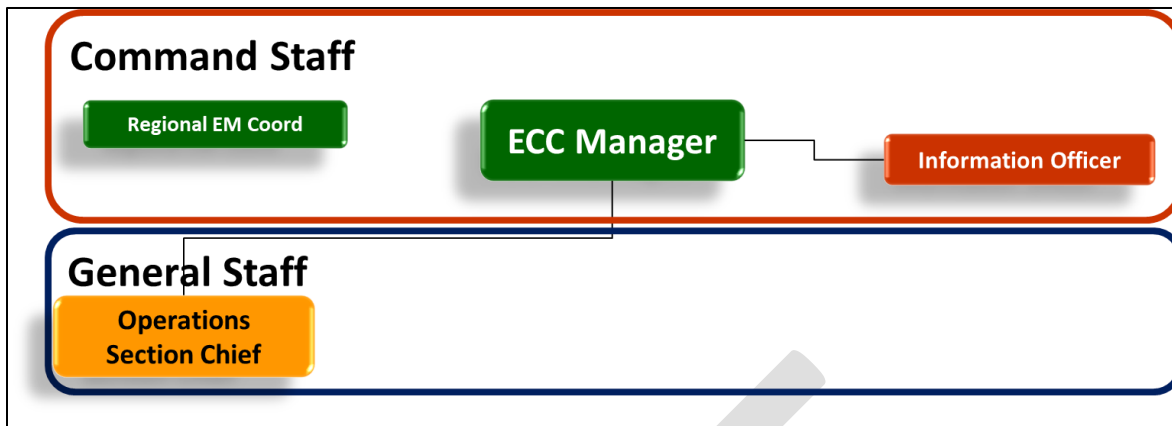


Figure 4.2.1.3 – ECC Level 3 – Monitoring

(Pre-emergency activity to receive and analyze early data for a weather incident to determine the probability of an escalation or worsening of conditions. During a man-made emergency the Regional Emergency Management Coordinator (REMC) visits the site to receive information from the Incident Commander on stand-by to assist)

## 4.2.2 Deactivation

The ECC Manager (CAO) is responsible for ECC deactivation. The Manager considers the requirements of termination from the outset of the incident. Criteria for terminating ECC operations may include:

- Individual ECC functions are no longer required;
- State of Local Emergency is lifted;
- Coordination of response activities and/or resources is no longer required; and
- Incident has been contained and emergency personnel have returned to regular duties.

The Planning Sections' Demobilization Unit Coordinator in the ECC supervises and coordinates the demobilization process, under the direction of the ECC Manager.

## 5.0 HAZARD RISK VULNERABILITY ASSESSMENT (HRVA)

In emergency planning, hazard analysis is the first step in identifying the known and potential impacts a hazard may create. Once the impacts have been assessed, priorities for planning are identified. Effective emergency plans offer mitigation and response solutions to the impacts identified during hazard assessment.

Hazard analysis determines:

- What might occur;
- How often it is likely to occur; and
- How vulnerable the Municipality is to the hazard.

Conducting the HRVA process will identify those hazards that are specific to Shelburne County and may require a specific action plan (i.e., Flooding).

Some possible changes within or near Shelburne County that could cause hazard analysis information to change over time include:

- New mitigation measures (e.g., stronger building codes, addition of roof or foundation braces);
- The opening or closing of facilities or structures that pose potential hazards (e.g., hazardous materials facilities and transport routes);
- Local development activities;
- Climatic changes;
- Mass Gatherings; and
- Civil threats.

There may be other long-term changes to investigate as well. These changes, such as climatic changes in average temperature or rainfall/snowfall amounts, are harder to track but could be very important to the hazard analysis.

A Hazard Identification and Risk Analysis within Shelburne County was conducted in 2019 by the Emergency Management Planning Committee. The hazards identified as having the greatest potential for disrupting Shelburne County are outlined in Section 5.1.

## 5.1 Regional Hazard Analysis

A Risk & Hazards Matrix is presented in Section 5.2, and a complete overview of each hazard is presented at Annex D, which details possible major effects, potential actions at the scene and equipment required.

### 5.1.1 Hurricane/Windstorm/Snow

During the winter months, severe weather conditions often occur in this area including heavy snowfalls, ice storms, and severe winds. Long-term power outages resulting from these conditions can cause severe hardship. We are in the path of many hurricanes being on the south shore of Nova

Scotia with hurricanes developing or travelling in the Atlantic Ocean. During the hurricane season, Nova Scotia often receives impacts from these weather events.

### 5.1.2 Power Failures

There are many situations that might result in the loss of power, including an act of terrorism. However severe winds or a winter ice storm are a more likely cause. Power outages can last from several hours to several days. In cold weather this would cause considerable hardship to the community and significant property damage caused by freezing pipes, spoiled food, and damage to interior building materials that need heat during the fall, winter, and early spring to prevent mold and mildew.

### 5.1.3 Wildland Fires

Wildland fires are a serious concern in themselves as large fires can devastate forested areas in mere days. Nova Scotia saw its most devastating wildland fire season on record in 2023, with blazes in Upper Tantallon (HRM) and Barrington Lake (Shelburne County) burning through a record 25,000 hectares of land and destroying approximately 200 homes. Wildland fires that migrate from the forest into communities are referenced as wildland urban interface (WUI) fires and these types of fires impact the lives of people and structures and can lead to mass evacuations. Nova Scotia will likely see larger and challenging fires within the coming years.

### 5.1.4 Drought

Drought has been an ongoing concern in Shelburne County since 2018. Lower than historical normal rainfall in the region has contributed to this. All areas of Shelburne County and beyond in the south and western shore areas have been impacted.

#### **Drought Contingency and Water Emergency Response Stages and Measures**

Drought Stages and Triggers: Drought stages define actions required to respond during various phases of drought severity. For example, Stage 1 could be to limit out-door water use. Triggers are indicators that activate the drought stages. A trigger could be defined as reservoir or groundwater well levels dropping a number of feet within a certain time period or to a specific level. Examples below.

#### **Stage 1**

- Water demand is projected to approach the limit of supply
- Water storage in Lake Rodney and Hayden's Lake (and other storage locations) is less than 65% of the total conservation pool capacity
- Water supply sources become contaminated

- Water supply system is unable to deliver water due to the failure or damage of major water system components
- Province declares mild drought in area
- Wells begin to dry up
- Recording of civic addresses of those affected

#### **Goals and Actions for Water Use Reduction**

- Stage 1 is intended to raise public awareness of potential drought with a main focus on water use reduction
- Request voluntary reductions in water use by the public and wholesale customers
- Increase public education efforts on ways to reduce water use through publications, online media, radio
- Review problems that caused the initiation of Stage 1
- Reduce non-essential water use (street cleaning, vehicle washing, ornamental fountains/landscaping, splash pad etc)

#### **Stage 2**

- Water demand is projected to approach the limit of the permitted supply
- Water storage in Lake Rodney and Hayden's Lake (and other storage locations) is less than 55% of the total conservation pool capacity.
- Water demand exceeds 95% of the amount that can be delivered to customers for 3 consecutive days
- More reports of wells going dry at a higher rate

#### **Goals and Actions for Water Use Reduction**

- Stage 2 is intended to reduce water consumption and set up water collecting locations for those who have dry wells
- Increase public awareness and education about drought conditions and water conservation
- STOP all non-essential water use
- Open public showers and water taps for those who have dry wells

#### **Stage 3**

- Water demand is expected to exceed the limit of the permitted supply
- Water storage capacity in Lake Rodney and Hayden's Lake (and other storage locations) is less than 45% of the total conservation pool
- 50 or more dry wells are reported by residents

#### **Goals and Actions for Water Use Reduction**

- Implement viable alternative water supply strategies
- Meet with Municipal Units to discuss caps/systems of water distribution to residents
- Have a Fire Hose ready for filling larger tanks
- Implement viable alternative water supply strategies
- Existing swimming pools may not be drained

#### **Stage 4**

- Water demand is projected to exceed the limit from supply
- Water storage capacity in Lake Rodney and Hayden's Lake (and other storage locations) is less than 35% of the total conservation pool
- Water delivery capacity is inadequate
- Request Provincial assistance

#### **Initiation of a Drought or Water Emergency Response Stage**

The official designee may order the implementation of a drought or water emergency response stage when one or more of the trigger conditions for that stage is met. The following actions will be taken when a drought or water emergency response stage is initiated:

- The public will be notified through local media, social media and the Municipal Units' web sites
- Government and Provincial agencies related to water emergencies will be given notice

#### **Termination of a Drought/Water Emergency Response Stage**

The official designee may order the termination of a drought or water emergency response stage when the conditions for termination are met or at their discretion.

- The public will be notified through local media and the Municipal Units' web sites

### **5.1.5 Transportation Accidents involving Hazardous Materials / Road**

Highway 103 runs through Shelburne County, very near its most populated areas. Today we depend on the use of a multitude of materials that are classified as dangerous by Transport Canada. These agents are everywhere in varying amounts. Under normal transport and storage conditions, these chemicals and substances pose no threat to life.

However, fire or transportation accidents may rupture containers and release these hazardous substances into the air or water systems. Located along the 103 Highway are several communities, which would be most vulnerable to such an accident.

### **5.1.7 Construction Accident**

Heavy snowfalls, frequency changes in occupancy, and buildings fatigue might place undue stress on buildings and contribute to their collapse. Other disastrous occurrences, such as flood, fire, or explosion, might jeopardize the stability of any structure.

### **5.1.8 Epidemic / Pandemic**

With the weakening effects of antibiotics on bacteria, and the ease with which disease can be carried throughout the world by air travel, the potential for an epidemic increase daily. The near release of

Bola-Zaire into the environment at Reston, Virginia, in 1989 shows how vulnerable we really are; this virus was transmitted as an airborne agent, similar to the influenza epidemic of 1918-19 (20 million deaths), or Asian Flu of 1968-69. Fortunately, the Reston strain only affected monkeys. In the summer of 1995, the Ebola virus in Zaire caused public health concern worldwide, and more recent 2014 Ebola outbreak in Western Africa has raised serious pandemic concerns.

The SARS-CoV-2 (COVID-19) pandemic was declared by the World Health Organization on March 11, 2020 and the first cases of the virus appeared in Nova Scotia on March 15, 2020.

## 5.3 Hazard & Risk Mitigation

### 5.3.1 Blizzards and Heavy Snowfalls

Living in Atlantic Canada means winter storms and occasional blizzards. We expect them and for the most part consider them to be a nuisance, with expected short-term road closures and power interruptions. This plan is most concerned with those events that are more intense, delivering large amounts of snow. An example would be the blizzard of 2003 known as “White Juan” dumping 93 cm of snow within 24 hours. That storm and others like it anticipated in the future are the concern of this plan. Environment Canada defines a blizzard as follows:

**Table 1. Environment Canada Alerting Parameters for a Blizzard Warning**

Alert Type	Location	Threshold Criteria
Warning	National, except North of the tree line	When <u>winds</u> of 40 km/hr or greater are expected to cause widespread reductions in <u>visibility</u> to 400 meters or less, due to <u>blowing snow</u> , or blowing snow in combination with falling <u>snow</u> , for at least 4 hrs

**Table 2. Environment Canada Alerting Parameters for a Snowfall Warning**

Alert Type	Location	Threshold Criteria
Warning	Newfoundland and Labrador, New Brunswick, <b>Nova Scotia</b> , Prince Edward Island, Magdalene Islands, Quebec	When 15 cm or more of <u>snow</u> falls within 12 hours or less.

### 5.3.2 Hurricanes

The [Canadian Hurricane Centre](#) expects more hurricanes to reach Nova Scotia with more regularity as our coastal waters continue to warm.

**Table 3. Environment Canada Alerting Parameters for a [Tropical Storm Watch/Warning](#)**

Alert Type	Location	Threshold Criteria
Tropical Storm Watch	National, including all coastal and inland regions	When, within the following 36 hours, a tropical storm or a developing tropical storm is expected to pose a possible threat, with the risk of tropical-storm force winds (average sustained winds of 63-117 km/h) threatening the area. This watch could be issued for: <ul style="list-style-type: none"> <li>• A tropical storm; or</li> <li>• A hurricane that might approach an area but be far enough away that it is expected to bring gales that are less than hurricane force (118 km/h or higher).</li> </ul>
Tropical Storm Warning	National, including all coastal and inland regions	When coastal and/or coastal winds of 63 to 117 km/h caused by a tropical cyclone are expected to occur.

**Table 4. Environment Canada Alerting Parameters for a [Hurricane Watch/Warning](#)**

Alert Type	Location	Threshold Criteria
Hurricane Watch	National, including all coastal and inland regions	When, within the following 36 hours, a hurricane or a developing hurricane is expected to pose a possible threat, with the risk of hurricane force winds (average sustained winds of 118 km/h or higher) threatening the area.
Hurricane Warning	National, including all coastal and inland regions	When hurricane-force gales (average sustained winds of 118 km/h or higher) caused by a hurricane, or a strong tropical storm that may strengthen to hurricane force before making landfall, are expected to occur in 24 hours or less. It may also include areas where storm surge or exceptionally high waves

**Table 4. Environment Canada Alerting Parameters for a [Hurricane Watch/Warning](#)**

Alert Type	Location	Threshold Criteria
		are expected, even though winds may be less than hurricane force.

### 5.3.3 Catastrophic Fires and Explosions

Shelburne County is well prepared to contain structure fires and fires related to vehicles and/or fixed facilities. This Plan is concerned with those catastrophic events associated with Dangerous Goods; the mobile transport or fixed storage and distribution facilities containing liquefied petroleum gases such as propane and natural gas.

### 5.3.4 Risk Reduction Measures

These measures are intended to either reduce the likelihood of a hazard event, reduce the severity of impact of the hazard, or both.

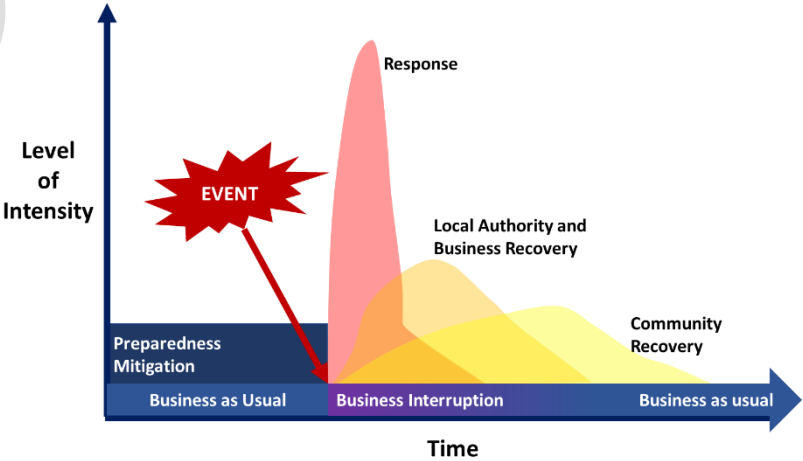
Strategy	Risk Reduction Measure
Mitigation	Construction
Mitigation	Emergency Program Guide
Mitigation	Forecasts
Mitigation	Hazard, Risk and Vulnerability Analysis
Mitigation	Hazard, Vulnerability and response capability mapping
Mitigation	Standards – building, engineering
Mitigation	Update HRVA and emergency program guide
Mitigation	Zoning and regulations to avoid hazard
Mitigation & Preparedness	Public Education – Community
Mitigation & Preparedness	Public Education – Schools
Mitigation & Preparedness	Public Information
Mitigation & Response	Technical Information sources
Preparedness	Exercises & Drills
Preparedness	Training – Government
Preparedness	Training – local emergency program
Preparedness	Training – Volunteers
Response	Alert and notification plan
Response	Communications & Warning Systems
Response	Damage Assessment Documentation
Response	Emergency Coordination Centre (ECC)
Response	Emergency operations staff
Response	Evacuation Plan and routes

Strategy	Risk Reduction Measure
Response	Hazard Specific Contingency Plan
Response	HazMat response capability
Response	Incident Command System (ICS)
Response	Liaison with external agencies
Response	Mutual Aid Agreements
Response	Public Communication Plan
Response	Rapid Damage Assessment Capability
Response	Reception Centres
Response	Resource List
Response	Response Information Management
Response	Search and Rescue Volunteers
Response	State of Local Emergency Declaration
Response	Urban search and rescue plan
Response & Recovery	Emergency Social Services Organization
Response & Recovery	Financial Organization
Response & Recovery	Psychological Trauma Capability
Recovery	Business Continuity Plan
Recovery	Debris Removal, Mortality Plan
Recovery	Financial and Humanitarian Assistance
Recovery	Insurance
Recovery	Reconstruction Assistance

### 5.4 Business Impact Analysis (BIA)

Within Shelburne County, each municipality together has significant infrastructure that is subject to impacts by severe weather or catastrophic events. Our ability to recover from an event is subject to the amount of damage to infrastructure and the resources available to repair the damage and resume normal operations.

Critical infrastructure that will impact a recovery and return to business as usual are discussed in this section.



### 5.4.1 Preparedness Level

The Shelburne County Regional Emergency Management Organization (Shelburne County REMO) maintains a full time Regional Emergency Management Coordinator (REMC) by Agreement. The REMC is assisted by municipal EMO assistant coordinators.

### 5.4.2 Severe Weather Notifications and Alerting

The CAO's for the Town's and Municipalities, and the Regional Emergency Management Coordinator for the County of Shelburne and assistants receives weather statements, watches and warnings from EMO Nova Scotia as prepared by Environment Canada. Severe weather advisories and statements are issued 5 days before the anticipated event with Watches and Warnings posted 48 hours before a significant weather event is expected to impact the region.

Depending on the forecasted severity, the Shelburne County Regional EMO (REMO) will maintain a storm watch seeing the Shelburne County Regional EMC in contact with EMO Nova Scotia by teleconferences for critical updates. Critical weather forecasts and updates are sent to each CAO for the County.

Early storm preparation starts with situational awareness, followed by more intentional active monitoring usually conducted by the REMC. As the weather appears to become threatening, the ECC is prepared to staff according to a Level 1 through 3 mobilization of the ECC. Members of the Planning Committee are requested to attend the ECC according to the need for filling key positions critical to maintaining a functional staffing level to ICS Canada standards for those times when the size and complexity surpass the capability of the REMC to resolve the issues.

Shelburne County REMO sends notices via social media and other sources pending severe weather.

Any citizens can and should seek assistance through the 911 system requesting police, ambulance, or fire as their needs dictate. Attendance by one agency will result in mutual aid requests, and attendance by other agencies such as [NS Power](#), and the [NS Department of Public Works](#) (NS DPW).

### 5.4.3 Communications – Radio, Telephone, Cell and Satellite Phone

All emergency responders are connected by both VHF and TM Radios (TMR), cell phones, and land lines for voice or text messaging, The dispatch of emergency services can originate from EHS Dispatch for ambulances out of Bedford, NS, RCMP officers from RCMP Telecom, Halifax, NS, and

Valley Communications or Scotia Business Center for Fire and all 911 calls within the Towns and Municipalities. Emergency responders would be alerted by radio dispatching, pager dispatch and iAR (I Am Responding app) cellular dispatch .

A failure of any one or all of radio, telephone, and mobile phone services could see the staffing of the ECC by amateur radio operators through their facilities within the ECC

#### 5.4.4 Capacity to Respond to Casualties and Damage

Within Shelburne County, there are 4 paramedic bases, 12 fire stations with active volunteers, 2 police detachment offices, and Ground Search and Rescue, representatives for the Canadian Red Cross, representatives for the Salvation Army, and Department of Community Services. Each has the capacity to mobilize once notified. Each emergency response group is in process of taking ICS courses to form a unified command with one incident commander for command and control at the scene of an emergency.

Damaged property and buildings become the responsibility of the Owner following the attendance by emergency services, public works, and private contractors to clear building debris for the purposes of restoring roadways, stabilize access to properties for access by owners and their insurers to begin the process of more permanent relocation, demolition, and reconstruction which is the responsibility of property and building owners.

The Municipality along with the Province would establish claim centers where civilians can go to file insurance claims and seek provincial financial assistance.

#### 5.4.6 Water Distribution

All of the population relies on their water supply from either Municipal or Town wells or reservoirs with a municipal or town distribution system, or private homes on private wells.

These water utilities are managed by either a Town, or the governing Municipality, each responsible for the operation and delivery of potable drinking water. Professional staff expert in specific trades operate the system and are available 24/7 to maintain and repair the system as needed. They are on call and available for emergency operations to pump water from wells to high level reservoirs. This is the most common water system in the more densely populated urban and suburban areas of the County.

In the event of a power outage, full time municipal or town staff from municipal units are on call to monitor operation and repair problems to ensure continuous operation. When required, portable generators maintain pumping capacity to the reservoirs for distribution by gravity in the event of a power outage.

In the less densely populated rural and remote areas, the primary source of potable water for domestic use is by private onsite wells owned, maintained, and tested by the homeowner.

On average, homeowners on private wells who lose power are without water for drinking, cooking, cleaning, flushing toilets, bathing, laundry; those simple things we are accustomed to having. This population becomes totally dependent on bottled water for consumption. To assist with their needs, public service announcements that filling a bathtub before the loss of power is important for toilet flushing and laundry cleaning. Water becomes a priority seeing the supply of bottled water for drinking and cooking increasingly purchased in advance of a severe weather event. These supplies are usually exhausted at local markets and stores before the storm arrives. Bottled water distribution for human consumption will become a critical factor for life safety in the event of an outage for more than 3 days as supplies begin to dwindle due to consumption. The rule of 2 liters per person per day is the benchmark; that includes the same amount for a dog, less for a cat.

#### 5.4.7 Water Distribution and Consumption - Livestock

Individual farms along with farm animal rescue groups are responsible for farm and domestic animals. Shelburne County REMO may make contact for assistance, but generally the rescue and care of farm animals is not the responsibility of Shelburne County REMO. Owners and rescue groups will be required to manage their Livestock water needs. Supply is managed by water hauling companies established to haul bulk raw water by tanker. To give a sense of the amount of water needed, the following applies;

Dairy Cows, non-lactating	40 liters per day
Dairy Cows, lactating	110 liters per day.
Horses	35 to 45 liters per day
Swine	9 liters per day
Sheep, lactating	10 liters per day
Chickens	300 to 450 liters per 1000 birds

*Source: Ontario Agriculture and Rural Affairs*

#### 5.4.8 Public Works Staff

Municipal units have full time professional staff and skilled trades that form their public works capabilities. Staff maintains the continuous operation of roads, storm sewers, flood control measures, snow removal, and general repairs to critical infrastructure. Each has its own yard for materials and equipment storage. Each has inventories of heavy and light equipment with qualified operators or the ability to contract such equipment. The County operates under a standing

agreement for large equipment from local contractors. As such, they have access to significant inventories of heavy equipment resources from private interests.

Public Works and NS DPW staff are the first line of defense to keep roads open and infrastructure operating for distribution of aid, emergency workers, and emergency management officials during a crisis.

#### 5.4.9 Nova Scotia Department of Public Works (NS DPW)

They are responsible for maintenance of existing roadway infrastructure. They maintain a fleet of plows and heavy equipment suited for large road work projects with capacity to rebuild and repair damage to their infrastructure. In the event they become overwhelmed, they have access to a large network of heavy equipment owners who can remove snow, repair roads and small bridges, and fix culvert washouts, to name a few activities.

For a major event, they have agreements in place that can summon help from anywhere in the Maritimes, Quebec, Maine, New Hampshire, and Vermont.

#### 5.4.10 Nova Scotia Power

Nova Scotia Power are responsible for electrical infrastructure in Shelburne County. In the event of a storm, they monitor forecasts looking for the type of weather than typically causes power outages. They maintain crews across the province for repairs, post online power outage locations on their web site, and provide estimates of the time to repair to full restoration.

They have their own Emergency Coordination Center which they staff during all outages to assess the damage, direct repair crews, and establish contact with critical customers to ensure restoration times.

For a major event, they have agreements in place that can summon help from anywhere in the Maritimes, from Quebec, Maine, New Hampshire, and Vermont

#### 5.4.11 Other Critical Infrastructure

While Shelburne County REMO is not responsible for the distribution of these essential products, the following information should be helpful.

##### **5.4.11.1 Gasoline and Diesel Fuel Distribution**

There are no strategic reserves. Those that rely on gasoline are vulnerable to loss of these products within several days of the last delivery by ship from the Gulf of Mexico and European refineries. There are no refineries in Nova Scotia, only the Dartmouth terminals for Imperial

Oil and Irving Oil which receives ships containing market ready fuel products that are immediately distributed to gas station retailers. As a result, supplies are vulnerable when ships are not able to deliver fuels to the Dartmouth terminal.

With no strategic reserve of gasoline, it is entirely probable that many gas retailers will be drained of all gasoline within two to three days without product for a significant period of time if anything shuts down the US or European refineries or prevents marine shipments from maintaining their on-time delivery schedule to Nova Scotia.

Nova Scotia is only partially dependent on the Irving Refinery in St. John, New Brunswick. Assuming it has supplies on hand and production can meet the demand it could be a source during an emergency as Irving currently ships product across the Bay of Fundy to the Dartmouth terminal. The problem for the refinery is all raw oil is shipped by marine tankers to St. John. They are also vulnerable to supply chain shortages of raw oil if a severe weather prevents ships from docking or leaving the refinery.

## 6.0 EVACUATION

The evacuation function describes how the public would be evacuated out of areas affected by an emergency situation that are deemed to be too hazardous for people to stay in place. Evacuation methods will be dependent on the incident and is the responsibility of the Incident Commander on site. A key component of the evacuation process is to look after the evacuees once they are evacuated and this is the responsibility of the municipality. This function shall be performed by the REMC unless the ECC is activated, at which time it will be organized and managed by the Logistics section Chief within the ECC. Evacuation considerations are outlined at Annex E, and potential Evacuation Routes for Flood Risk areas are outlined at Annex F.

During an emergency the ECC operational support functions may include:

- Damage Assessment
- Debris Management
- Livestock and Pet Coordination

### 6.1 Evacuee Alerting & Sheltering

The decision to evacuate any specific area has two levels:

- **Immediate Evacuation:** An immediate and sudden leak, spill, or fire at a fixed facility or mobile transport vehicle that requires identification of impacted areas to be evacuated followed by an immediate evacuation. This is the responsibility of the IC with support from

the REMC to coordinate the moving of people and the opening of shelters to receive and house evacuees.

- **Alerting:** Evacuees shall be notified to evacuate within the areas identified by the IC. Alerting shall be a door-to-door campaign by police with assistance from other agencies as required and available
- **Time Critical Evacuation:** An event that unfolds over a number of days, such as hurricanes that require an evacuation. In these cases, the evacuation will be managed by the ECC prior to the arrival of the severe weather event. The ECC will provide notifications and alerting, transport, and sheltering.

**Alerting:** Evacuees shall be notified to evacuate within the areas identified by the ECC Manager. Alerting shall be a police door to door campaign notifying citizens to evacuate as well as providing each family so advised of the location of their nearest shelter either within Shelburne County or neighbouring Counties. Police may accept assistance from other agencies as required and available. Additional alerting shall be through local media (radio) and social media. Evacuations will be supported by the ECC opening shelters to house displaced people and provide them with the necessities of life.

## 6.2 Evacuation Process

Evacuation takes place within a process that begins with preparing for the possible need to evacuate populations at high risk from imminent or actual disaster. It involves ongoing risk monitoring and management as the situation and needs of evacuees evolve over time, and only ends with their safe, voluntary and sustainable reintegration back home or in alternative locations.

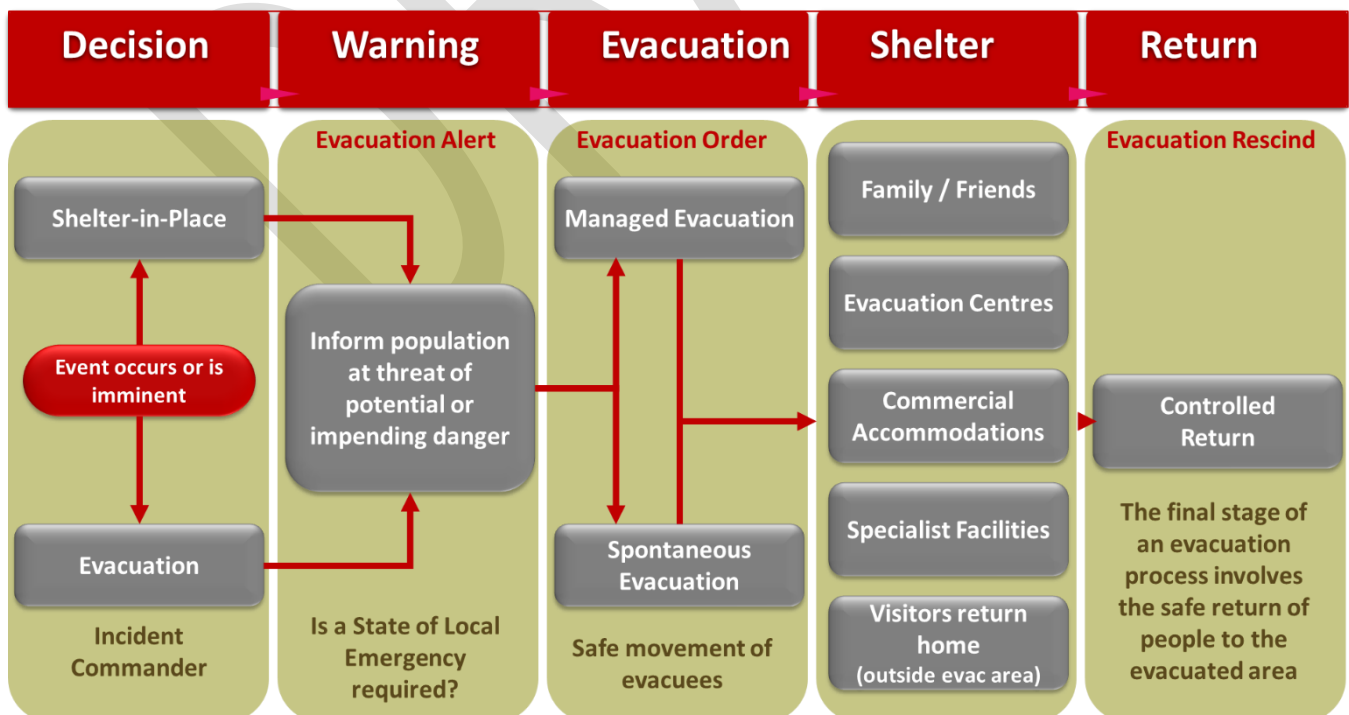


Figure 6.2 – Evacuation Process

## 7.0 REGIONAL EMERGENCY MANAGEMENT ORGANIZATION (REMO)

The Emergency Management organization consists of two branches known as:

- (a) The Regional Emergency Management Advisory Committee; and
- (b) The Regional Emergency Management Planning Committee.

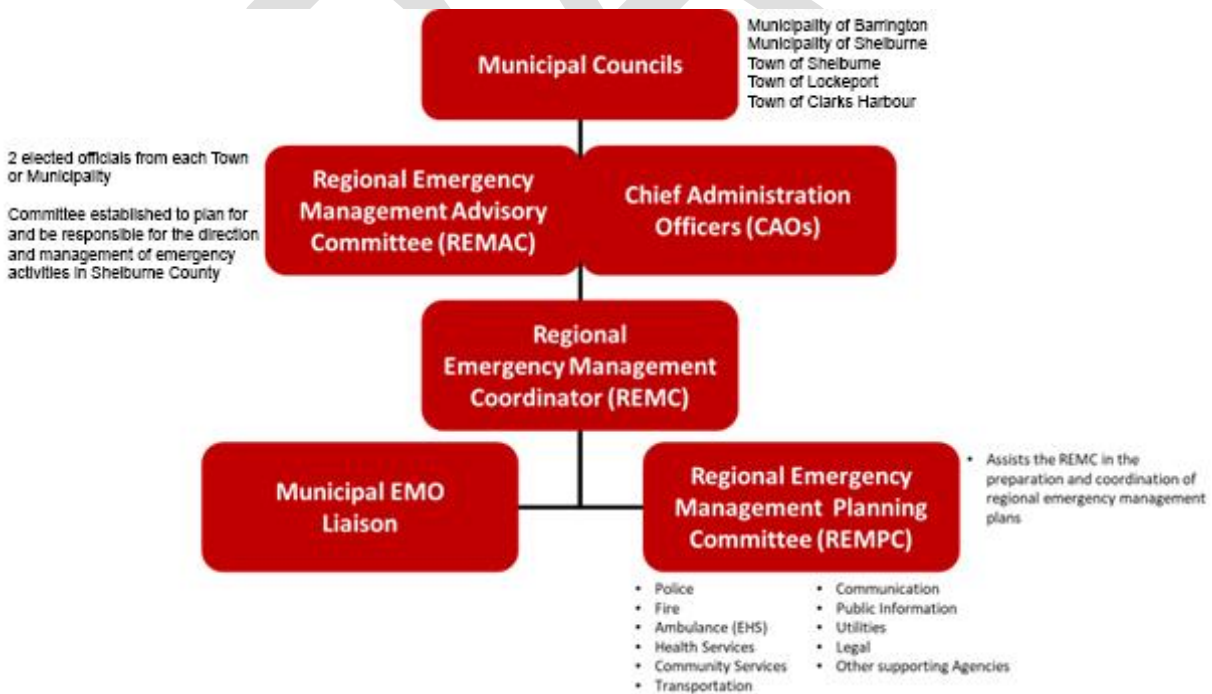


Figure 7.0 – Shelburne REMO Structure

## 7.1 Regional Emergency Management Advisory Committee (REMAC)

The REMAC consists of:

- (a) Two (2) members of Council from each Shelburne County Municipality;
- (b) Two (2) members of Council from each Shelburne County Town;
- (c) Chief Administrative Officer from each Shelburne County Municipality;
- (d) Regional Emergency Management Coordinator (REMC)
- (e) Regional Emergency Management Assistants (REMA)

The Advisory Committee has the following duties, powers, and responsibilities:

- (a) Responsible for the executive direction and management of emergency activities during a State of Local Emergency;
- (b) If required, renew the State of Local Emergency declaration every seven (7) days;
- (c) Exercise all powers necessary as conferred by the Provincial Emergency Management Act once a declaration has been made;
- (d) Authorize the expenditure of municipal funds;
- (e) Advise and continually update Municipal Councils on the current emergency situation;
- (f) When safe and appropriate, visit the emergency site(s);
- (g) When and if required, and in conjunction with the Public Information Officer, brief the media;
- (h) When and if necessary, through the Public Information Officer, inform the public of significant developments occurring;
- (i) Ensure that appropriate information is passed to provincial authorities;
- (j) Provide oversight of the Regional Emergency Management Work Plan.

## 7.2 Regional Emergency Management Planning Committee (REMPC)

The Shelburne County Regional Emergency Management Coordinator (REMC) is the Chair of the Planning Committee and is responsible for:

- **Planning and Accountability (Self and Others):** Is the leader for planning that engages the entire team, as well as, internal and external stakeholders. Successful planning and accountability will support superior levels of customer service and stakeholder engagement.

- Facilitates, designs and conducts emergency exercises and ensures the Emergency Coordination Centres (ECCs) are prepared for use.
- Prepares, reviews and evaluates Regional Emergency Management Plan submissions to forward to EMO Nova Scotia and participates in the planning process for emergency plans with EMO Nova Scotia as well as liaises with EMO Nova Scotia as required.
- Conducts hazard assessments and risk analysis as well as develops an inventory list of resources available for a response.
- Promotes and maintains Memorandums of Understanding with other jurisdictions for a collaborative response to disasters. **People Leadership, Communication and Management.** Creates a strong team that collaborates with others and supports municipal directions and strategy.
  - Engages stakeholder municipalities and groups to maintain a high level of organization and preparedness in the event of emergency or disaster.
  - Brings groups and resources together to facilitate the development and enhancement of new and existing REMO programs and projects.
  - Supervises and/or executes work in a safe manner in accordance with organizational and other legislated policies, procedures, regulations, guidelines and/or standards.
  - Uses HR tools and systems such as policies and procedures, Coaching and Position Descriptions to engage staff and stakeholders
- **Health and Safety.** Acts with others inside and outside the team to create effective health and safety plans.
  - The protection of life and property is the foundation of this role and drives the generation and maintenance of all regional emergency measures planning and activities. This position will ensure that public safety as well as occupational health and safety is reflected throughout all REMO plans and strategies.
- **Reporting and Data.** Keeps, applies and records data that support team and corporate effective decision-making.
  - Prepares and maintains all information, data and forms as well as reports necessary to maintain all department and organizational functions as required.
  - Maintains the REMO emergency contact database.
  - Prepares reports and data to inform and engage management, Council, and stakeholders in projects and initiatives undertaken.
  - Coordinates budgets, procures resources and equipment, and organizes invoices and expense allocations to ensure projects and programs are delivered within budget and schedule constraints.

The Planning Committee should consist of:

- (a) Regional EM Coordinator (REMC) - Chair;
- (b) Regional EM Coordinator Assistants;

- (c) Municipal EMO Liaison Officer (one from each Municipal unit);
- (d) Community Services;
- (e) Health Services;
- (f) Emergency Social Services;
- (g) Police/RCMP Services;
- (h) Fire Services;
- (i) Communication Services;
- (j) Transportation Services;
- (k) Engineering Services;
- (l) Information Services
- (m) Utilities Services; and
- (n) Financial Services.

The Planning Committee has the following duties, powers, and responsibilities:

- (a) Contribute to the identification of risks arising from emergencies in Shelburne County;
- (b) Provide information and expertise relating to the occurrence and mitigation of potential emergencies and the impact of emergencies in Shelburne County;
- (c) Contribute to the continuous improvement of the Regional Emergency Management Plan (REMP) through monitoring, review and development. (Coordinated by the Shelburne County Regional Emergency Management Coordinator);
- (d) As required, participate in functional sub-Committees and Working Groups to plan for specific emergencies, address issues, and develop and implement projects;
- (e) Support the development of Plans to address emergencies based on existing, and new and emerging hazards;
- (f) Contribute to testing components of the REMP through the development and participation in emergency exercises; and
- (g) Advise the Regional Emergency Management Advisory Committee (REMAC) on development of Regional Emergency Management Plans

## 8.0 LOGISTICAL SUPPORT AND RESOURCE REQUIREMENTS

### 8.1 Declaration of a State of Local Emergency (SOLE)

**Reference:** [NS DEM – States of Local Emergency](#)

A State of Local Emergency (SOLE) is enacted by municipal government either through a resolution of Council, or by the direct request of the Municipal Mayor. The Minister of Emergency Management also has the authority to issue a State of Local Emergency.

A State of Local Emergency may be called to:

- Confiscate property;
- Command assistance;
- Control/Prohibit travel;
- Enter without warrant; or
- Order or Cause Evacuation.

States of Local Emergency are valid for a maximum of seven (7) days at which time a municipality or town of Shelburne County may apply to the province for a renewal.

### 8.2 Communications

#### 8.2.1 Emergency Telecommunications Plan

Upon implementation of the Emergency Management Plan, it will be important to ensure that communications are established between the emergency site and the Shelburne County Emergency Coordination Centre (ECC). At all times open lines of communication are to be established with internal and external agencies. The type and severity of the crisis will determine which stakeholder audiences are involved.

The ECC will be equipped with telephones ([See ECC Layout for Telephone Numbers](#)), portable hand radios, and satellite phone with the necessary channels to communicate with police, fire, EHS and the Nova Scotia Emergency Measures Office (NS EMO).

Communications between the ECC and the other responding agencies can be supported through the use of a runner if radio communications become overwhelmed. The ECC Duty Officer is responsible for liaising with and coordinating additional emergency communications efforts.

All communications are to be recorded on the applicable ICS Form as outlined in the Shelburne County Emergency Coordination Centre Operational Guidelines.

## 8.2.2 Emergency Public Information Plan

Emergency Situations can quickly become the centre of local, national and international attention, and often receive significant media scrutiny. It is important that Shelburne County speak with one voice during an emergency that impacts the entire region.

Upon implementation of this Emergency Management Plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests, for, or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following position will be established within the Emergency Coordination Centre:

- Information Officer (ICS Command Staff position)

The Information Officer reports to the ECC Manager (ECCM) and Mayor and is responsible for:

- Establishing a communications link with the Community Spokesperson, and any other media coordinator (i.e., provincial, federal, private industry, etc.) involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- Ensuring liaison with the ECCM to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences as required;
- Ensuring that any media releases are approved by the ECCM prior to dissemination;
- Monitoring news coverage, and correcting erroneous information; and
- Maintaining copies of media releases and newspaper articles pertaining to the emergency

## 8.3 Emergency Coordination Centre (ECC)

Should the requirement arise to activate the Shelburne County Emergency Coordination Centre (ECC), the location of the ECC is as follows:

**Primary ECC location:** Municipality of Barrington  
2447 NS Trunk 3  
Barrington, NS

<b>Alternate ECC locations</b>	Town of Shelburne	Municipality of Shelburne
for Shelburne County	63 King Street	414 Woodlawn Drive
	Shelburne, NS	Shelburne, NS

Town of Lockeport  
67 Hall Street  
Lockeport, NS

Barrington Ground Search and Rescue  
3329 NS Trunk 3  
Barrington, NS

The Incident Command System (ICS) assists the ECC Manager in determining the best staffing levels for the incident. Every incident has certain major management activities or actions that must be performed. Even if the incident is very small, and only one or two people are involved, these activities will still always apply to some degree. The following five primary management functions are the foundation upon which the ECC’s organizational structure is based:

- Command
- Operations
- Planning
- Logistics
- Finance/Admin

Understanding that the ECC is based on the Incident Command System and that it is a modular organization and uses a manageable span of control, the ECC Manager can activate as many positions as they require.

The term “Go Big Early” describes the initial activation of the emergency response organization to a level that may be more than you eventually need. Get everyone in the room and if you don’t require certain staff after the first few hours, release them. This is done for two reasons: to provide the work force that will enable the ECC Manager to ‘get ahead’ of the situation, and secondly, as new information comes into focus, the staff may be required, and they are already there and ready to act.

### 8.3.1 ECC Principal Tasks

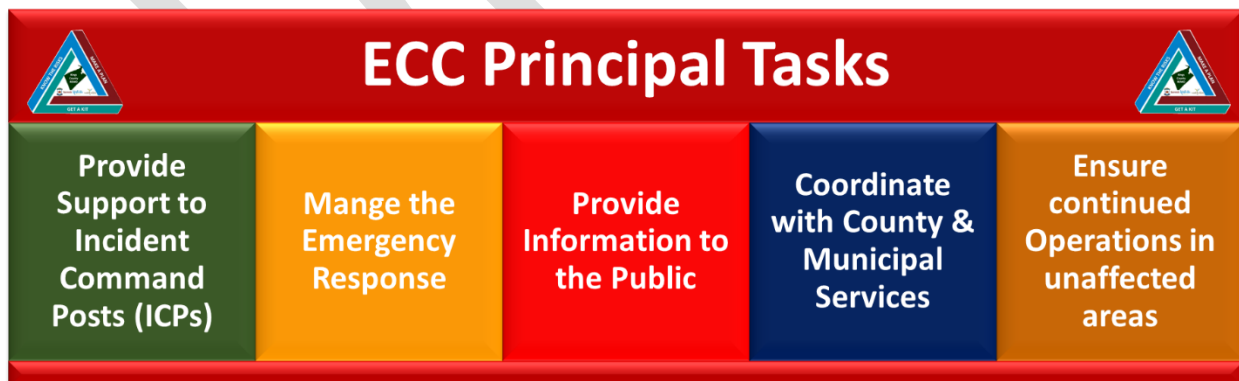


Figure 8.3.1 – ECC Principle Tasks

- **Provide support to the Incident Command Post(s).** The ECC receives instructions from the Incident Command Post (ICP) concerning what support is required (such as equipment,

information, media relations, coordination with external agencies) and how to provide it (such as access/exit routes, schedules, etc.) The ECC obtains the necessary support and coordinates its provision to the ICP's staging area. These resources may originate from:

- municipal resources;
- the community level;
- mutual aid sources; or
- provincial or federal government resources.

**Manage the emergency response for Shelburne County.** Some emergency response operations may be required across the entire municipality to mitigate threats from an emergency. For example, reception and/or evacuation centres may be needed, or public safety instructions provided for persons outside the incident site. Traffic flow control may be required to and from the incident site.

- **Provide information to the public on the emergency and the County response.** The public needs timely information so it can protect itself, and, in some cases, play a part in emergency operations, and in order to minimize fear and anxiety. For these reasons, the emergency operations centre prepares and disseminates information.
- **Coordinate with County and municipal services.** In general, the Emergency Coordination Centre needs to coordinate its activities with municipal services and other organizations affected by the emergency. It does so by establishing links to the following locations:
  - municipal offices;
  - service dispatch centres (police, fire, public works, etc.);
  - emergency operations centres (those at hospitals, school boards, provincial establishments); and
  - emergency operating locations (comfort, reception centres).
- **Ensure continued operations in unaffected areas of the County.** The ECC must ensure that there is no interruption in the provision of emergency services (such as fire protection) and essential services (i.e. hospital, water, sewer, electricity, waste management, telephone, etc.) in unaffected areas outside the incident site. In cases where the municipality is not responsible for these services, the ECC works with the appropriate alternative organization(s).

## 8.4 Volunteers

It is evident that there is a desire and capacity of people from our communities to engage in volunteer activities. That is a resource that we must tap into during a time of crisis when we will need “all hands”. The other aspect is the realization that in times of crisis, volunteers will “just appear” looking to help. The willingness of volunteers was evident during the Wild Fires of 2023.

The lessons learned are local volunteers will show up and they will help whoever needs assistance. The best results are when they are included, managed, and provided the tools they will need to make a difference.

Emergency Management Officials are aware of the benefits and have adopted the concept that the Municipality should be prepared to accept assistance by the public as a matter of formal agreement, making volunteers an important part of the Emergency Plan.

Finding volunteers can be accomplished several ways;

A staff person can be appointed as a Volunteer Coordinator by the CAO to harvest interested community members on a central registry for future contact;

Finding volunteers can be accomplished several ways;

- The Logistics Section Chief, through the ECC Manager and their Information Officer, place a media wide call for volunteers to provide assistance describing the assistance needed and the locations. Each person wishing to volunteer contacts a dedicated staff person who will then direct them to a central receiving area for transport to the scene where they can receive personal protective equipment, basic instructions on the work needed, and given appropriate safety training in the work they about to undertake.
- A staff person can be appointed as a Volunteer Coordinator by the CAO to harvest interested community members on a central registry for future contact

The volunteers are then assigned to competent supervisors who escort them directly to the work areas.

## 9.0 PLAN TESTING, REVIEW & MAINTENANCE

### 9.1 Plan Testing Schedule & Responsibility

The Shelburne County Regional Emergency Management Coordinator (REMC) is responsible for coordinating the annual testing of the Regional Emergency Management Plan (REMP).

### 9.2 Plan Maintenance & Responsibility

The Shelburne County REMPC will be maintained by the Regional Emergency Management Planning Committee (REMPC) and the Regional Emergency Management Coordinator (REMC).

The REMP will be reviewed annually and, where necessary, revised by a meeting(s) of the Regional Emergency Management Planning Committee (REMPC) and the Regional Emergency Management Advisory Committee (REMAC). The REMP shall be revised subject to the approval of Municipal Councils.

## 10.0 PLAN DISTRIBUTION

Distributed electronically:

### **Municipal Units:**

- Municipality of the District of Shelburne
- Municipality of Barrington
- Town of Shelburne
- Town of Lockeport
- Town of Clarks Harbour

### **Fire Departments**

- Shelburne County Fire Department Chiefs

### **Regional Emergency Management Planning Committee (REMPC)**

- NS Department of Emergency Management (NS DEM)
- Community Services – Shelburne County
- Department of Natural Resources (DNR)
- Department of Public Works (DPW)
- Emergency Health Services
- Fire Services
- Shelburne County RCMP
- NS Health
- Ground Search and Rescue Representative

## List of Acronyms

<b>CAO</b>	Chief Administrative Officer
<b>CRC</b>	Canadian Red Cross
<b>DFAA</b>	Disaster Financial Assistance Arrangement
<b>DLF</b>	Department of Lands and Forestry
<b>DPW</b>	Department of Public Works
<b>ECC</b>	Emergency Coordination Centre
<b>ECCM</b>	Emergency Coordination Centre Manager
<b>ECCMT</b>	Emergency Coordination Centre Management Team
<b>ECRG</b>	Emergency Control Response Group
<b>EHS</b>	Emergency Health Services
<b>ESM</b>	Emergency Site Management
<b>FERP</b>	Federal Emergency Response Plan
<b>HAZMAT</b>	Hazardous Material
<b>HRVA</b>	Hazard Risk Vulnerability Assessment

<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IO</b>	Information Officer
<b>LO</b>	Liaison Officer
<b>MOU</b>	Memorandum of Understanding
<b>NS DEM</b>	Nova Scotia Department of Emergency Management
<b>NS DNR</b>	Nova Scotia Department of Natural Resources
<b>PCC</b>	Provincial Coordination Centre
<b>PPE</b>	Personal Protective Equipment
<b>PS</b>	Public Safety Canada
<b>REMAC</b>	Regional Emergency Management Advisory Committee
<b>REMC</b>	Regional Emergency Management
<b>REMO</b>	Regional Emergency Management Organization
<b>REMPCC</b>	Regional Emergency Management Planning Committee
<b>SA</b>	Situational Awareness
<b>GSAR</b>	Ground Search and Rescue
<b>SO</b>	Safety Officer
<b>TMR</b>	Trunked Mobile Radio
<b>TTX</b>	Tabletop Exercise

## Definitions

### **Accident**

An unintended, unplanned and unexpected event that interrupts an activity and sometimes causes injury or damage.

### **After Action Report (AAR)**

A detailed, formal report of an incident or exercise that summarizes planning activities, outcomes, actions taken and recommendations for improvements.

### **All Hazards**

Emergency management adopts an all-hazards approach in every jurisdiction in Canada by addressing vulnerabilities exposed by both natural and human-induced hazards and disasters. The all-hazards approach increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard specific sub-components to fill gaps only as required. As such, “All-Hazards” does not literally mean preparing to address any and all potential hazards in existence. Rather, it emphasizes the leveraging of synergies common across hazards and maintaining a streamlined and robust emergency management system. The “All-Hazards” approach also improves the ability of emergency management activities to address unknown hazards or risks.

### **Business Continuity; Continuity of Operations**

The programs, arrangements and/or measures that provide for the continuity of critical services in the event of disruptions or emergencies

### **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.

### **Demobilization**

The orderly, safe and efficient transition of personnel from response activities to their original location and status, and the return, disposal or redeployment of assets as appropriate following an incident.

### **Disaster**

Essentially a social phenomenon that results when a hazard intersects with a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health, welfare, property or environment of people; may be triggered by a naturally occurring phenomenon which has its origins within the geophysical or biological environment or by human action or error, whether malicious or unintentional, including technological failures, accidents and terrorist acts.

### **Emergency**

A present or imminent event in respect of which a Municipality within Shelburne County believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of the people of Shelburne County.

## **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.

## **Emergency Management Plan**

Any plan, program of procedure prepared by Shelburne County which aims (1) to mitigate the effects of an emergency or disaster, and (2) to safeguard the health or welfare of the population and to protect property and the environment, in the event of an emergency or disaster.

## **Evacuation**

The planned and supervised movement of people, animals and/or materials from dangerous or potentially dangerous areas to a safe place

## **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.

## **Impact**

The results or ultimate outcomes of an event or a series of events. When an event occurs, the impact can be measured by examining the event consequences. By continuously asking the questions “so what”, event consequences can be determined.

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

A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, equipment, personnel, procedures, and communications in operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used by various jurisdictions and function agencies, both public and private, to organize field-level incident operations.

**Incident Types - ICS Definitions** Based on complexity, Type 5 least complex, Type 1 the most complex

### **Type 5 Incident**

- **Resources:** One of two single resources with up to six personnel. Command and General Staff positions (other than Incident Commander) are not activated  
**Time Span:** Incident is contained within the first operational period and often within a few hours after resources arrive on scene. A verbal Incident Action Plan (IAP) is required. No written IAP other than Form 201.

#### **Type 4 Incident**

- **Resources:** Command Staff and General Staff functions are activated (only if needed). Several resources are required to mitigate the incident, possibly including a Task Force or Strike Team. The agency administrator may have briefings, and ensure the complexity analysis and delegation authority is updated.  
**Time Span:** Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required, but a documented operational briefing (ICS Form 201) will be completed for all incoming resources.

#### **Type 3 Incident**

- **Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader positions. An Incident Management Team (IMT) or incident command organization manages the initial action incidents with a significant number of resources, and an extended attack until containment/control is achieved.
- **Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.

#### **Type 2 Incident**

- **Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500. The agency administrator official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

#### **Type 1 Incident**

- **Resources:** This type of incident is the most complex to safely and effectively manage and operate. All Command and General Staff positions are activated. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches need to be established. The agency administrator official will have briefings and ensure that the complexity analysis and delegation of authority are updated. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. There may be provincial or national resource support. A Declaration of a State of Emergency may be made by the appropriate jurisdiction

- **Time Span:** The incident is expected to go to multiple operational periods. A written Incident Action Plan is required for each operation period.

**Mitigation**

Actions taken to reduce the impact of disasters in order to protect lives, property and the environment, and to reduce economic disruption.

**Mobilization**

The activation, assembly and transport of personnel and/or assets that are required and may be requested to respond to or support an incident.

**Preparedness**

Actions taken prior to a disaster to be ready to respond to it and manage its consequences.

**Prevention**

Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

**Prevention/Mitigation**

Actions taken to eliminate or reduce the impact of disasters in order to protect lives, property, the environment, and reduce economic disruption. Prevention/mitigation includes structural mitigative measures (e.g. construction of floodways and dykes) and non-structural mitigative measures (e.g. building codes, land-use planning, and insurance incentives). Prevention and mitigation may be considered independently, or one may include the other.

**Probability**

The frequency or likelihood that an event will happen. This can be measured by historical data and predicted models.

**Recovery**

Actions taken to repair or restore conditions to an acceptable level after a disaster.

**Resilience**

Resilience is the capacity of a system, community or society exposed to hazards to adapt to disturbances resulting from hazards by persevering, recuperating or changing to reach and maintain an acceptable level of functioning. Resilient capacity is built through a process of empowering citizens, responders, organizations, communities, governments, systems and society to share the responsibility to keep hazards from becoming disasters.

**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-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.

**Risk Tolerance**

The degree to which the population or segments of the population are able to tolerate the chance of a hazard or threat occurring. It is a subjective measure of perception often influenced by past experience, media exposure and political agendas.

**Situational Awareness (SA)**

The continual process of collecting, analyzing and disseminating intelligence, information and knowledge to allow organizations and individuals to anticipate requirements and to prepare appropriately.

**Sustainable**

A sustainable approach is one that meets the needs of the present without compromising the ability of future generations to meet their own needs.

**Threat**

The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.

**Vulnerability**

A degree of susceptibility or increased likelihood of being adversely impacted due to the nature of the particular hazard, time of day of occurrence, or seasonal factors associated with the event.

## 11.0 ECC Activation Triggers

**Emergency Coordination Centre (ECC) Activation Triggers (alphabetically listed)**

This matrix outlines key emergency triggers for activation of the Emergency Coordination Centre (ECC) in response to multiple hazard types. The ECC activation is structured into three levels: Level 1 – Full Activation, Level 2 – Partial Activation, and Level 3 – Monitoring/Enhanced Readiness

Hazard Type	Level 1 Full Activation Triggers	Level 2 Partial Activation Triggers	Level 3 Monitoring/ Readiness Triggers
<b>All Hazards</b>	<ul style="list-style-type: none"> <li>• Declared or imminent <b>State of Local Emergency (SOLE)</b></li> <li>• Municipal <b>emergency response capacity overwhelmed</b>, requiring full coordination</li> <li>• <b>Widespread emergency messaging</b> needed, including Alert Ready activation</li> <li>• <b>Widespread evacuations</b> required due to prolonged cold, heating failures, or infrastructure damage.</li> </ul>	<ul style="list-style-type: none"> <li>• Support required for <b>multi-agency coordination</b></li> <li>• <b>NS DEM Provincial Coordination Centre (PCC) activation</b> with Shelburne County being in the affected area</li> <li>• Activation of <b>Regional EM Mutual Aid Agreement(s)</b> through submission of a Request for Assistance (RFA)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environment Canada</b> reporting of significant weather event(s) impacting Shelburne County</li> </ul>
<b>Extreme Heat Events</b>	<ul style="list-style-type: none"> <li>• <b>Heat Emergency declared</b> by Public Health with extreme temperatures sustained over multiple days</li> <li>• <b>Widespread health impacts</b>, particularly among seniors, children, and vulnerable populations</li> <li>• <b>Comfort centres activated across communities</b> to provide centres for cooling</li> <li>• <b>Health care system strain</b> from heat-related illnesses</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Heat Warning issued</b> (humidex &gt;36°C for two or more days)</li> <li>• <b>Reports of heat-related illness</b> from long-term care or EHS</li> <li>• Need to activate <b>hydration stations or public comfort centres</b></li> <li>• Increased risk for <b>isolated and vulnerable populations</b> (e.g., seniors, outdoor workers)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Heat Special Weather Statement or Early Notification issued</b>, conditions could reach Heat Warning thresholds</li> <li>• <b>Early reports of heat-related illness in vulnerable populations</b></li> <li>• <b>Assessment of comfort centre readiness</b>, but not yet activated</li> <li>• <b>Coordination with Public Health and community partners</b></li> </ul>

Hazard Type	Level 1 Full Activation Triggers	Level 2 Partial Activation Triggers	Level 3 Monitoring/ Readiness Triggers
	<ul style="list-style-type: none"> <li>• <b>Multi-agency response needed for public health, social services, and communications.</b></li> </ul>		<p>for situational updates</p>
<p><b>Flooding</b></p>	<ul style="list-style-type: none"> <li>• <b>Widespread flooding across multiple communities</b></li> <li>• <b>Evacuation orders issued</b>; shelters activated/staffed by Canadian Red Cross</li> <li>• <b>Hwy 103 and key secondary roads flooded/closed</b>, impacting transportation and emergency response</li> <li>• <b>Public infrastructure (e.g., bridges, culverts, water systems) at risk of failure</b></li> <li>• <b>Provincial assistance and mutual aid support required</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Localized flooding</b> disrupting roads and homes</li> <li>• <b>Coastal Flood Warning</b> issued by Environment Canada</li> <li>• <b>Culvert or dyke concerns</b> raised by Public Works</li> <li>• Coordination needed for <b>road closures and sandbag distribution</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Heavy Rainfall Warnings</b> issued with potential for localized flooding</li> <li>• <b>Rising water levels in major rivers and lakes</b> (e.g., Roseway River, Clyde River)</li> <li>• <b>Minor road flooding or drainage concerns</b> reported by Public Works</li> <li>• <b>Initial coordination with NS DEM, Public Works, and first responders</b> for situational awareness</li> </ul>
<p><b>Hazardous Materials Incidents</b></p>	<ul style="list-style-type: none"> <li>• <b>Major chemical spill or explosion</b> near populated or sensitive areas (e.g., rail or highway corridor)</li> <li>• <b>Evacuation and shelter-in-place orders issued</b> for affected zones</li> <li>• <b>Risk to public water supply or air quality</b></li> <li>• <b>Multi-agency incident command established</b>, including NS Environment, Health, Fire Services, RCMP</li> <li>• <b>Widespread public communication and</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hazardous material incident near key infrastructure</b> (e.g., near Hwy 101)</li> <li>• Incident is <b>contained but requires multi-agency coordination</b> (e.g., Fire, DEM, Transportation)</li> <li>• <b>Potential for escalation</b> or community exposure (air, water)</li> <li>• <b>Shelter-in-place orders being considered</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Minor hazardous material spill reported</b>, but contained by first responders</li> <li>• <b>No immediate public safety threat</b>, but environmental monitoring ongoing</li> <li>• <b>Coordination with Fire Services, NS Environment, and Public Health</b> for situational awareness</li> <li>• <b>Potential for escalation if</b></li> </ul>

Hazard Type	Level 1 Full Activation Triggers	Level 2 Partial Activation Triggers	Level 3 Monitoring/ Readiness Triggers
	<p>resource coordination required</p>		<p>containment efforts fail</p>
<p>Hurricanes/ Tropical Storms</p>	<ul style="list-style-type: none"> <li>• <b>Tropical Storm/Category 1 or higher hurricane directly impacting Shelburne County</b> with widespread high winds, heavy rain, and storm surge</li> <li>• <b>Major damage to infrastructure</b> (e.g., downed power lines, blocked roads, damaged buildings)</li> <li>• <b>Widespread, prolonged power outages</b> (&gt;36 hours)</li> <li>• <b>Coastal flooding in areas along the Bay of Fundy</b></li> <li>• <b>Evacuation, mass care, and public information coordination required</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hurricane/Tropical Storm</b> warnings issued for Shelburne County</li> <li>• Winds forecasted <b>above 90 km/h</b>, risk of downed trees and lines</li> <li>• <b>Pre-staging of comfort centres, generator checks, and fuel supplies</b></li> <li>• Coordination with emergency shelter providers and utility partners</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tropical storm/Hurricane watch</b> issued, potential impact within 72–96 hours</li> <li>• <b>Uncertainty in storm track</b>, but Shelburne County could be affected</li> <li>• <b>Municipal departments conducting preliminary readiness checks</b> (e.g., fuel, equipment, staffing)</li> <li>• <b>Public messaging issued to encourage preparedness</b></li> </ul>
<p>Pandemics/ Public Health Emergencies</p>	<ul style="list-style-type: none"> <li>• <b>Significant local outbreak of a novel virus or pandemic wave</b></li> <li>• <b>Critical service disruption due to high absenteeism</b> (e.g., EHS, RCMP, public works, administration)</li> <li>• <b>Health system overwhelmed</b>; community support services strained</li> <li>• <b>Provincial or Health Authority emergency declarations in effect</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increased absenteeism</b> in essential municipal services (e.g., public works, fire service)</li> <li>• <b>Rise in community-level transmission</b> of a virus (e.g., influenza, COVID-19 resurgence)</li> <li>• Coordination needed for <b>continuity of operations, PPE distribution, and staff protection protocols</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increased seasonal illness trends</b> (e.g., influenza, COVID-19, RSV) but no significant impacts yet</li> <li>• <b>Monitoring public health alerts for potential outbreaks</b></li> <li>• <b>Preliminary discussions with Health Authority regarding response planning</b></li> </ul>

Hazard Type	Level 1 Full Activation Triggers	Level 2 Partial Activation Triggers	Level 3 Monitoring/ Readiness Triggers
	<ul style="list-style-type: none"> <li>Widespread demand for public information, PPE distribution, and vulnerable population outreach</li> </ul>	<ul style="list-style-type: none"> <li>Public Health engagement initiated</li> </ul>	<ul style="list-style-type: none"> <li>Review of PPE and critical supply stockpiles</li> </ul>
<p><b>Winter Storms</b></p>	<ul style="list-style-type: none"> <li><b>Major power outages</b> affecting a large portion of the population for extended periods (e.g., &gt;24 to 36 hours) across multiple areas</li> <li>Severe blizzard or major ice storm causing <b>community-wide impacts</b></li> <li><b>Severe road closures and dangerous travel conditions</b>, stranding motorists and delaying emergency services</li> <li><b>Multiple infrastructure failures</b>, including water/wastewater systems, telecommunications, or fuel shortages.</li> <li><b>Mass sheltering operations</b> required for displaced or vulnerable populations.</li> <li><b>Coordinated response</b> across municipal services, utilities, and mutual aid partners</li> </ul>	<ul style="list-style-type: none"> <li><b>Environment Canada <a href="#">Blizzard</a>, <a href="#">Snowfall</a></b>, or ice storm warnings issued</li> <li><b>Coordination of road clearing priorities and critical access routes.</b></li> <li>Moderate <b>infrastructure impacts</b>, including partial utility disruptions or localized heating failures.</li> <li><b>Requests for support from external agencies</b>, including NS DEM.</li> <li>Need for <b>coordinated public communications</b> (e.g., warming centres, road safety advisories).</li> <li>Support required for <b>multi-agency coordination</b> (e.g., transportation, public works, public health).</li> </ul>	<ul style="list-style-type: none"> <li><b>Winter Storm Watch</b> issued, potential for significant snowfall or freezing rain</li> <li>Forecasted heavy snowfall, ice pellets, freezing rain, or blizzard conditions within 48–72 hours.</li> <li><b>Increased risk of power outages or road closures</b> due to ice/wind.</li> <li>Monitoring of <b>vulnerable populations and critical infrastructure risk</b>.</li> <li><b>Coordination of readiness activities initiated</b> (e.g., situational briefings, internal preparedness checks).</li> <li><b>Potential for escalation</b> identified, ECC</li> </ul>

Hazard Type	Level 1 Full Activation Triggers	Level 2 Partial Activation Triggers	Level 3 Monitoring/ Readiness Triggers
			activation under consideration.
Wildfires	<ul style="list-style-type: none"> <li>• <b>Large wildfire threatening residential areas</b>, critical infrastructure</li> <li>• <b>Mass evacuation operations required</b> with reception/evacuation centres activated</li> <li>• <b>Significant smoke event</b> causing health concerns and public advisories</li> <li>• <b>Coordination with NS DNR, Health Authority, RCMP, and Fire Services</b></li> <li>• Full multi-agency incident management structure needed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Wildfire within 10 km</b> of populated areas</li> <li>• <b>Smoke drift affecting vulnerable populations</b> and requiring health advisories</li> <li>• <b>Pre-evacuation planning</b> for nearby communities</li> <li>• Coordination required with <b>Nova Scotia Department of Natural Resources (NS DNR)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Elevated fire danger rating in Shelburne County</b>, dry conditions persist</li> <li>• <b>Reports of small wildfires in rural areas</b>, but contained by NS DNR</li> <li>• <b>Smoke visible but not yet impacting populated areas</b></li> <li>• <b>Coordination with NS DNR and Fire Services</b> for fire risk updates</li> </ul>

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## Evacuation Considerations

	<b>Situational Awareness</b>	<ul style="list-style-type: none"> <li>• Scale of threat</li> <li>• Current and predictive information</li> <li>• Accuracy and validity of information</li> </ul>
	<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Level of impact</li> <li>• Degree of injury/damage</li> <li>• Political/media interest</li> <li>• Effect of/on actions or inactions</li> </ul>
	<b>Timing</b>	<ul style="list-style-type: none"> <li>• Predicted time of onset or impact</li> <li>• Estimated time to undertake warning</li> <li>• Estimated time to undertake Evacuation</li> <li>• Duration of evacuation</li> </ul>
	<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Door-to-door teams</li> <li>• Evacuation Centre management teams</li> <li>• Assembly area personnel</li> <li>• Disaster Victim registration teams</li> </ul>
	<b>Physical Resources</b>	<ul style="list-style-type: none"> <li>• Transportation points</li> <li>• Traffic management</li> <li>• Signage/Barriers</li> <li>• Assembly areas</li> <li>• Animal shelters</li> </ul>
	<b>Governance</b>	<ul style="list-style-type: none"> <li>• Emergency Plan</li> <li>• Local Evacuation Plan</li> <li>• Hazard Specific sub-plan</li> <li>• SOPs</li> </ul>
	<b>Specific Populations</b>	<ul style="list-style-type: none"> <li>• Vulnerable groups</li> <li>• Transient groups</li> <li>• Cultural</li> <li>• Level of resilience/preparation</li> </ul>
	<b>Health &amp; Safety Risks</b>	<ul style="list-style-type: none"> <li>• To evacuees</li> <li>• To responders</li> <li>• Medical issues</li> </ul>
	<b>Consultation</b>	<ul style="list-style-type: none"> <li>• Support Agencies</li> <li>• Affected community</li> <li>• Receiving community</li> <li>• Other experts</li> </ul>
	<b>Public Messaging</b>	<ul style="list-style-type: none"> <li>• Early advice</li> <li>• Timings</li> <li>• Areas identified</li> </ul>
	<b>Options</b>	<ul style="list-style-type: none"> <li>• No evacuation</li> <li>• Staged movement</li> <li>• Shelter-in-place</li> <li>• Evacuation</li> <li>• Self-managed</li> <li>• Prepare to evacuate</li> <li>• Mass movement</li> </ul>

Two different management structures will be used for evacuations in Shelburne County. They can generally be described as follows:

A. Routine Evacuations:

- Those so ordered by the fire service (municipal fire or provincial fire) and by the police authority. These evacuations will be conducted by the fire departments or police authorities themselves or those they so delegate to carry out on their behalf. Usually, these will be small in nature. If a loss of a principal residence is involved do not forget to call the Red Cross and Community Services.

B. SOLE Mandated Evacuations:

- Usually these are ordered when the situation warrants the evacuation of a significant number of people. Normally they will occur when the officials in the Emergency Operating Centre following a risk assessment deem it is appropriate to move people out of harms way.
- Should the size of the evacuation operation warrant it, the staff in the EOC will assist the police and fire officials in the preparation of the required evacuation infrastructure? In particular, the EOC staff will provide the planning, coordination and logistical support for the evacuation process.

Various agencies and groups have different roles and responsibilities in the evacuation process. To a large extent, who does what, depends upon the size of the event.

A. Minor Evacuation

- Fire/Police/GSAR:
  - Knock on doors and advise people of the situation
  - May request assistance in notification of people
  - Contact Comfort Centre or Reception Centre if evacuees possible
  - Contact Red Cross and Social Serviced if principal residence rendered uninhabitable.
- Comfort Centre – staff as appropriate
- Red Cross – staff or respond as appropriate
- Community Services – respond as appropriate

B. Major Evacuation:

- Fire/Police/GSAR:
  - Request assistance
  - Work with EOC on plan evacuation
    - Develop methodology and staffing
    - Accumulate and allocate resources
    - Develop and prepare documentation
- EOC
  - Coordinate evacuation response

- Provide logistical support
  - Get reception and comfort centres ready
  - Develop a detailed evacuation plan- civic numbering, street assignments, evacuation routes
  - Prepare documentation- go to resource lists
  - Call Red Cross and Social Services
  - Acquire additional resources – GSAR, etc.
  - PIO will develop and issue public service announcements.

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## Re-entry Phases

	<b>Hazards &amp; Damage</b>	<ul style="list-style-type: none"> <li>• Presence or possible return of Hazard</li> <li>• New/Secondary Hazards</li> <li>• Impact Assessment</li> <li>• Structural Integrity &amp; Major Infrastructure</li> </ul>
	<b>Health</b>	<ul style="list-style-type: none"> <li>• Public Health Risks</li> <li>• Safety of returning evacuees and responders</li> <li>• Provision of Mental &amp; Physical Health Services</li> </ul>
	<b>Business &amp; Other Services</b>	<ul style="list-style-type: none"> <li>• Essential Services (Power, Water, Sewage, Telecomms)</li> <li>• Commercial Services (food supply, fuel)</li> <li>• Local Government services</li> <li>• Transportation infrastructure</li> </ul>
	<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Escorting Personnel</li> <li>• Traffic Management Points / Exclusion areas</li> <li>• Outreach teams and other support services</li> <li>• Recovery Centre Personnel</li> </ul>
	<b>Physical Resources</b>	<ul style="list-style-type: none"> <li>• Transportation</li> <li>• Signage/Barriers</li> <li>• Crime Scene Preservation</li> <li>• Recovery Centre</li> </ul>
	<b>Governance</b>	<ul style="list-style-type: none"> <li>• Emergency Management Plan</li> <li>• Impact Assessment</li> <li>• Demobilization of resources/services</li> <li>• Recovery Plan</li> <li>• SOPs &amp; Guidelines</li> </ul>
	<b>Vulnerable Groups &amp; Facilities</b>	<ul style="list-style-type: none"> <li>• Level of readiness to return</li> <li>• Hospitals and Aged Care facilities</li> <li>• Education facilities ability to function</li> </ul>
	<b>Timings</b>	<ul style="list-style-type: none"> <li>• Commencement of re-entry</li> <li>• Estimated time to undertake re-entry</li> <li>• Removal of services/personnel providing re-entry assistance</li> <li>• Exit Strategy</li> </ul>
	<b>Consultation</b>	<ul style="list-style-type: none"> <li>• Support agencies</li> <li>• Affected community</li> <li>• Functional areas</li> <li>• Local Government</li> <li>• Police Services</li> </ul>
	<b>Public Information</b>	<ul style="list-style-type: none"> <li>• Return Arrangements</li> <li>• Recovery &amp; Support services</li> <li>• Safety Advice</li> <li>• Timings</li> </ul>
	<b>Options</b>	<ul style="list-style-type: none"> <li>• Restricted Re-entry</li> <li>• Unrestricted Re-entry</li> <li>• Staged Re-Entry</li> </ul>

## 12.0 ECC Roles & Responsibilities

### **Emergency Coordination Centre Management Team (ECCMT)**

The primary responsibility of the ECCMT is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. It is the responsibility of the ECCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the ECC (i.e. between sections) and between sites and other ECCs.

The ECCMT consists of the following positions:

- Policy Director (Chair of REMAC)
- ECC Manager
- Information Officer
- Safety Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

### **Policy Director**

The Policy Director is the Chair, or designate, of the Regional Emergency Management Advisory Committee (REMAC). Responsibilities of the Policy Director include:

- Acting as liaison between the Emergency Coordination Centre Manager (ECCM) and Municipal Councils
- Declaration/termination of an emergency
- Bringing recommendations for changing/amending Emergency Management Plans, bylaws or policies to the REMAC with the assistance of Shelburne REMO staff.
- Official spokesperson, if required.
- Ensuring Members of Municipal Councils are notified of the emergency.

Notifying the Mayors of the affected and/or adjoining municipalities of the emergency, if required and providing any status reports.

### **ECC Manager (CAO)**

This position is filled by a Municipal CAO, or designate, and has overall authority and responsibility for the activities of the ECC which include:

- **Assess the Situation** – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of ECC activation.
- **Support Site(s)** – Provide support to Incident Commanders and Support Agencies, and ensure that all actions are coordinated within the established priorities.

- **Develop / Approve Action Plans** – Prepare ECC action plans with the ECCMT based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas.
- **Inform Others** – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group informed.
- **Manage the ECC** – Establish the appropriate ECC staffing level and continuously monitor organizational effectiveness.
- **Liaise with the Incident Commander** - Confirm the geographical boundaries of the emergency area
- Confirming the adequacy of the expenditure limits

#### **Safety Officer**

- Ensures good risk management practices are applied throughout the response and recovery and that every function within the ECC considers the management of risk.
- Identifies liability and loss exposures to personnel and property.
- Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of Shelburne County during the emergency.
- Provides advice on health and safety issues and if required

#### **Liaison Officer**

- Invites required or requested Support Agencies and stakeholders to the ECC, as identified by the ECC Manager and ECC Management Team (ECCMT) and maintains contact when required.
- Provides input on the strategic direction and advice to the ECCMT regarding emergency management issues.
- Liaises with the neighbouring Municipal and Regional CEMCs, OFMEM and other provincial and federal representatives, as required.

In conjunction with the ECC Manager, facilitates a debriefing with the ECC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency.

#### **Information Officer**

- Establishes and maintains media contacts.
- Prepares news/social media releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by 211 and ECC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources including 211.
- Liaises and coordinates messages with other internal and external Information Officers.

- Ensures public safety information is provided in accessible formats as required by provincial legislation.

### **Operations Section Chief**

The ECC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites.

- **Maintain Communications** – Establish communication links with incident command posts and Niagara Region department operation centres if activated.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Coordinate Response** – Direct the coordination of operations in cooperation with other Support Agencies.
- **Coordinate Resource Requests** – Collect and coordinate resource requests from site(s), working with the ECC Logistics Section.
- **Share Operational Information** – Collect and distribute operational information to the planning section, the ECC Information Officer, and other ECC Sections.
- **Manage the Operations Section** – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

### **Branch Coordinators**

Branch Coordinators oversee the operations of a particular department, division, section or agency. A Branch Coordinator will be responsible for coordinating the activities of their department/Support Agency site personnel and dispatch centre (if one exists). Additional branch staff may be needed, dependent on the size of the emergency event and the support required.

Branch Coordinators may include, but are not limited to:

- Fire Branch Coordinator
- Police Branch Coordinator
- EHS Branch Coordinator
- Emergency Social Services Branch Coordinator
- Public Works Branch Coordinator
- Public Health Branch Coordinator

### **Planning Section Chief**

The Planning Section is responsible to:

- **Assess the Situation** – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports.
- **Manage the Planning Section** – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.

- **Managing Display Boards** - Ensure that the situation unit is maintaining current information for the ECC situation report.
- **Anticipate Future Events** – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the ECCMT.
- **Track Resources** – Track resources assigned to the ECC and to the Incident Commanders through the ECC and mutual aid.
- **Keep Records** – Document and maintain paper and electronic files on all ECC activities.
- **Plan for ECC Demobilization** – Set out a schedule for demobilization and assist Section Chiefs in debriefing ECC personnel as they leave.
- **Plan for Recovery** – Initiate recovery efforts at the earliest time, and develop plans for short-term and long-term recovery appropriate to the needs.
- **Coordinate Technical Specialists** – Provide technical support services to ECC sections and branches, as required.
- **Prepare After Action Report** – Coordinate the assembly of ECC lessons learned from contributions from ECC staff and from Support Agency representatives.

#### **Logistics Section Chief**

- **Manage the Logistics Section** – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness.
- **Provide Telecommunication and Information Technology Services** – Support use of telecommunication and information technology in ECC.
- **Support ECC** – Provide and maintain ECC facilities, including all utilities, food, water, and office supplies.
- **Supply Equipment and Material Resources to Sites** – Coordinate all requests for resources from initiation to delivery to support operations section.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Coordinate Personnel** – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers.
- **Arrange Transportation** – Coordinate transportation requests in support of response operations

#### **Finance and Administration Section Chief**

- **Record Personnel Time** – Collect and process on-duty time for all ECC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payroll for all employees.
- **Coordinate Purchasing** – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer

- Coordinate Compensation and Claims – Process workers’ compensation claims within a reasonable time.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Record Costs** – Maintain financial records for response and recovery throughout the event. Keep the ECC Manager, ECCMT, and elected officials aware of the current fiscal situation.
- **Maintain Records** – Ensure that all financial records are maintained throughout the event or disaster.

## **Fire Service**

**ROLE:** In addition to the normal role of firefighting, the fire service is also expected to perform the task of rescuing trapped or injured people in a non-fire emergency.

**RESPONSIBILITIES:** During an emergency the fire service is responsible for:

- (a) The co-ordination of firefighting and rescue operations;
- (b) The activation of the mutual aid agreement, if necessary;
- (c) The activation of all necessary fire brigade department emergency response systems;
- (d) The establishment of an on-site command post;
- (e) The establishment of adequate communications;
- (f) The protection of life, property and the environment;
- (g) Determining the need and arranging for supplementary water supplies;
- (h) The providing of assistance in rescue operations from buildings and wreckage;
- (i) Requesting ambulance service and providing assistance as required;
- (j) Contacting the Special Hazards Response Unit should oil, or chemicals be involved and taking appropriate action until they arrive;
- (k) Initial crowd and traffic control if the fire service is first on the scene;
- (l) The establishment of a control perimeter at the immediate emergency scene.

## **Fire Service Representative**

**RESPONSIBILITIES:** The Fire Service representative or alternate are responsible to:

- (a) Maintain an up-to-date listing of all available fire brigade/ department resources with a copy to be filed with the REMC
- (b) Be well versed on fire brigade/ departmental resources which include equipment and fire hall facilities;
- (c) Maintain current copies of any or all fire Mutual Aid Agreements in effect in the Shelburne County Region with a copy to be filed with the REMC
- (d) Be knowledgeable in the latest of firefighting equipment, procedures and operations;

- (e) Advise members of the ECC on the fire service and be prepared to make recommendations as required;
- (f) Communicate to the on-site fire command any special objectives of the ECC.
- (g) Maintain a log with time and date of all actions taken

### **Police Service**

**ROLE:** The police will perform their normal police duties at an emergency as well as coordinate activities of Ground Search and Rescue and Animal Control.

**RESPONSIBILITIES:** During an emergency the police service is responsible for:

- (a) The protection of life and property;
- (b) The control of people and traffic;
- (c) The requesting of ambulance and fire service as required;
- (d) The establishment of an on-site command post if required;
- (e) The establishment of adequate communications;
- (f) Activating the Police Emergency Plan;
- (g) The establishment of a control perimeter at the immediate emergency scene, and if necessary, disperse and control crowds, and secure area;
- (h) The overall control of evacuations of areas authorized by the Emergency Control Centre;
- (i) The establishment of control routes for evacuation and emergency vehicles;
- (j) The provision of security, guard against unauthorized re-entry and looting of the evacuated areas;
- (k) The provision of police personnel at assembly areas or relocation centers as required;
- (l) The notification of the coroner of fatalities and the establishing of temporary morgue if necessary;
- (m) Assisting in search and rescue operations and coordination of Ground Search and Rescue Teams;
- (n) The coordination with Animal Control for the movement, relocation or destruction of animals in the evacuation area.

### **Police Service Representative**

**RESPONSIBILITIES:** The police service representative or alternate is responsible to:

- (a) Maintain an up to date listing and be knowledgeable of available police resources;
- (b) Liaison with municipal, provincial and federal police resources;
- (c) Provide communications between the ECC and the police service;
- (d) Advise members of the ECC on the police matters and be prepared to make recommendations as required;
- (e) Communicate to on-site police command any special objectives of the ECC;
- (f) Maintain a log of all actions taken

## **Ground Search and Rescue Organization**

When an evacuation order is in effect, the Ground Search and Rescue Organization under the direction of the Police Service will be responsible for the following:

- (a) To provide trained search and rescue personnel to assist the police in search and rescue activities;
- (b) To provide trained personnel to assist the police service in evacuation activities e.g. door to door to alert residents of the need to evacuate, provide first aid, help in assembly area(s) and oversee the loading buses;
- (c) Place at the disposal of the police service; personnel, rescue and communications equipment;
- (d) Provide trained search and rescue personnel and equipment at the request of and under the direction of the fire brigade/department.

## **Transportation Service**

**ROLE:** The role of the transportation service is to provide and control the emergency transportation of people.

**RESPONSIBILITIES:** During an emergency the transportation service is responsible for:

- (a) The direction and coordinated control over all public transportation;
- (b) The immediate and ongoing transportation needs to move people from evacuation area to relocation centres;
- (c) To act as a liaison with bus companies, taxis and any other mode of transportation;
- (d) The provision of specialized buses to aid in the evacuation of hospitals or life institutions;
- (e) To maintain service in non-affected areas.

## **Transportation Service Representative**

**RESPONSIBILITIES:** The transportation service representative or alternate is responsible for:

- (a) Maintain an up-to-date listing of resources for emergency public transportation, with a copy to be filed with the EMC;
- (b) The coordination with emergency officials if the movement of emergency personnel should be required;
- (c) Advise the members of the ECC on matters relative to emergency public transportation and be prepared to make recommendations as required;
- (d) Maintain a log with time and date of all actions taken.

## **Public Works Departments**

**ROLE:** The Public Works Departments will support emergency operations by providing engineering services, equipment and manpower.

**RESPONSIBILITIES:** During an emergency the Public Works Departments will be responsible to:

- (a) Activate their respective emergency services plan;
- (b) Provide municipal equipment, supplies and personnel as required;
- (c) Provide an up-to-date list with phone numbers of equipment, supplies, suppliers of materials, construction companies, private contractors and engineering resources, etc.;
- (d) Act as liaison with Water Utilities, Nova Scotia Power, Telephone Companies, Cable Companies and Gas Companies for the disconnect of services that represent a hazard and for the restoration of service when it is safe to do so;
- (e) Arrange for the necessary tests to determine the degree of any potential explosive, flammable, or toxic agents and arrange for the elimination of same with municipal infrastructure;
- (f) Provide assistance in clean-up operations and repair damage where there is a municipal responsibility to do so;
- (g) Provide barricades and flashers on request;
- (h) Provide and post directional and/or information signage as requested;
- (i) Provide auxiliary and/or emergency lighting as requested;
- (j) Provide alternate sanitation facilities if required;
- (k) Provide assistance in search and rescue operations if required;
- (l) Protect life, property and the environment.

## **Public Works Representative**

**RESPONSIBILITIES:** The public works department's representatives or alternates are responsible to:

- (a) Maintain an up-to-date listing with phone numbers of special equipment such as backhoes, bulldozers, generators, trucking equipment, pumps, excavators, air-compressors, cranes, construction materials, portable toilets, etc., with a copy to be filed with the EMC;
- (b) Maintain an up-to-date list of emergency contact names and phone numbers for Water Utilities, Nova Scotia Power, Phone Companies, Cable Companies and Gas Companies with a copy to be filed with the EMC;
- (c) Advise members of the Emergency Management Planning Committee on municipal service matter and be prepared to make recommendations as required;
- (d) Advise members of the ECC on municipal service during an emergency and prepared to make recommendations if required;
- (e) Coordinate municipal services during an emergency and communicate objectives of the ECC to municipal staff;
- (f) Maintain a log with time and date of all actions taken

## **Department of Community Services / Canadian Red Cross**

### **PREAMBLE:**

Through the agreement initially signed April 2000 Department of Community Services (DCS) and Canadian Red Cross (CRC) work together in the prior planning, training & preparedness for an emergency or disaster for the provision of Emergency Social Services in an emergency or disaster. The six emergency social services are Food, Clothing, Shelter, Reception and Information, Registration and Inquiry and Personal Services.

### **PREPLANNING:**

CRC prepares and provides ongoing orientation and training in the six Emergency Social Services to all appropriate Red Cross personnel involved in emergency preparedness in Nova Scotia. CRC negotiates and provides ongoing orientation and training to community Emergency Social Service partners, enabling those groups to integrate into the overall Red Cross emergency plan. These would include such groups as the Salvation Army, St John Ambulance, Association of Food Banks, grocery and hotel chains, etc.

In consultation with DCS Regional Coordinators, meets with each Municipal Emergency Management Coordinator in their region on a regular basis to ensure Emergency Social Service is a part each Municipality's emergency plan and to provide clarification on DCS/CRC roles and responsibilities in pre-response, response and post-response situations. This includes being involved with the Municipalities' emergency exercise, etc.

### **RESPONSE (Red Cross):**

Call out of Canadian Red Cross under Department of Community Services normally occurs when there has been an evacuation of a minimum of 10 units or 25 people. When called by Municipal EMO personnel, the Canadian Red Cross responds immediately to the emergency site, designated reception centre(s) and/or the locally designated emergency operations centre whichever is most appropriate for the emergency situation. In most situations where CRC is called first EMO, the CRC and/or the EMC will call DCS to inform them of the emergency to ensure availability of resources and consistent communication.

The CRC will manage designated reception centres/shelters and provide sufficient personnel resources

to cover all six Emergency Social Services throughout the duration of the emergency. The CRC is the agency responsible for the domestic Disaster Animal Response Team (DART).

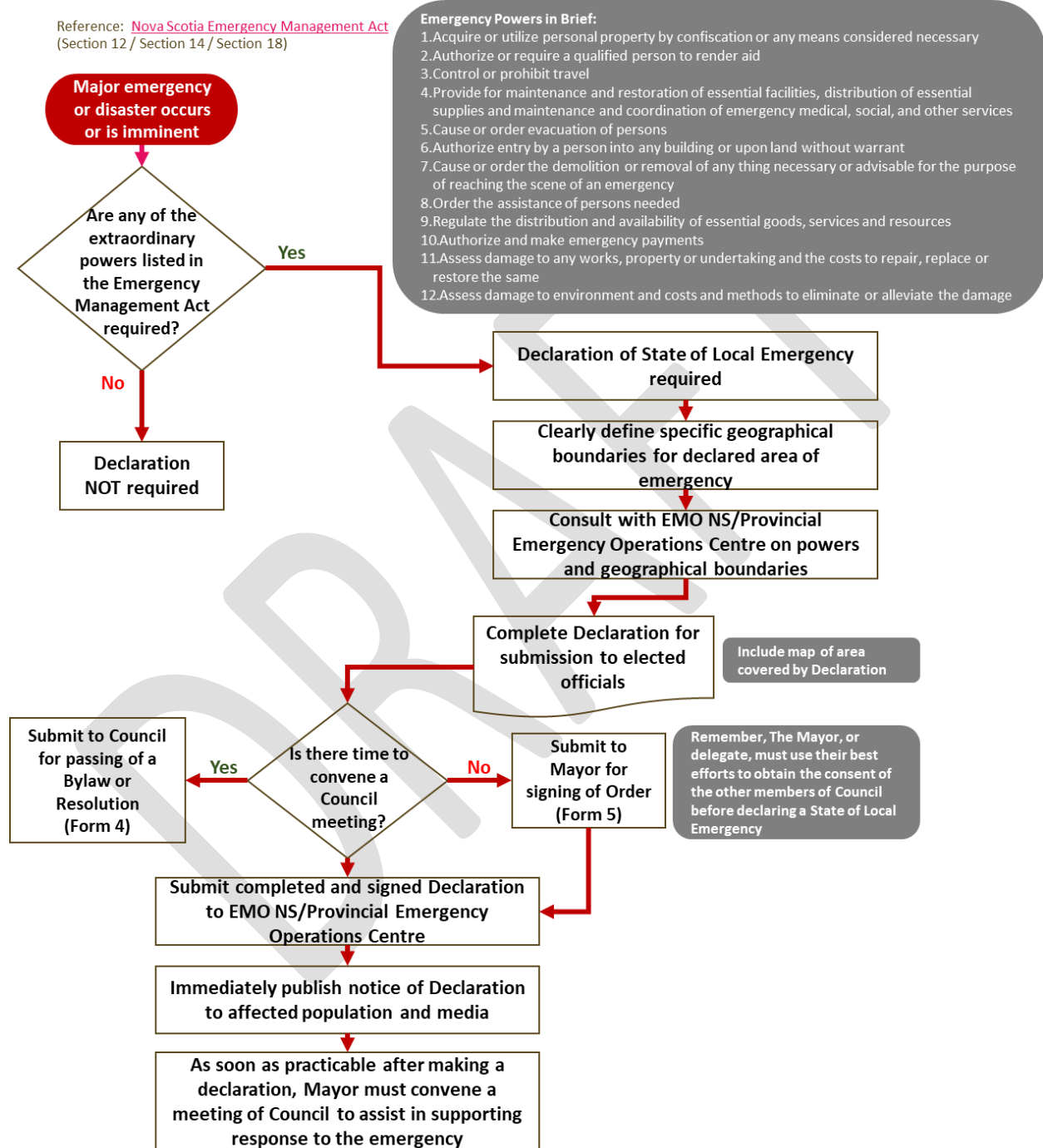
### **CONTACT DETAILS:**

Situations requiring immediate access to the Canadian Red Cross can be received, on a 24 hour/7day per week basis, at the Canadian Red Cross' emergency number (1-800-222-9597). This is not a number for the distribution to the general public. It is for municipalities' emergency staff to use in times of emergency.

## Declaring a State Of Local Emergency (SOLE)

# Declaring a State of Local Emergency

Reference: [Nova Scotia Emergency Management Act](#)  
(Section 12 / Section 14 / Section 18)



## 13.0 Public Information Plan

### **What the Media may ask in an Emergency?**

During emergencies, the Public Information Officer should be prepared to respond to questions about the following:

#### **Casualties:**

- Number injured
- Number who escaped
- Nature of the injuries received
- Care given to the injured
- How escape was hindered or cut off

#### **Property Damage:**

- Estimated value of loss
- Description (kind of building, etc.)
- Importance of property (historic value, wildlife area, etc.)
- Other property threatened
- Previous emergencies in the area.

#### **Causes:**

- Testimony of witnesses
- Testimony of those involved
- Testimony of key first responders (fire, police, medical, etc.)
- How emergency was discovered
- Who sounded the alarm
- Who summoned aid
- Previous indications of dangers

#### **Rescue and Relief:**

- The number engaged in rescue and relief operations
- Any prominent persons in the relief crew
- Equipment used
- Anything that hindered rescue operations
- Care of destitute and homeless
- How the emergency was prevented from spreading
- How property was saved
- Acts of heroism

#### **Description of the Crisis or Disaster:**

- Spread of the emergency

- Blasts or explosions
- Crimes or violence
- Attempts at escape or rescue
- Duration
- Collapse of structures
- Extent of any spills

#### **Accompanying incidents:**

- Number of spectators
- Spectator attitudes and crowd control
- Unusual happenings
- Anxiety, stress of families, survivors, etc.

#### **Legal Actions:**

- Police follow-up
- Insurance company actions
- Professional negligence or inaction
- Law suits stemming from the incident

#### **How the Media can Help**

- Assist in pre-emergency education
- Warn the public of the emergency
- Reinforce the warning to the public
- Get your requests out to the public
- Get information out to the public
- Get your point of view to the public
- Reassure the public
- Secure needed help for the response
- Be a source of information for the Town
- Generate needed outside help

#### **How to Format a News Release**

- Always double space between each line of text and print on only one side of the paper;
- Put “FOR IMMEDIATE RELEASE” or indicate release time at the top of the first page;
- Drop two lines and write a brief descriptive headline;
- Drop two lines and begin the news release text with a dateline, giving the location where the news is originating and the date;
- End all but the last page with the word “more” centred below the last line of text;
- Never end a page in the middle of a paragraph;
- Centre “-30-“ below the last line of text;

- Put the name and phone numbers of one or more contact people at the bottom of the last page.

### **Some Do's and Don'ts of Emergency Public Information**

#### **Do's**

Before an emergency, a basic list of appropriate actions and inappropriate actions should be spelled out for all to know and understand. Some of these include:

- Release only verified information
- Promptly alert the media of relief and recovery
- Have a designated spokesperson
- Try to find out and meet media deadlines
- Provide equal opportunities and facilities for print and electronic media
- Have a clear idea of what can and cannot be released
- Keep accurate records and logs of all inquiries and news coverage
- When conditions will allow – escort the media to the emergency site
- Carefully coordinate planning and implementation of public information activities with other aspects of the emergency plan

#### **Don'ts**

- Idly speculate on the cause of the emergency.
- Speculate on the resumption of normal operations.
- Speculate on the outside effects of the emergency.
- Speculate on the dollar value of losses.
- Interfere with the legitimate duties of the media.
- Permit unauthorized spokespersons to comment to the media.
- Attempt to cover up, or purposely mislead the media.
- Attempt to place blame for the emergency.

Special situations may require additional directions and prohibitions for the effective conduct of public information activities.

## **14.0 Province of Nova Scotia – Important Numbers**

Power Outage  
**1-877-428-6004**

Forest Fires  
**1-800-565-2224**

Bell Aliant Outage  
**611 or 1-800-663-2600**

Poaching  
**1-800-565-2224**

Eastlink Outage  
**1-888-345-1111**

Wildlife - Emergency Situations  
**1-800-565-2224**

Drinking Water Safety  
**1-877-936-8476**

Environmental Emergencies  
 (such as oil spills and gas leaks):  
**1-800-565-1633**

Food Safety  
**1-877-252-FOOD (3663)**

Emergency Management Office  
**1-866-424-5620**

**24 hr/seven day standby: 1-902-424-5620**

NS Department of Emergency Management (NS DEM)		
Emergencies		1-833-758-4540
Non-Emergency Inquiry	08:30am to 4:30pm (M-F)	1-866-424-5620

EMO NS	Bell Phone Sets	1-902-424-3092	PCC Contact
<b>EMO NS</b>	Bell Phone sets	1-902-424-3168	PCC Contact
EMO NS	Eastlink Phone Sets	1-902-405-2205	PCC Contact
<b>EMO NS</b>	Satellite Phones	1-613-980-5977	PCC Contact
EMO NS	Satellite Phones	1-613-980-5938	PCC Contact
<b>Emergency 24 hrs</b>	<b>Shubie</b>	1-833-758-4540	PCC Contact

## 14.1 Shelburne County – Important Numbers and Contacts

### Town of Lockeport

Mayor Derek Amalfa	<a href="mailto:derekamalfalockeport@gmail.com">derekamalfalockeport@gmail.com</a>	(902) 307-2492
Deputy Mayor Anna Chetwynd	<a href="mailto:annachetwyndlockeport@gmail.com">annachetwyndlockeport@gmail.com</a>	(902) 656-2216
Councillor Craig Hillen	<a href="mailto:craighillenlockeport@gmail.com">craighillenlockeport@gmail.com</a>	(902) 319-9548
Councillor Kevin Chetwynd	<a href="mailto:kevinchetwyndlockeport@gmail.com">kevinchetwyndlockeport@gmail.com</a>	(902) 656-2216
Councillor Candace Malik	<a href="mailto:candacemaliklockeport@gmail.com">candacemaliklockeport@gmail.com</a>	(902) 656-2216

### Town of Shelburne

CAO Sarah Mattatall	<a href="mailto:Sarah.Mattatall@shelburnens.ca">Sarah.Mattatall@shelburnens.ca</a>
Mayor Stan Jacklin	<a href="mailto:stan.jacklin@shelburnens.ca">stan.jacklin@shelburnens.ca</a>
Deputy Mayor Elizabeth Acker	<a href="mailto:elizabeth.acker@shelburnens.ca">elizabeth.acker@shelburnens.ca</a>
Councillor Therese Cruz	<a href="mailto:therese.cruz@shelburnens.ca">therese.cruz@shelburnens.ca</a>

Councillor Donnie Acker  
 Councillor Sheldon Ringer

[donnie.acker@shelburnens.ca](mailto:donnie.acker@shelburnens.ca)  
[sheldon.ringer@shelburnens.ca](mailto:sheldon.ringer@shelburnens.ca)

**Municipality of Shelburne**

CAO Warren Macloed [warren.macloed@municipalityofshelburne.ca](mailto:warren.macloed@municipalityofshelburne.ca)  
 Warden Penny Smith [Warden@municipalityofshelburne.ca](mailto:Warden@municipalityofshelburne.ca) (902)-875-6454  
 Deputy Warden Heidi Wagner [heidi.wagner@municipalityofshelburne.ca](mailto:heidi.wagner@municipalityofshelburne.ca) (902)-875-6256  
 Councillor District 1 Paula Sutherland [paula.sutherland@municipalityofshelburne.ca](mailto:paula.sutherland@municipalityofshelburne.ca) (902)-635-0485  
 Councillor District 3 Sherry Thorburn-Ervine [sherry.thorburnervine@municipalityofshelburne.ca](mailto:sherry.thorburnervine@municipalityofshelburne.ca) (902)-875-7677  
 Councillor District 4 Anthony Gosbee [anthony.gosbee@municipalityofshelburne.ca](mailto:anthony.gosbee@municipalityofshelburne.ca) (902)-637-7614  
 Councillor District 6 Ron Coole [ron.coole@municipalityofshelburne.ca](mailto:ron.coole@municipalityofshelburne.ca) (902)-512-0003  
 Councillor District 7 Dale Richardson [dale.richardson@municipalityofshelburne.ca](mailto:dale.richardson@municipalityofshelburne.ca) (902)-656-2411

ORGANIZATION	TITLE	CONTACT INFORMATION	NAME
REMO	Coordinator	902 637 7899	Dwayne Hunt
REMO	Coordinator	902 319 0349	Mike Shand
REMO ALT	Alt Coordinator	902 637 7768	Dave Kendrick
MoB	CAO	902 648 4528	Chris Frotten
ToCH	Clerk	902 637 8050	Jennifer Jones
MOB	Warden	902 637 1682	Eddy Nickerson
MoB	Deputy Warden	902 635 0000	Jody Crook
MoB	Public Works	902 637 3432	Cam Whiteway
ToCH	Mayor	902 635 2122	Rex Stoddard
ToCH	Deputy Mayor	902 745 3308	Trudy Quinlan
Red Cross	Disaster Management	902 637 8531	Ann Tingley
Red Cross	Team Lead	902 319 0042	Sheree Smith
ToCH	Public Works	902 635 3044	Tyrell Goodwin
Province of NS	Community Service	902 637 8760	Charla Strang
MoB	Bld Inspector	902 350 1349	Dave Andrews
Province of NS	Public Health		Deanna Jacquard
Canadian Coast Gu	Captain	902 637 8124	Jon Smith
RCMP	Coporal	587 645 7573	Sarah Laurie
RCMP	Sergeant	902 523 1523	Mark Macpherson
IBP Fire Dept.	Firefighter	902 619 9054	James Newell
Bay Side Home	Environment Manager	902 635 1701	Joel Goreham
EHS	Shift Supervisor	902	Ryan Grist
WH SH Fire Dept.	Captain	902 635 2583	Shannon Newell
EMO NS	Planning Officer	902 497 7324	Lori Errington
Tri County School	Manager	902 740 1695	Craig Crosby
GSAR	Member	902 637 7733	Tim Birt
GSAR	President	902 635 3187	David Nickerson
B/PLT Fire Dept.	Fire Chief	902 637 7919	Paul Thomas
B/PLT Fire Dept	Deputy Chief	902 637 8909	Arthur Doane
B/PLT Fire Dept.	Deputy Chief	902 637 7381	Craig Hutchinson
IBP Fire Dept.	Fire Chief	902 637 7381	Walter Scott

IBP Fire Dept.	Deputy Chief	902 635 0809	Greg Duggan
IBP Fire Dept.	Deputy Chief	902 972 1130	Brian Nickerson
WH SH Fire Dept.	Fire Chief	902 635 0171	Jody Goreham
WH SH Fire Dept.	Deputy Chief	902 723 0084	Jason Shand
WH SH Fire Dept.	Deputy Chief	902 637 7868	Gordie Stoddard
Salvation Army	Regional Director	506 588 0752	Martina Stephens

HARBOUR AUTHORITIES EMERGENCY CONTACT LIST			
HARBOUR	CONTACT	PHONE	POSITION
HARBOUR AUTHORITY OF CAPE SABLE ISLAND			
CLARK'S HARBOUR	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
NEWELLTON	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
CRIPPLE CREEK	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
SWIMS POINT	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
SOUTH SIDE	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
STONEY ISLAND	MAX KENNEY	902 635 0634	HARBOUR SUPERVISOR MANAGER
HARBOUR AUTHORITY OF BEAR POINT			
BEAR POINT	BRIAN HOLLAND	902 320 0351	MANAGER
HARBOUR AUTHORITY OF SHAG HARBOUR			
SHAG HARBOUR	CYRIL KENDRICK	902 637 7979	MANAGER
HARBOUR AUTHORITY OF WOODS HARBOUR			
LWR WOODS HARBOUR	VESTA ADAMS	902 723 0287	MANAGER
FALLS POINT	VESTA ADAMS	902 723 0287	MANAGER
FORBES POINT	VESTA ADAMS	902 723 0287	MANAGER
HARBOUR AUTHORITY OF WEST HEAD			
WEST HEAD	ROBERT HARTMAN	902 635 4449	WHARFINGER
HARBOUR AUTHORITY OF PORT LATOUR			
PORT LATOUR	WILFRED SMITH RICHARD NICKERSON	902 637 7093 902 848 6057	DIRECTOR MANAGER
UPPER PORT LATOUR – SEAL POINT	WILFRED SMITH RICHARD NICKERSON	902 637 7093 902 848 6057	DIRECTOR MANAGER

## 14.2 Shelburne County Comfort and Reception Centers

1. Woods Harbour Fire Hall
2. Island & Barrington Passage Fire Hall
3. Clarks Harbour Legion
4. Barrington Lions Hall
5. Port Clyde Fire Hall
6. Sable River Community Center
7. Middle and Upper Ohio Fire Hall
8. CGC Fire Hall
9. Northeast Harbour Fire Hall
10. West Green Harbour Community Center
11. Birchtown Community Center
12. Shelburne Fire Hall
13. Lockeport Fire Hall

### 14.2.1 Shelburne County Comfort and Reception Center Policy

According to historical and climate predictive data, weather related events have a great probability for impacting public safety and causing property damage within Shelburne County.

Hurricanes, winter storms and high rain fall events all have the potential for power outages, localized flooding and transportation disruptions. Fortunately, early weather warnings usually precede such events. There can also be imminent threats such as forest fires, chemical spills, or other major accidents.

When a major incident occurs, the public is asked to listen for reports and updates from the REMO and may be asked by Emergency Officials (both Provincial and local) to restrict travel and be prepared to remain within their homes. EMONS asks that everyone should know the potential risks, have an emergency plan, and have an emergency kit to take care of you and your family for 72 hours.

Hurricanes, winter storms and high rainfall events all have potential to make travel unsafe. Power outages are common during these weather events. Residents may be asked to shelter-in-place (remain in their own homes) until transportation is safe.

Despite public campaigns for personal preparedness during weather events, some residents are not self-sufficient during shelter-in-place situations. Sometimes neighbours helping neighbour's policy is required. Establishing a Comfort Centre may be such an example.

A Comfort Centre is typically a central location in a community that can provide some assistance to residents in the event of an emergency. A Comfort Centre may be opened by a community group or by the REMO and is intended to provide a location where residents can gather during the day. A

comfort centre is not opened with the intention of turning into an overnight shelter operation. Depending on the time of year and the emergency situation, a Comfort Centre can serve several purposes such as warmth, water, light feeding, cell phone charging, and by providing information.

Usually it is councillors, staff and/or Fire Departments, that hear concerns/ complaints regarding power outages, transportation problems and personal needs. The decision to open a Comfort Centre can be made by the community group responsible for the centre, or by the REMO. It is the practice of the REMO to not open a Comfort Centre prior to 72 hours, unless the emergency warrants a different response. A Comfort Centre will offer residents the support they need until power and safe transportation can be restored. Hours of operation, supplies and services are determined by the community group and/ or the REMO depending on the situation.

### 14.2.2 Procedure for Opening a Comfort or Reception Center

1. The decision to open a Comfort Centre is made by the community group responsible for the centre, and/or at the discretion of the REMO.
2. In situations of widespread emergency or where REMO has been made aware of utility disruptions in a community, REMO may contact the Comfort Centre contact person to discuss the activation of a centre. This discussion may be initiated by the community group members if they have been made aware of problems through contact with community residents.
3. If a decision has been made by a community group to open a comfort centre, the Comfort Centre contact person will notify the Emergency Measures Coordinator or Assistant Coordinator.
4. Comfort Centres are to be staffed with volunteers from within the community as prearranged by the community group responsible for the centre.
5. Once REMO is made aware of a Comfort Centre activation, REMO will notify media sources to help publicize this service.
6. Comfort Centres are not intended for overnight shelter. If during daytime operations, the comfort centre volunteers identify a requirement for overnight shelter, such requests should be made to REMO, at which time assistance may be organized to provide overnight shelter if possible.
7. If long term initiation of a Comfort Centre is required (more than 72 hours duration), as determined by REMO, REMO may provide resources to the centre.
8. The decision to de-activate a Comfort Centre will be made by the community group responsible for the Comfort Centre, or by REMO if the REMO had opened or operated the Comfort Centre. When a community group is making the decision to de-activate a Comfort Centre, REMO will be notified of the intent to de-activate and will report the deactivation to the media sources as appropriate.



**Shelburne County, NS**  
**Regional Emergency Management Plan**  
**(REMP)**

**END OF DOCUMENT**