

Alberta Emergency Plan 2022

Alberta Emergency Management Agency



Message from the Minister

Over the past decade, Alberta has experienced some of the most impactful disasters in Canada. Fortunately, Alberta has been well-served by its emergency management community. A deliberate approach to continuous improvement and capacity building has resulted in improved preparedness, more capable response, reduced impacts, and improved recovery outcomes. As we continue forward in our efforts to prevent, prepare for, respond to, and recover from disasters effectively, it is vital for Alberta to continue enhancing its disaster risk management capacity, with a clear roadmap for the future.

The Alberta Emergency Management Agency (AEMA) has revised the Alberta Emergency Plan (AEP) in collaboration with other provincial departments and agencies, federal and non-governmental partners, and local and regional emergency management stakeholders. Developed under the mandate of the *Alberta Emergency Management Act* and the *Government Emergency Management Regulation*, the AEP serves as the principal descriptor of Alberta's approach to emergency management.

The AEP describes an overarching framework within which stakeholders' roles, responsibilities, and authorities are reflected across the emergency management cycle. The AEP is intended to inform and guide the underlying hazard-specific plans developed by the responsible ministries and emergency management stakeholders. For example, Alberta Health remains responsible for the Alberta Pandemic Influenza Plan, Alberta Agriculture, Forestry and Rural Economic Development for the Wildfire Management Plan, and Justice and Solicitor General for the Mass Fatality Plan and the Human-Induced Intentional Acts Response and Recovery Plan. The AEP also outlines the policies, processes, and procedures required to manage risks effectively and respond to emergencies and disasters in Alberta.

For the first time, the AEP presents not only Alberta's emergency management system as it currently stands, but charts a path forward through the presentation of system components under development. This approach signals a commitment to preparing today for the challenges of tomorrow and building resilient systems through dialogue, collaboration, and cooperation.

Overall, the AEP enables a sound provincial emergency management system that strives to protect people and property, preserve the environment, and insulate the economy from the impacts of emergencies and disasters. Through effective coordination, familiarity with roles and responsibilities, and ongoing innovation, we can be confident that Alberta will be prepared to respond and recover from future events.



Ric McIver
Minister of Municipal Affairs



Date

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Acronyms and Abbreviations

AAHJ	Agency Authority Having Jurisdiction
ABC	Agency, Board, or Commission
ABDLAN	Alberta Disaster Local Area Network
ADMPSC	Assistant Deputy Ministers' Public Safety Committee
AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency
AEP	Alberta Emergency Plan
AFRRCS	Alberta First Responders Radio Communications System
AHIMT	All-Hazards Incident Management Team
AHJ	Authority Having Jurisdiction
AIMS	Alberta Incident Management System
AIIMS	Australasian Inter-Service Incident Management System
AR	Agency Representative
BCO	Business Continuity Officer
BCP	Business Continuity Plan
CAN-TF2	Canada Task Force 2
CCEMO	Canadian Council of Emergency Management Organizations
CGCT	Cross-Government Coordination Team
CMO	Consequence Management Officer
COPR	Common Operating Picture Report
CPE	Communications and Public Engagement
CSA	Canadian Standards Association
CSO	Civil Society Organization
CT	Collective Training
DAG	Disaster Assistance Guidelines
DEM	Director of Emergency Management (Municipal or Local Authority)
DFAA	Disaster Financial Assistance Arrangements
DMPSC	Deputy Ministers' Public Safety Committee
DND	Department of National Defence
DRP	Disaster Recovery Program
DRR	Disaster Recovery Regulation
DRR	Disaster Risk Reduction
DSR	Daily Situation Report
ECC	Emergency Coordination Centre
EDGE	Environmental and Dangerous Goods Emergencies
EM	Emergency Management
EMA	<i>Emergency Management Act</i>
EMAP	Emergency Management Assistance Program

EMTS	Emergency Management Training System
EMX	Emergency Management Exercise
EOC	Emergency Operations Centre
ESS	Emergency Social Services
EXSUM	Executive Summary
FEMA (US)	Federal Emergency Management Agency (United States)
FEPP	Facility Emergency Planning Program
FO	Field Officer
F/P/T	Federal/Provincial/Territorial
FSE	Full-Scale Exercise
GEMR	Government Emergency Management Regulation
GIS	Geospatial Information Systems
GoA	Government of Alberta
HIRA	Hazard Identification Risk Assessment
HUSAR	Heavy Urban Search and Rescue
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IoT	Internet of Things
ISC	Indigenous Services Canada
ISO	International Organization for Standardization
IST	Incident Support Team
IT	Individual Training
LEMR	Local Authority Emergency Management Regulation
MA	Municipal Affairs
MAA	Mutual Aid Arrangements
MD	Managing Director
MESA	Major Event Support Apparatus
MLA	Member of the Legislative Assembly
MOU	Memorandum of Understanding
MWAP	Municipal Wildfire Assistance Program
NGO	Non-Governmental Organization
NIMS (US)	National Incident Management System (United States)
PDO	Provincial Duty Officer
PIA	Post-Incident Assessment
PIU	POC Incident Update
POC	Provincial Operations Centre
PRCC	Provincial Recovery Coordination Centre
PTB	Position Task Book
RCMP	Royal Canadian Mounted Police

SA	Situational Awareness
SAR	Search and Rescue
SITREP	Situation Report
SOE	State of Emergency
SOLE	State of Local Emergency
SOP	Standard Operating Procedure
SOW	System on Wheels
SSA	Shared Situational Awareness
TTX	Table-Top Exercise
UC	Unified Command
WPA	Wireless Public Alerting

Executive Summary

The Alberta Emergency Plan (AEP), mandated through the Government Emergency Management Regulation (GEMR), serves as the provincial strategy to direct emergency management in Alberta. As the overarching plan describing Alberta's emergency management system, the AEP provides the roles and responsibilities of all emergency management partners and the procedures for coordination during emergencies.

Since the AEP was last issued, Alberta has responded to several significant disasters, including the 2016 Wood Buffalo wildfire, the 2017 Kenow wildfire, the 2019 Chuckegg Creek wildfire, and the 2020 northern Alberta floods. The AEP makes specific reference to the lessons learned from past disasters and reaffirms the Government of Alberta's (GoA) approach to ensuring they are implemented for future events. Notable revisions include:

- Expanded information on Public Safety Governance in the GoA.
- Detailed information on the Incident Command System (ICS) as the command, control and coordination system for emergency management agencies in Alberta.
- Enhancement of the Provincial Recovery Framework.
- Integration of Emergency Social Services (ESS) and the Alberta First Responders Radio Communication System (AFRRCS) into AEMA.
- Expansion of information on provincial supports available to local authorities.
- Improved information on regional response, and an overview of the Regional All-Hazards Incident Management Team (AHIMT) program.

The AEP is intended for all emergency management stakeholders in Alberta, including local authorities, provincial departments and agencies, and civil society organizations (CSOs). As disasters continue to increase in frequency, scale, and complexity, the revised AEP supports a whole-of-society approach to emergency management.

While emergency management has traditionally focused on preparedness, response, and recovery, the risk environment requires a shift in focus toward proactive prevention, mitigation, preparedness and forward-looking measures. For this reason, the updated plan includes new information on modern emergency management systems, additions in public safety, and initiatives under development.

In accordance with the GEMR, Alberta's emergency management community has provided feedback that has been incorporated into the plan.

1.0 Introduction

1.1 Background

Over the past decades, Alberta has experienced economic and industrial expansion and contraction, rapid population growth, demographic shifts, the effects of severe weather, and the increased interface between human activity and the natural environment. As these and other factors continue to shift, so too will the frequency and intensity of disasters in Alberta.

The increasing frequency, scope, scale, and complexity of disasters demonstrates the need for strong provincial systems and leadership in disaster and emergency management.

Public safety involves preventing incidents that pose the risk of danger, injury, damage, or harm to the general population and communities, and where these incidents cannot be prevented, protecting those at risk from their impacts or effects. Disaster and emergency management, as a sub-set of public safety, involves the coordination of activities necessary to build, sustain and improve the capacity to mitigate, prepare for, respond to, and recover from threatened or actual disasters and emergencies, regardless of cause.

1.2 Aim

The AEP aims to ensure effective emergency management within Alberta through the establishment of an emergency management system that is dedicated to preparing for, responding to, recovering from, and building resilience to emergencies and disasters.

1.3 Objectives

The objectives of the AEP are to:

- describe Alberta's emergency management system, and the roles and responsibilities of stakeholders therein;
- outline the principles of disaster management in Alberta, including arrangements for prevention and mitigation, preparedness, response, and recovery;
- clarify how the GoA will work with all emergency management partners in an all-hazards framework; and
- bolster commitment to continuous improvement across Alberta's emergency management system through a blueprint for system modernization.

1.4 Scope

The AEP is primarily intended for emergency management stakeholders within Alberta. These stakeholders include first responders, local authorities, provincial departments and agencies, the GoA, CSOs, essential service providers, and individual Albertans and their families.

The AEP establishes the framework, arrangements, and practices that enable emergency management in Alberta. The AEP does not replace any hazard-specific or departmental plan, nor does it override any department's mandated responsibilities, where detailed by legislation or regulation. The AEP provides:

- a provincial hazard overview;
- a description of Alberta's emergency management system;
- an overview of the emergency management cycle;
- roles and responsibilities of entities involved in emergency management in Alberta;
- roles and responsibilities of the GoA as they relate to emergency management;
- an overview of emergency management governance;
- an outline of GoA hazard-specific plans and the GoA business continuity plan;
- an overview of GoA supports available to local authorities;
- a description of ESS;
- an outline of emergency communications systems;
- improved detail and clarity on how First Nations' emergency management is supported by the GoA on behalf of the federal government;
- improved recommendations for building resilience;
- a description of the mechanisms to support continuous improvement; and
- an introduction to proposed components for system modernization.

The AEP works in coordination with related federal strategies and plans, including the Emergency Management Framework for Canada. International, federal and provincial strategies, policies, plans, and frameworks further inform the AEP. Figure 1 and Figure 2 provide a graphic overview of this hierarchy and demonstrates the relationship of AEP to these products.

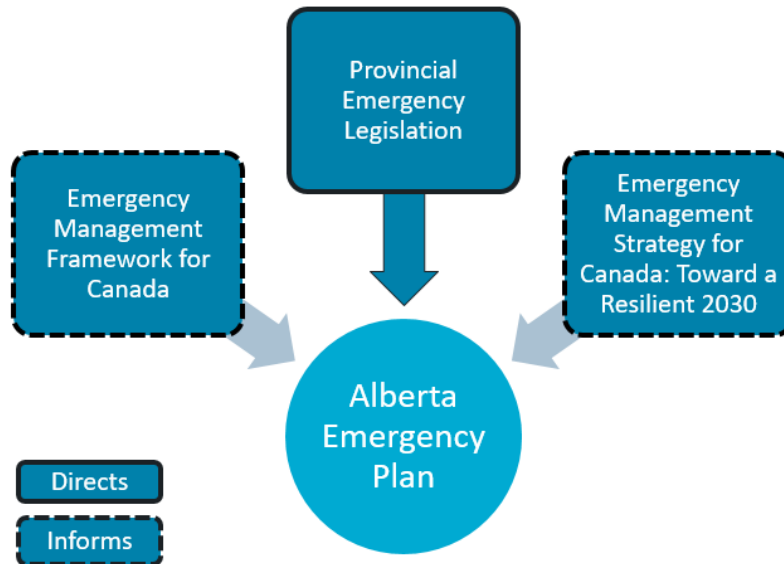


Figure 1: Plans and legislation contributing to the AEP.

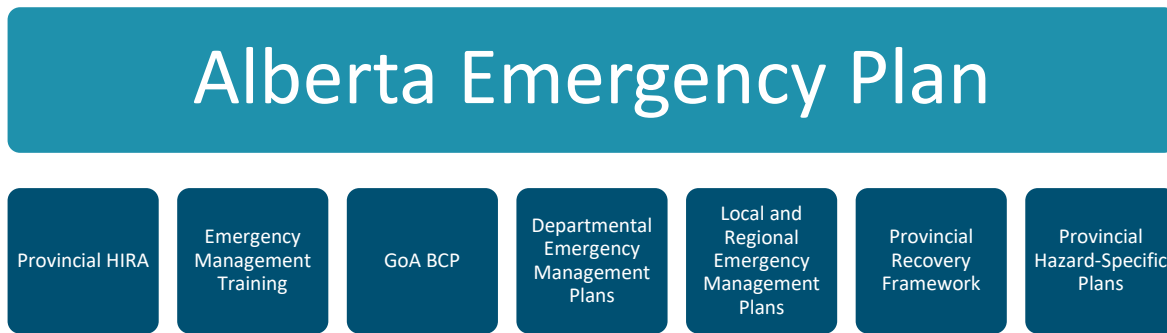


Figure 2: Provincial plans and programs influenced by the AEP.

1.5 Authority

The AEP is prepared under the authority of the Minister responsible for the AEMA, under the *Emergency Management Act (EMA)* and the GEMR. It should be interpreted in a manner consistent with the *EMA* and GEMR. Where provisions of the AEP conflict with the *EMA* or GEMR, the *EMA* or GEMR will prevail to the extent of the conflict.

The AEP applies to all emergency management partners operating in the Alberta emergency management system. This version of the AEP supersedes all previous versions.

1.6 System Principles

The GEMR defines Alberta's emergency management system as "the elements required for effective emergency management, including legislative, regulatory and policy frameworks, emergency plans and procedures, and the involvement of emergency management partners." Implementation of Alberta's emergency management system is guided by the following principles:

1.6.1 Shared Governance and Distributed Service Delivery

Recognizing emergency management is a shared responsibility across all sectors of society, specific roles, responsibilities, and authorities have been delegated amongst stakeholders.

1.6.2 Graduated Response

As most emergencies are local, those closest to the problem ideally lead the incident management and response. As an incident expands beyond the capacity of responsible jurisdictions, more resources and organizations may be required to respond.

1.6.3 All-hazards Approach

An all-hazards approach to emergency management calls for a comprehensive approach to risk assessment, which takes all hazards into account. Through the process of risk assessment, planning and response activities are prioritized accordingly. This approach enables system efficiencies and improves overall effectiveness when faced with complex problems, finite resources, and time and space constraints.

1.6.4 Comprehensive Cycle

This principle accounts for and balances the four components of emergency management to achieve disaster risk reduction, enhance resilience, undertake effective response and improve recovery outcomes. It reinforces the importance of thorough attention to each component, and acknowledges that the cycle itself is characterized by deep interdependencies, significant overlap, and concurrent activity.

1.6.5 The Precautionary Principle

Where threats of a serious or irreversible nature exist, lack of complete situational awareness or understanding should not be used as a reason to postpone undertaking action to mitigate that threat. This is especially important when considering the dissemination of public information and warnings, as timely information better enables Albertans to prepare for, respond to and recover from disasters.

1.7 The Emergency Management Cycle

Alberta recognizes emergency management as comprised of four interdependent components: prevention and mitigation, preparedness, response, and recovery. These components are characterized by interdependencies, significant overlap, and concurrent activity. Simply put, these components represent a cycle rather than a linear process, with resilience being a continuous process applicable across components and throughout the cycle. A description of the four components is provided in *Figure 3*.

1.7.1 Prevention and Mitigation

Those activities designed to avert disaster, or to minimize its impact. Examples could include structural measures like constructing a floodway or a dike, as well as non-structural measures, such as land-use and emergency planning or tax and insurance incentives.

1.7.2 Preparedness

The knowledge and capacities developed by governments, organizations, communities, and individuals to anticipate, respond to, and recover from the impacts of likely, imminent, or current hazard incidents or conditions. Examples include understanding the risks and gaining access to trusted sources of information, developing and maintaining emergency and continuity plans, conducting training and exercises, and gathering the appropriate supplies for response and rapid deployment.

1.7.3 Response

Activities undertaken to manage and minimize the consequences after an incident occurs. Examples include activating incident command organizations and facilities, establishing reception centres to support evacuation operations, deploying structural protection personnel and equipment to protect buildings from wildfire, sandbagging to protect infrastructure in the event of a flood, and public information sharing.

1.7.4 Recovery

Efforts undertaken to reconstruct physical infrastructure and re-establish the social, emotional, economic, and physical well-being of those affected. Examples include the safe return of evacuated populations, the restoration of critical supports and services, and the remediation and reconstruction of damaged property.

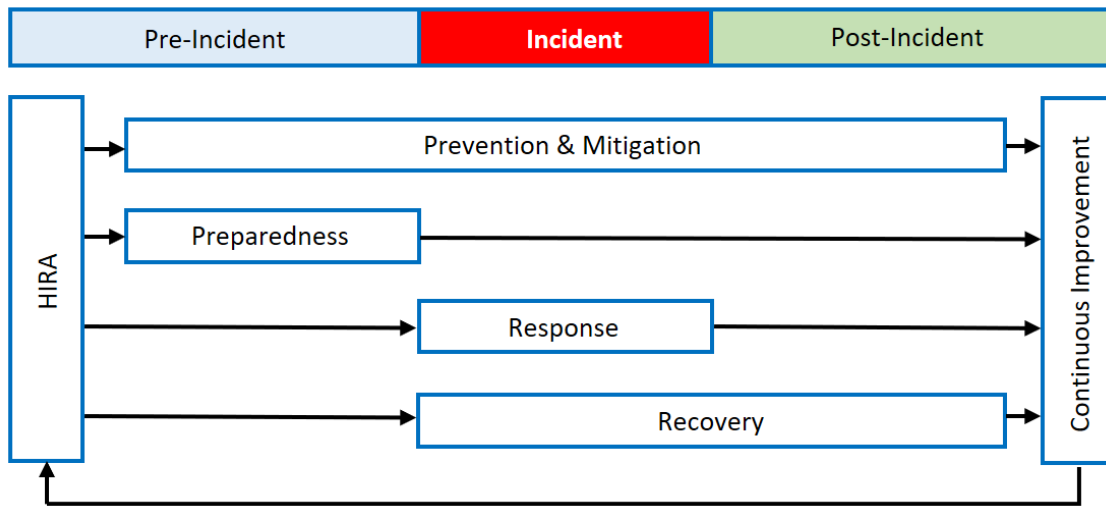


Figure 3: Emergency management cycle.

1.8 Plan Maintenance

AEMA is responsible for the management and maintenance of the AEP. Updates will incorporate changes in GoA policy, legislation, and organizations, as well as lessons learned, stakeholder feedback, and best practices identified from responses or exercises¹.

Amendments of a minor or clerical nature will be drafted by AEMA, and briefed to the Assistant Deputy Ministers' Public Safety Committee (ADMPSA) for endorsement before approval.

Updates to the AEP, or to any of its annexes that directly affect department(s), will be prepared in collaboration with the affected department(s) and jointly presented to ADMPSA for endorsement. All partners will be advised of any amendments to the AEP, and provided electronic copies of the revised AEP, once approved. All changes will be reflected in the Record of Amendments.

At minimum, the AEP will undergo a comprehensive review every five years. The review will be undertaken as a collaborative effort, involving all GoA departments, select Agencies, Boards, or Commissions (ABCs), and non-GoA emergency management system stakeholders. The revised AEP will be endorsed through existing public safety governance bodies, before it is approved and issued by the Minister of Municipal Affairs.

¹ The AEP has been informed by several post-incident assessments, incident reviews, and incident reports and audits. Recommendations that have been referenced throughout the plan have been drawn from the following source documents:

- Lesser Slave Lake Regional Urban Interface Wildfire – Lessons Learned Final Report, prepared by KPMG, November 6, 2012.
- Review and Analysis of the Government of Alberta's Response to and Recovery from 2013 Floods, prepared by MNP LLP, July 2015.
- May 2016 Wood Buffalo Wildfire Post-Incident Assessment Report, prepared for Alberta Emergency Management Agency, Final Report, May 2017.

1.9 Glossary of Terms

The AEP highlights significant elements of emergency management that apply to stakeholders and organizations across the province. To support coordination across sectors and groups, the establishment of common terminology to be used and understood by all stakeholders is crucial. The AEP provides an expanded glossary for reference in Annex A. It is recommended that users of this plan familiarize themselves with this glossary and integrate these terms and definitions into their plans and procedures, as applicable.

2.0 Governance

Alberta's emergency management system, consistent with other federal, provincial, and territorial arrangements, functions on the concept of tiered response and shared governance. As the responsibility for hazards rarely falls under a single organization, responsibilities are frequently shared amongst stakeholders, each of whom individually possesses finite resources, capabilities, and capacities. Effective and efficient emergency management requires an all-hazard, whole-of-society approach, where stakeholders work collectively to prioritize problems, develop collaborative solutions and apply shared resources to achieve positive outcomes. *Figure 4* provides a visual overview of Alberta's emergency response hierarchy.

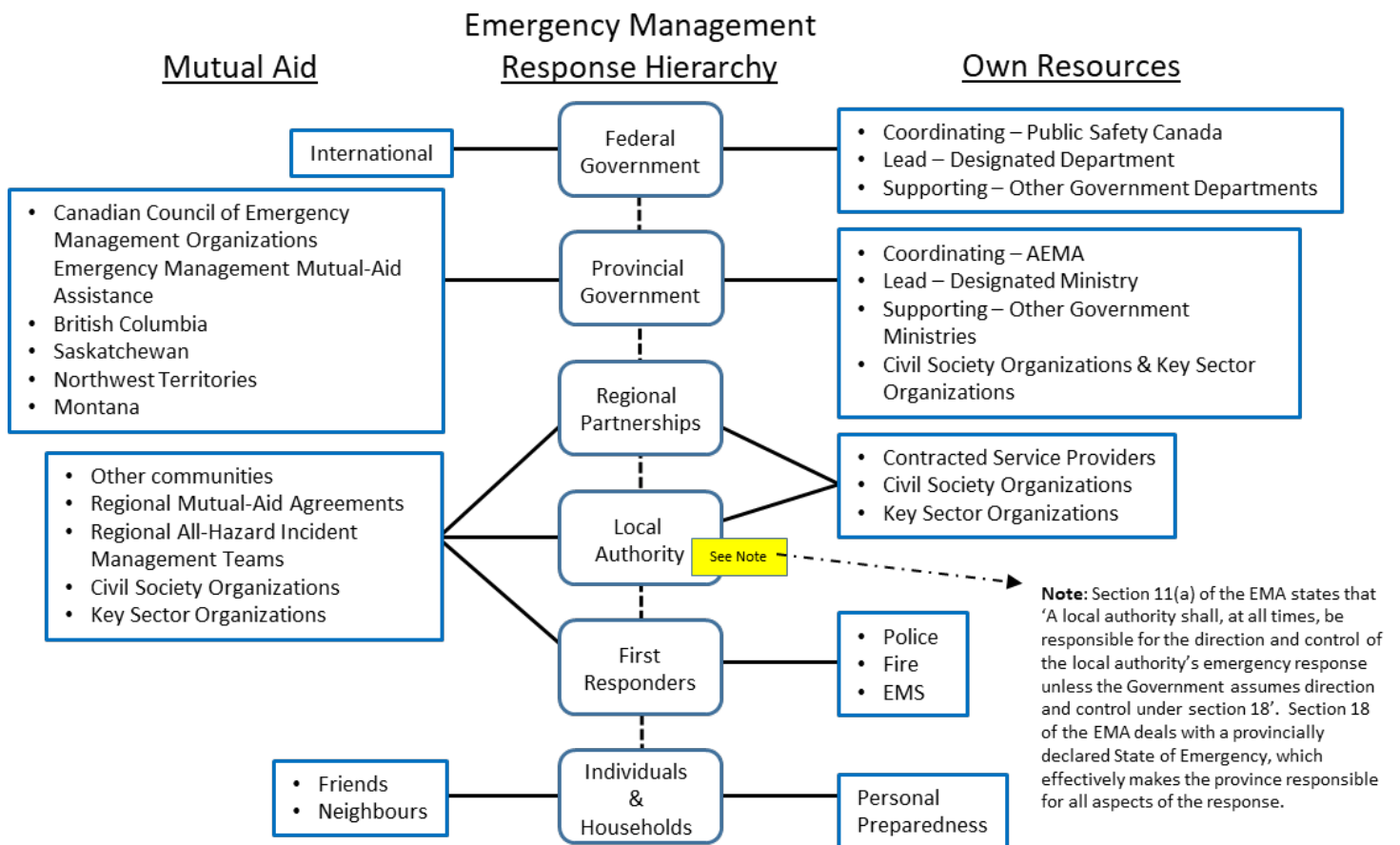


Figure 4: Alberta's emergency response hierarchy.

2.1 Emergency Management Legislation

Clarity on roles, responsibilities, and authorities of emergency management stakeholders is key to enabling an effective, focused, and integrated response to and recovery from emergencies or disasters. In Alberta, organizations are typically assigned emergency management roles, responsibilities, and authorities through legislation, regulation, policy, or an emergency plan. Key provincial emergency management legislation and regulations include:

2.1.1 *Emergency Management Act*

Provides the legislative framework for local and provincial management of emergencies and disasters. It outlines the roles and responsibilities of the Minister of Municipal Affairs, the provincial government, and local authorities. The *EMA* provides the authority for the granting of additional powers during a state of emergency or a state of local emergency, and governs the coming into force, expiration, and termination of these states of emergency. The *EMA* also has regulation-making authority, under which the Disaster Recovery Regulation (DRR), the GEMR, and the Local Authority Emergency Management Regulation (LEMR) were established.

2.1.2 Disaster Recovery Regulation

Governs the assessment of damage or loss caused by a disaster, and the payment of financial assistance for the damage or loss. The regulation sets out how and when a Disaster Recovery Program may be created, and provides the authority for the Minister of Municipal Affairs to establish the Alberta Disaster Assistance Guidelines and the Alberta Guidelines for Municipal Wildfire Assistance Program. The DRR defines the appeals process available to applicants for disaster programs, outlines applicant eligibility requirements for programs, and provides a public interest exception, which can be exercised at the discretion of the Minister of Municipal Affairs.

2.1.3 Government Emergency Management Regulation

Sets out the emergency management responsibilities of AEMA, government departments, and department deputy heads. The GEMR assigns responsibility for these three categories of organizations and individuals, with respect to the preparation or implementation of plans, arrangements, or training to deal with emergencies.

2.1.4 Local Authority Emergency Management Regulation

Provides increased direction to local authorities on their emergency management roles and responsibilities. Codifies best practices and provides local authorities with the guidance needed to fulfill their requirements under the *EMA*.

2.2 Government of Alberta Roles and Responsibilities

2.2.1 The Alberta Emergency Management Agency

Just as emergency management across Alberta is a shared responsibility, emergency management responsibilities within the GoA are delegated across departments. However, under the GEMR, AEMA is responsible for the development, implementation, management, and maintenance of Alberta's emergency management system. As the coordinating organization for emergency management within Alberta, AEMA works to harmonize the efforts of lead and supporting organizations, and improve the effectiveness of Alberta's emergency management system.

2.2.2 Government of Alberta Departmental Roles and Responsibilities

GoA departments have emergency management roles and responsibilities, driven by a combination of their department's pertinent legislation and mandate, and their responsibilities outlined in the *EMA* and *GEMR*. Common and assigned department-specific responsibilities are detailed in Annex C.

2.2.3 Lead Organization

Lead organizations are those designated or confirmed to be responsible for planning and response to a specific hazard. Within the GoA, the designation of the lead organization will either be:

- by virtue of authority or responsibility articulated through legislation, regulation, or a hazard-specific plan; or
- determined by the Deputy Ministers whose departments are directly engaged in or impacted by the incident.

Clearly identify lead ministries

Following the review of the response to the 2017 Kenow wildfire, to ensure unity of messaging at the provincial level, it was recommended that the lead ministry must be clearly identified, must place communications representatives at the POC, and must work closely with the local or regional emergency operations centers to ensure timely, accurate and effective public communications. (2017 Kenow Report: Recommendation #4)

The lead organization is responsible for, and has the requisite authority to control, the management of a specific hazard. Depending on the nature of the hazard, it is possible to have multiple lead organizations operating in unified command. The lead organization will normally be responsible for leading in the development of public and internal communications.

2.2.4 Supporting Organization

A supporting organization is any other organization involved in an incident that is neither the lead nor the coordinating organization. This role may or may not be formally assigned through legislation, regulation, policy, or an emergency plan. Supporting organizations will provide general or specialized assistance to the lead organization.

2.3 Government of Alberta Public Safety Governance

2.3.1 Government of Alberta Public Safety Committees

Public safety and emergency management is the shared responsibility of several organizations, including the various orders and levels of government, industry, and non-government organizations. To provide a strategic focus to public safety and emergency management across departments, the GoA established the Public Safety Committees to identify issues, provide direction, and prioritize resources, as required.

This committee structure prioritizes, oversees, and administers public safety issues that fall under or intersect with GoA departments based on legislation, regulation, or government plans. For the committees' purposes, emergency management is the prevention and mitigation of, preparedness for, response to, and recovery from hazards that could cause significant injury or harm to Albertans, their property, the environment, or the economy.

The level at which decision-making occurs will depend on the significance and/or risk associated with the issue. The two standing Public Safety Committees include:

- **The Assistant Deputy Ministers' Public Safety Committee (ADMPSC):** Members include Assistant Deputy Ministers or equivalents from GoA ministries, agencies, and bodies. At present, the Managing Director of the Alberta Emergency Management Agency chairs the committee.
- **The Deputy Ministers' Public Safety Committee (DMPSC):** Comprised of Deputy Ministers or equivalents from GoA ministries and agencies. At present, the Deputy Minister of Municipal Affairs chairs the committee.

This Public Safety Committee governance structure is adaptive and may be truncated during emergency incidents, subject to the degree of involvement and engagement desired by Cabinet, as well as the degree of urgency behind significant time-sensitive decisions. *Figure 5* provides an overview of Public Safety Committee functioning and structure, in the event augmented executive response is required.

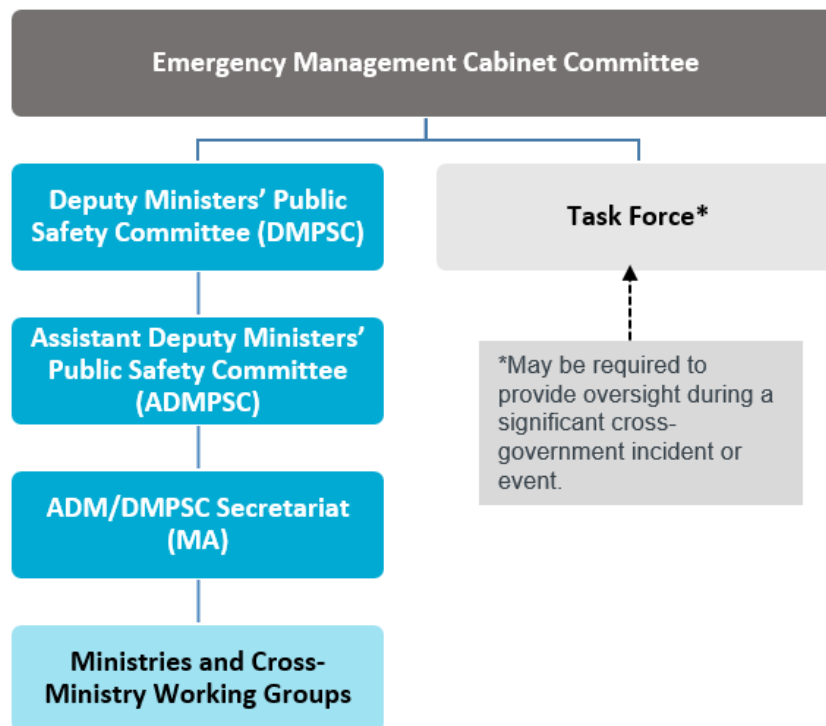


Figure 5: Public Safety Committee structure.

2.3.2 The Public Safety Governance Report

Following the 2011 Flat Top Complex (Slave Lake) wildfires, the GoA conducted a comprehensive review of its governance structure and its associated processes and procedures to identify areas for improvement. The resulting GoA Public Safety Governance Framework Report (2012) initiated a range of governance improvements and enhancements that have been continuously refined through deployment in subsequent response efforts. Most notable improvements include:

- adoption of ICS as the organizational structure by which the GoA will coordinate the provincial response to a disaster;
- development of a Provincial Recovery Framework;
- development and articulation of the operational levels of the POC, its associated activities, and its required staffing for cross-government coordination;
- description of the common operating picture framework, outlining information sources, analysis products, and the requirements for the generation of a Common Operating Picture Report during activation of the POC; and
- definition of the coordinating roles, actions, and responsibilities at the POC.

2.4 External Governance Roles and Responsibilities

2.4.1 Government of Canada

Federal responsibilities related to emergency management within the province of Alberta include:

- primary responsibility for oversight and funding of emergency management for First Nations across Canada;
- provision of assistance in the event of an emergency in accordance with federal, provincial, and territorial agreements or following receipt and approval of a Request for Assistance from the responsible GoA minister; and
- provision of agency representatives (ARs) and alternates from Public Safety and Emergency Preparedness Canada, Indigenous Services Canada, Health Canada, Environment and Climate Change Canada, and the Department of National Defense to the POC as requested during response.

2.4.2 Trans-Border Partners

Trans-border partner responsibilities include the provision of assistance in the event of an emergency, following existing mutual aid/emergency management assistance agreements. In all cases, these agreements are non-binding.

2.4.3 Civil Society Organizations

While not created by government, CSOs often work cooperatively with government. They frequently deliver much-needed services or perform functions that enable government resources to be employed elsewhere, or to fill gaps that government might be incapable of filling itself. This is especially true for the provision of search and rescue and ESS supports during emergencies and disasters.

The responsibilities of government cannot be assigned to CSOs except where they have been contracted to do so. This is an important consideration and should be accounted for by any organization looking to incorporate CSOs into their emergency management organization.

2.4.4 Private Sector Stakeholders

It is crucial to engage the relevant private sector and industry owners and operators throughout the emergency management cycle. Understanding and effectively leveraging the upstream and downstream supply-and-demand distribution chains, the manufacturing sector, and the various service industries, collectively strengthen the province's ability to prevent, mitigate, prepare, respond and recover from disasters.

While respecting the relationship between private sector stakeholders and relevant regulators, private sector stakeholders are encouraged to collaborate with local authorities during all phases of the emergency cycle, and to share information on identified risks proactively.

3.0 Provincial Hazard Overview

Alberta is vulnerable to a range of hazards as a result of our geography, human activities, associated land-use practices, and socio-economic factors².

Both natural and human-induced hazards, and associated disasters, have become more prevalent in urban and rural communities. Human-induced hazards, such as terrorist attacks and hazardous material incidents, are likely to persist. In addition, it is anticipated the frequency and intensity of extreme weather incidents such as heat waves, heavy rainfalls, and related flooding, droughts, forest fires, serious winter storms, hurricanes, and tornadoes will continue.

Emergency incidents caused by these hazards can result in impacts including loss of life, destruction of property, environmental degradation, and significant economic loss. As the frequency and intensity of these incidents have increased in recent years, the costly and negative impacts on Albertans have also increased.

Table 1 details known hazards that have resulted in emergency incidents or disasters in Alberta over the last 100 years, as well as ones that could potentially occur.

Table 1: Hazards of Note for Alberta		
Natural	Technological	Human-Induced
<p>Mass-Movement Hazard</p> <ul style="list-style-type: none"> • Debris movement <ul style="list-style-type: none"> ○ Landslide ○ Rock fall ○ Debris flow ○ Avalanche • Land subsidence <ul style="list-style-type: none"> ○ Sinkhole • Soil expansion • Earthquake 	<p>Transportation Hazards</p> <ul style="list-style-type: none"> • Roadway accident • Aviation accident • Railway accident • Transportation systems failure or shutdown • Any significant travel impediment 	<p>Intentional or Unintentional/Threatened or Actual</p> <ul style="list-style-type: none"> • High intensity/large scale residential fire • Wildfires (human-caused) • Civil disturbance • Chemical attack • Biological attack • Cyber incident • Sabotage • Threats
<p>Hydrologic Hazards</p> <ul style="list-style-type: none"> • Flood • Drought • Desertification • Soil erosion 	<p>Infrastructure Hazards</p> <ul style="list-style-type: none"> • Failure of power, telecommunications, water, sewer, and gas distribution systems • Dam failure • Economic failure 	

² Please refer to Annex G: Disaster Resilience Guidelines for Alberta for more information on how societal systems influence vulnerability to hazards

<p>Meteorological Hazards</p> <ul style="list-style-type: none"> • Tornado • Waterspout • Ice storm • Severe winter storm • Hail storm • Frost • Extreme cold or heat • Windstorm • Wildfires (lightning initiated) • Thunderstorm • Fog 	<p>Industrial Hazards</p> <ul style="list-style-type: none"> • Hazardous materials (HazMat) accident • Raw material extraction (mining/fracking) accident or impact • Structural (building) fire and failure/collapse 	
<p>Biological/Health-Related Hazards</p> <ul style="list-style-type: none"> • Human, animal (livestock), and plant (agricultural) epidemic, pandemic, or communicable disease event • Overburdened health sector resources 		
<p>Other Hazards</p> <ul style="list-style-type: none"> • Other unique natural hazards that do not fit into a single category – meteors, poisoning, and salinization 		

3.1 Hazard Identification and Risk Assessment

Hazard Identification and Risk Assessment (HIRA) is a process used by organizations to assess which hazards pose the greatest risk in terms of how likely they are to occur, and how great their potential impact may be. A well-executed HIRA will identify risk exposures and recommend treatment measures to eliminate or reduce the risk.

Effective decision-making and targeted investment to prevent or mitigate the impacts of hazards should be driven by a comprehensive HIRA process. For the process to work, stakeholders need to have a clear understanding of potential hazards and the respective roles, responsibilities, and authorities involved in treating and managing the associated risks. Many risks are shared

between one or more stakeholders. A comprehensive approach ensures that risk management efforts are well-coordinated, optimizing resources to achieve desired results.

HIRA processes are cyclical, iterative, and focused on continuous improvement. HIRA processes also need to be adaptive to changing variables, including evolving conditions around the hazard, capacities to manage the risk, and decisions on risk tolerance. A strongly supported and properly resourced HIRA process will aid stakeholders in the early identification of emerging hazards and risks; this can enable early preventative measures, generally at a much lower cost when compared to reacting to established hazards and risks.

Implement a system to develop and maintain a provincial hazard assessment

Following the 2019 review of AEMA's hazard assessment system, the Office of the Auditor General recommended implementation of a system to develop and maintain a provincial hazard assessment.
(2019 OAG Report: Recommendation #1)

Under the principle of shared governance, HIRA processes apply to, and are recommended across, all entities involved in prevention, mitigation, response, and recovery activities. HIRAs should be conducted by:

- **Local Authorities, as defined in the *Emergency Management Act*:** As outlined in the LEMR, local authorities are required to include a hazard and risk assessment within their emergency plans.
- **The Government of Alberta:** More information on the development of the GoA's HIRA program is available in Section 10.
- **First Nations:** As part of their emergency management programs.

4.0 Emergency Management Partners

4.1 Overview

In accordance with other federal, provincial, and territorial arrangements, Alberta's emergency management system functions based on the concept of tiered response: in an emergency, the first response usually occurs at the local authority level, as disasters occur most often locally. During an emergency, each subsequent level of government will monitor the situation, prepare to support, and take those measures necessary to assist as requested or required.

Responsibility for hazards seldom falls under a single organization. More frequently, these responsibilities are shared amongst stakeholders, each of whom individually possesses finite resources, capabilities, and capacities. This highlights that emergency management is a shared responsibility, and accordingly, requires a whole-of-society approach to prioritize problems, develop solutions, and share resources to achieve positive outcomes.

4.2 Alberta's Emergency Management Stakeholders

Emergency management partners are defined in the GEMR as "those persons or organizations that have a role in Alberta's emergency management system". Emergency management in Alberta starts at the individual level. When people are prepared to protect themselves and their property, and can be self-reliant in the initial stages of a large event, it allows first responders and all levels of government to focus on incident stabilization and providing help to those who are most vulnerable. With individual safety and protection being the first priority, progressive response moves through delegated positions and responsibilities of formally coordinated stakeholders, including first responders, municipalities and their mutual aid stakeholders, municipal groups, the provincial government, and federal and international organizations. Industry and CSOs are key partners in the system at almost every level, and influence and support emergency management activities.

The GoA acknowledges both the importance of and value behind an emergency management system that engages the whole-of-society, including individual community members. Every stakeholder in the emergency management system contributes to and improves that system. An overview of those partners is provided below.

4.2.1 The Government of Canada

The Government of Canada includes all federal departments that may be involved in emergency management within the geopolitical boundaries of Canada. The most often-involved federal departments include, but are not limited to, Public Safety Canada, the Department of National Defence, Indigenous Services Canada, and Health Canada. The Royal Canadian Mounted Police

(RCMP) has a mandated role as Canada's federal police service, and has the primary responsibility for preventing, detecting, denying, and responding to national security-related threats in Canada, in partnership with other police agencies and federal agencies, to address national security investigations and concerns. The federal government exercises leadership at the national and international levels relating to emergency management responsibilities in its exclusive fields of jurisdictions and on lands and properties under federal responsibility.

4.2.2 The Government of Alberta

The GoA includes all departments, agencies, boards, and commissions established under the *Government Organization Act*. In accordance with the GEMR, the functions and responsibilities of GoA departments in respect of emergency management are those set out through the AEP. AEMA has primary responsibility for leadership, policy direction, and coordination on behalf of the GoA and its partners, as it relates to emergency management.

4.2.3 Trans-Border Partners

Trans-border partners include the provincial, territorial, state, and local governments of:

- British Columbia;
- Saskatchewan;
- Northwest Territories; and
- Montana.

Trans-border partners are those with which Alberta has entered into, or has the potential to develop, bi-lateral mutual assistance agreements for emergency management. The province also maintains mutual aid agreements with all other provinces and territories through the Canadian Council for Emergency Management Organizations, and with the State of Montana.

In addition, individual GoA departments may have department-specific agreements, such as the Memorandum of Understanding between Agriculture, Forestry and Rural Economic Development and the Canadian Interagency Forest Fire Centre. The City of Lloydminster is unique in that it straddles the Alberta-Saskatchewan border. Both provinces have legislation that addresses this circumstance and provides clarity for jurisdictional roles, responsibilities, and authorities. For the purposes of emergency management, both Alberta and Saskatchewan have regulations that declare the Alberta *EMA* and any associated regulations apply to the whole city.

4.2.4 Local Authorities

In Alberta, the *EMA* directs that a local authority shall, at all times, be responsible for the direction and control of the local authority's emergency response, unless the provincial government has assumed responsibility through the declaration of a State of Emergency.

Local authorities include:

- In a municipality that has a council within the meaning of the *Municipal Government Act*, that council.
- In the case of an improvement district, the Minister responsible for the *Municipal Government Act*.³
- In the case of a special area, the Minister responsible for the *Special Areas Act*.⁴
- The settlement council of a settlement under the *Metis Settlements Act*.
- The park superintendent of a national park or the superintendent's delegate where an agreement is entered into with the Government of Canada.⁵
- The band council of an Indian band where an agreement is entered into with the Government of Canada.⁶

4.2.5 First Nations

Alberta is home to 48 First Nations⁷ spread across three treaty areas (Treaty 6, Treaty 7, and Treaty 8). First Nations are primarily the legislative jurisdiction of the Government of Canada. The federal government owes First Nations a fiduciary duty under the *Constitution Act*; the province owes the same duty and obligations to First Nations as to any other local authority in Alberta.⁸ As emergencies often occur locally, individual First Nations governments are the first line of response in the event of an emergency on a reserve. Under the federal Emergency Management Assistance Program, First Nations governments are responsible for creating and implementing emergency management plans to prepare communities to cope with an emergency.

³ This is the Minister of Municipal Affairs for Improvement Districts 4, 9, 12, 13, 24, and 25. This has been delegated to the Minister for Environment and Parks for the Kananaskis Improvement District.

⁴ This is the Minister of Municipal Affairs.

⁵ Under section 9(b) of the *EMA*, in which it is agreed that the park superintendent is a local authority for the purposes of the *EMA*. No such agreement exists as April 1, 2022.

⁶ Under section 9(b) of the *EMA*, in which it is agreed that the band council is a local authority for the purposes of the *EMA*. No such agreement exists as of April 1, 2022.

⁷ Alberta recognizes the Stoney Nakoda Nations (Bears paw, Chiniki, and Wesley) as three separate First Nations. Canada only recognizes the Stoney Nakoda as a single First Nation.

⁸ Legislative duties and the overall duty to act are often confused. While the Government of Canada has legislative jurisdiction and duty, the responsibility for First Nations is shared. Provinces cannot defer the provision of a certain emergency management service or program it offers to all other residents solely on the basis of status as a First Nation.

4.2.6 Metis Settlements

Alberta is home to the only recognized Métis land base in Canada. There are approximately 5,000 Métis spread across eight settlements, located primarily in the east-central and northern areas of the province. Metis Settlement councils are recognized as local authorities under the *EMA*.

4.2.7 Regional Emergency Management Collaboration

Regional emergency management collaboration typically involves two or more communities entering into voluntary agreements to render assistance to the parties of the agreement. This collaboration is based on the fact few communities possess the resources and/or capacities required to manage a significant emergency on their own. Local authority collaboration is encouraged by the GoA through various approaches including:

Build on Existing Regional Collaboration

Following the 2011 Slave Lake wildfires, a review and analysis of response and recovery recommended building on existing programs that enable regional collaboration by establishing formal expectations for, and more actively encouraging, municipal collaboration and resource sharing in emergency planning, response and recovery. (2011 Slave Lake Report: Recommendation #5)

- **Creation of a Regional Services Commission** under the authority of the *Municipal Government Act*.
- **Establishment of a Joint Emergency Management Committee**, authorized by Ministerial Order, in accordance with the *EMA*.
- **Enter into an Emergency Management Partnership Agreement/Mutual Aid Agreement** supported through bylaw and agreement. This is the most common approach adopted by communities in Alberta. Mutual aid agreements can address a variety of emergency management topics, including the nature of the support to be provided and the rates of compensation to be paid. It is important to note that these agreements are normally non-binding on the participants.
- **A summer village** may take advantage of any of the above strategies, and may seek to delegate its powers and duties to another local authority willing to accept that delegation under the *EMA*, authorized by Ministerial Order.
- **Creation of a joint emergency management agency** to act as the agent of more than one local authority. This can be done in combination with any of the above options and is supported through bylaw.

It is a local authority's decision to identify which option best meets its needs.

When collaborating, partnering municipalities can maintain local autonomy by limiting the delegation of powers and duties of joint emergency advisory committees or agencies. This allows councils of partnering municipalities to retain authority and decision making for matters of importance to their municipality, while allowing the joint committee or agency to be responsible for all delegated powers and duties. In these partnerships, it is important for both the bylaws and/or partnership agreements to be clear and explicit on what powers and duties are being delegated. The delegation requires authorization through a Ministerial Order from the Minister of Municipal Affairs.

In the example depicted below, neighboring communities decide to form a joint emergency advisory committee (often called regional emergency advisory committees) and a regional emergency management agency. In this example, the communities retain local authority and decision-making ability pertaining to the declaration, renewal or termination of a State of Local Emergency, while delegating the following abilities to the joint advisory committee:

- the ability to cause emergency plans or programs to be put into action;
- the ability to develop and approve policies on emergency management; and
- the ability to administer the Regional Emergency Management Agency.

Example of Regional Collaboration

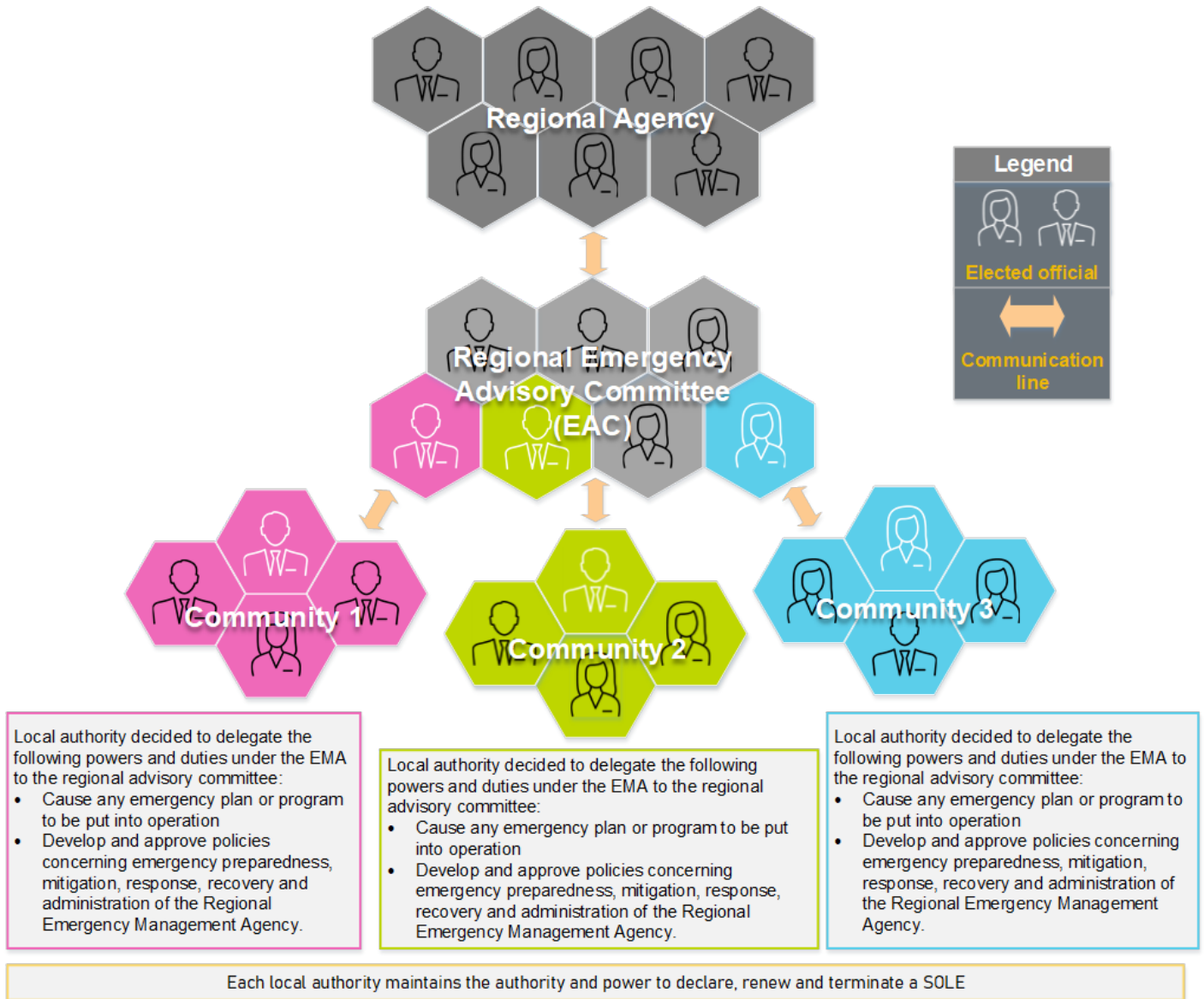


Figure 6: Example of Regional Collaboration

4.2.8 First Responders

First responders include professionals from the fire, emergency medical, police, sheriffs, peace officers, and other professionals who are designated and trained to respond to emergencies. The category of first responders also includes all partners who are trained and equipped to respond to the immediate requirements of the emergency or disaster, and may come from other government departments, CSOs, or industry. Examples of these types of responders include Dangerous Goods and Hazardous Materials Response Teams, as well as Search and Rescue Teams.⁹

4.2.9 Royal Canadian Mounted Police

In Alberta, the RCMP is the contracted provincial police service, providing policing services to municipalities with populations of 5,000 or less and all municipal districts and counties. The province meets its policing obligation by contracting the services of the RCMP to deliver police services to these municipalities, through the Provincial Police Service Agreement.

4.2.10 Municipal Police Services

In Alberta, municipalities with populations exceeding 5,000 provide for their own police service and may:

- maintain their own independent municipal police service;
- contract the federal government to provide the RCMP as their municipal police service; or
- enter into a regional policing agreement where two or more municipalities agree to be policed by a single regional police service.

In Alberta, municipal police services include Calgary Police Service, Camrose Police Service, Edmonton Police Service, Lacombe Police Service, Lethbridge Police Service, Medicine Hat Police Service, and Taber Police Service.

⁹ Some jurisdictions in North America have included municipal public works employees in the category of first responders, due to their specialized roles that often see them deployed to incidents in direct support of first response activities. The term “second” or “secondary” responder is more commonly accepted as being inclusive of all personnel that support the traditional first responders or those impacted by the emergency. This could include managing utility services, communications services, food services, debris removal, sanitation, etc.

4.2.11 Indigenous Policing

In Alberta, the majority of Indigenous communities are policed by the RCMP, with some policed by their own independent police service. In Alberta, the following Indigenous police services exist: Blood Tribe Police Service, Lakeshore Regional Police Service, and Tsuut'ina Nation Police Service.

4.2.12 Civil Society Organizations

CSOs include a wide array of community-based and non-governmental organizations (NGOs), in which people organize themselves to pursue shared interests in the public domain. These can include but are not limited to, environmental groups, labour unions, cultural organizations, charitable organizations, faith-based organizations, professional groups, chambers of commerce, and foundations.

While focus within emergency management has traditionally been directed towards NGOs dedicated to assisting disaster victims, there has been a noticeable increase in the growth and involvement of a wide range of CSOs across the emergency management cycle. Disaster management organizations at all levels should consider the role and participation of CSOs, in particular local and community-based CSOs, in their emergency management planning, response and recovery activities.

At the provincial level, the NGO Council of Alberta is a consortium of professional emergency management NGOs that cooperate provincially to coordinate activities in support of emergency management activities both provincially and municipally. Support from the NGO Council can be accessed either through the POC or directly through the NGO Council Chair.

4.2.13 Industry

Industry includes all sectors of the economy with resources within Alberta's geopolitical boundaries. These sectors include, but are not limited to, insurance, oil and gas, electricity, agriculture, food processing and distribution, forestry, manufacturing, commercial transportation, construction, telecommunications, and tourism. Many of these sectors have associations and/or groups that advocate on their behalf and are valuable as representative bodies during emergencies and disasters. It is important to understand that impacts to one sector can have cascading effects on other sectors, in addition to direct and indirect impacts on the public and public confidence. Increased complexity and interdependence between critical infrastructure sectors at the local, regional, national and international levels compels government to continue building partnerships with private sector owners and operators before, during, and after an emergency management event.

4.2.14 Individuals

Disasters start and end at the individual level. Knowledgeable and prepared people are important to the management of emergency events. While first responders are generally perceived to be the initial level of emergency response, in the case of a widespread disaster they will have to prioritize their efforts to those most at risk and may be unable to immediately assist all impacted populations. This could be the case for several hours or even days after the onset of the incident. Furthermore, some hazards can create access challenges, resulting in affected areas becoming difficult or impossible to reach quickly. As a result, all individuals within Alberta, their households, friends, and neighbours should take appropriate steps to become more prepared for both small and large disruption.

It is critical that individuals' understand their local hazards, take steps to reduce their risk, and be prepared to stay safe, warm and comfortable for a minimum of 72 hours after a disruption. Community leaders play a role in educating the members of their communities about what they can do to be more prepared. This includes providing public education, tools and resources to explain individual roles in a disaster, and empower community members to take steps so they can better navigate these situations when they occur.

4.3 First Nations Emergency Management

First Nations communities may be disproportionately impacted by a variety of emergencies and disasters, including flooding and wildfires within traditional territories. Aggravating factors can include:

- difficulties in providing emergency services to remote communities (distance and accessibility);
- varying levels of capacity that may limit preparedness efforts and reduce participation in response and recovery operations;
- lack of trust that may hinder coordination or collaboration during the response;
- reliance on local ecosystems for food and other resources necessary for economic, cultural, spiritual, and physical well-being; and
- significant social and health inequities may leave First Nations more vulnerable to mental or physical health impacts, and/or less able to respond.

The federal government has primary responsibility for oversight and funding of emergency management for First Nations across Canada.

In 2015, the GoA, through Municipal Affairs, entered into a 10-year bilateral funding agreement with the Government of Canada, through Indigenous Services Canada (ISC). This funding agreement enables the GoA, through AEMA, to provide emergency management programs, services, training, advice, and assistance to on-reserve First Nations communities in Alberta, on behalf of ISC. AEMA's efforts are largely focused on preparedness and response supports, while ISC retains primary responsibility for prevention, mitigation, and recovery supports.

First Nations members who live off-reserve are not covered under the agreement; they receive emergency management services as residents of the jurisdiction within which they reside.

Support and focus emergency management capacity building in First Nations

Following the 2013 southern Alberta floods, a review and analysis of the Government of Alberta response and recovery efforts recommended that the First Nations Field Officer program, and building emergency management capacity in First Nations, remain a priority.

(2013 Southern Alberta Floods Report: Recommendation #11)

5.0 Prevention and Mitigation

5.1 Overview

Over the past decade, Alberta has experienced three of the most costly disasters in Canadian history. Over the same period, the province has been one of the leaders in national insurable and non-insurable losses. This has resulted in more attention and focus on the prevention and mitigation components of the emergency management cycle. Pre-disaster mitigation can assure that incidents are short-lived and more manageable. Mitigation saves lives and preserves homes, businesses, government facilities, and critical infrastructure. It reduces property damage, enables stabilization and business resumption, and lowers recovery costs. A recent study determined that the cost-benefit ratio of federal mitigation grants is \$6 saved for every \$1 spent.¹⁰ While the value proposition of investing in prevention and mitigation might be evident, the offset is that the benefits of these types of projects are typically only fully realized over the long-term.

Within the GoA, individual departments are responsible for the development and implementation of programs and initiatives that intend to prevent or mitigate the impacts of specific hazards that fall within each department's mandate. In many cases, GoA departments will collaborate with a range of stakeholders to develop and deliver mitigation programs. Typically, these programs involve shared funding distributed across several levels of government.

Continue to invest in prevention programs

Following the 2016 Wood Buffalo wildfires, a review and analysis of response and recovery efforts recommended the province and local authorities continue to invest in programs that enhance mitigation and preparedness activities, and have the most significant impact and a positive return on disaster response and recovery costs. (2016 RMWB Report: Recommendation #2)

While preventing a hazard from creating a negative impact is the ideal solution for emergency managers, it is also extremely difficult to achieve. More often, the focus is on mitigating risk, reducing the likelihood of a hazard from manifesting as an actual incident, and minimizing the impact or consequence that a hazard could have in an actual incident. Prevention and mitigation

¹⁰ Multi-Hazard Mitigation Council (2019). Natural Hazard Mitigation Saves: 2019 Report. Principal Investigator Porter, K.; Co-Principal Investigators Dash, N., Huyck, C., Santos, J., Scawthorn, C.; Investigators: Eguchi, M., Eguchi, R., Ghosh., S., Isteita, M., Mickey, K., Rashed, T., Reeder, A.; Schneider, P.; and Yuan, J., Directors, MMC. Investigator Intern: Cohen-Porter, A. National Institute of Building Sciences. Washington, DC. www.nibs.org

may be considered independently or one may include the other. Mitigation is usually considered either structural or non-structural in form.

5.1.1 Non-structural Mitigation

Non-structural mitigation includes measures that reduce the likelihood or consequence of risk through changes to human behaviour or natural processes. Non-structural mitigation measures may have lower financial or technological requirements; this typically makes them easier to implement. General categories for non-structural mitigation include:

- regulatory measures (e.g., land-use controls, maintenance of green space, density controls, storm-water management, etc.);
- community awareness and education programs (e.g., personal preparedness online tools and materials, awareness campaigns, public alerting, risk-mapping, etc.);
- non-structural physical modifications (e.g., removing or securing items that could become projectiles during a wind incident);
- environmental control (e.g., avalanche control operations, forest management, etc.); and
- behavioural modification (tax incentives for disaster-resistant property enhancements – while the enhancement is structural mitigation, the tax incentive is used to incent the property owner to undertake the work).

5.1.2 Structural Mitigation

Structural mitigation involves modifying existing structures and infrastructure to protect them from a hazard, or remove them from a hazard area. This could apply to public or private structures as well as critical facilities and infrastructure. This type of action can also involve the construction of structures to reduce the impact of hazards.

Structural mitigation may be challenging, as it also operates against the forces of nature. It can be environmentally damaging, causing unexpected collateral impacts elsewhere. It may encourage continued development in unsafe environments. Finally, structural mitigation can be costly. In certain situations, it can prove hard to change direction and move individuals, property, buildings, and facilities once costs are sunk into structural mitigation. Examples of structural mitigation include:

- floodplain and riverine controls (e.g. dams, dikes, levees, weirs, etc.);
- elevation of structures in flood-prone areas;
- utility undergrounding; and
- structural retrofits (e.g., relocating furnaces and electrical panels to upper floors).

In general, mitigation works best when non-structural and structural measures are used in unison or a complementary fashion. The FireSmart Program¹¹ that is used throughout Alberta is an excellent example of a mitigation activity that contains both structural and non-structural components. Under this program, the Provincial Wildfire Management Branch uses strategies aimed at educating the public, improving relationships, and helping to reduce the dangers and risks associated with wildfires.

5.2 Disaster Resilience

Disaster resilience is defined as the capacity of a system, community, or society to adapt to disturbances resulting from hazards or changing environmental factors by persevering, recuperating, or changing, to reach and maintain an acceptable level of functioning.

The concept of disaster resilience brings a new lens to traditional disaster risk management. Resilience approaches seek to strengthen the systems that people use to support their all-around well-being, no matter what risks they face.

Develop a disaster resilience strategy

Following the 2016 Wood Buffalo wildfires, a review and analysis of response and recovery efforts recommended that the province develop a disaster resilience strategy. These guidelines should strive to build capacity within individuals, households, and businesses; consider the components of prevention, preparedness, and recovery as integrated and community-centred; and foster connections between communities to adapt to future disasters.

(2016 RMWB Report: Recommendation #4)

This approach works because the impact of a future shock – the risk – is dependent on how society’s systems are set up to respond to shocks and change. Resilient systems absorb and recover from shocks, while positively adapting and transforming their systems and means for living in the face of long-term stresses, change, and uncertainty.

In 2019, AEMA initiated work to develop an Alberta Disaster Resilience Strategy. In 2022, AEMA released Disaster Resilience Guidelines for Alberta, to provide emergency management stakeholders with suggested and scalable approaches to mitigating disaster risk. The Disaster Resilience Guidelines are available in Annex G.

¹¹ Please see Emergency Management Glossary in Annex A for definition.

6.0 Preparedness

6.1 Overview

Preparedness invokes the knowledge and capacities developed by governments, professional response and recovery organizations, communities, and individuals to anticipate, respond to, and recover from, emergencies and disasters. Lessons learned following emergencies and disasters consistently show that outcomes improve with higher levels of preparedness. Better-prepared communities and community members typically experience reduced impacts, smoother social-economic recovery, and a timelier and more effective response.

Preparedness requires commitment, effort, resources, and a willingness to cooperate, collaborate, and support others. Among the many lessons learned from previous incidents, those who plan and practice together, achieve greater outcomes. Making connections and building trust before an incident is crucial to a successful response and recovery, both at the individual and community level.

6.2 Preparedness Roles and Responsibilities

6.2.1 Personal Preparedness and Planning

The success of Alberta's emergency management system relies on taking a whole of society approach. When the people in our province are knowledgeable and prepared, it allows emergency responders and all levels of government to focus resources on responding to the incident and providing support to those most vulnerable.

By working with community members to identify hazards and educating about steps that can be taken to manage risk, over time we can encourage a shift towards disaster risk reduction. Resilience can be built by empowering the people living in Alberta to share responsibility in the emergency management system, which can help keep hazards from becoming disasters.

The GoA encourages adoption of the following preparedness actions:

- **Create Connections:** When you know the people around you, it makes it easier to offer help or ask for help when you need it most. Connected communities are resilient communities.
- **Start a Conversation:** Talk to your household about what you would do and where you would go. Talking about emergencies often leads to taking preparedness action.
- **Get Informed:** Alerts bring awareness to threats so you act quickly and appropriately. Download emergency warning systems such as the Alberta Emergency Alert (AEA) and identify trusted sources of information to keep you up to date. More details on AEA can be found under Section 8.1: Public Alerting.

- **Know the Risks:** Identify hazards in your community and understand your vulnerability to them. While some hazards cannot be prevented, you can reduce their impact by taking the appropriate steps to prepare.
- **Build Financial Resilience:** There are many ways to improve your financial preparedness beyond having emergency savings. For example, having the right insurance for your property and belongings, making sure you have access to important documents from anywhere, and keeping small denominations of currency on hand if service disruptions occur.
- **Gather supplies:** Make sure you have enough supplies to help keep you and your household safe, warm, and comfortable for a minimum of 72 hours. Your supplies will depend on your personal needs. This can include building emergency kits or having a list of items that you would quickly grab and go.
- **Make an Emergency Plan:** Having a plan helps to protect your life and your property. It can also reduce stress, help you reconnect with loved ones and get back to your life and work sooner.

When community leaders champion personal preparedness by encouraging their community members to take steps towards becoming more prepared year round, together we can contribute to disaster risk reduction behaviours and encourage resilience at the community level.

6.2.2 Local Authority Preparedness and Planning

The responsibilities of local authorities related to emergency preparedness are derived from both the *EMA* and the *LEMR*. These responsibilities include, but are not limited to:

- Preparing to direct and control emergency response with the local authority's jurisdiction.
- Appointing an emergency advisory committee.
- Establishing and maintaining a municipal emergency management agency.
- Appointing a director of the municipal emergency management agency.
- Preparing an emergency plan, inclusive of:
 - a hazard identification and risk assessment;
 - plan implementation procedures;
 - an exercise program;
 - direction for use of the prescribed command, control and coordination system;
 - assignment of personnel responsibilities;
 - a communications plan; and
 - an ESS plan.
- Conducting annual reviews of the emergency plan.
- Conducting mandatory exercises as outlined in the *LEMR*:
 - Unless a functional exercise is being conducted that year, engage in at least one exercise per year in which participants identify a significant possible emergency

or disaster scenario. Discuss how the local authority would respond to and resolve emergency management issues that may arise from the scenario. This would normally be called a table-top exercise.

- Engage in at least one functional exercise every four years in which participants identify a significant possible emergency or disaster scenario, and carry out actions as if the significant emergency or disaster was occurring, but without deploying personnel or other resources. This would normally involve all of the personnel assigned positions under the emergency plan¹².
- On an annual basis making that emergency plan available for review and comment by AEMA.
- Meeting identified training requirements for elected officials, directors of emergency management, and employees assigned positions under the emergency plan.

To support emergency planning at the local level, AEMA has developed the **Community Emergency Management Program (CEMP)**, an online tool that provides communities access to four essential emergency management modules:

- Community Self-Assessment;
- Community Risk-Assessment;
- Community Emergency Management Planning; and
- Document Library.

These modules assist in developing, implementing, and revising emergency management plans using a standardized format. CEMP assists with coordinating emergency management and recovery through regional efforts.

Alberta communities are encouraged to share emergency management plans and risk assessments, which allows AEMA to collect specific hazard identification and risk assessment data across the province.

¹² If the local authority has responded to an emergency or disaster within the previous four years, which resulted in implementation of the emergency plan and a written post-incident assessment, then this requirement is waived.

6.3 AEMA's Personal Preparedness Program

AEMA works with subject matter experts to maintain AEMA's Personal Preparedness Program. The program includes an online library of tools and materials built for community leaders across the province to incorporate into already existing preparedness and community resilience programming, or to rely on in the absence of programming. This program supports local authorities in delivering accessible, inclusive and consistent public education about what individuals and households can do to prepare themselves for disasters, emergencies and disruptions.

Personal Preparedness

Following the 2016 Wood Buffalo wildfires, a review and analysis of response and recovery efforts recommended enhancing investment in public awareness and engagement initiatives for emergency preparedness, including through building Albertans' understanding of their role in emergency preparedness.

(2016 RMWB Report: Recommendation #5)

The programming, tools and materials in AEMA's Personal Preparedness Program are built for communities and organizations across the province to raise individuals' understanding of hazards, risk reduction and disaster resilience. Resilient communities have lower vulnerability and are less susceptible to disruption.

6.4 Government of Alberta Planning

In Alberta, emergency planning is undertaken at both the local and provincial levels, per the LEMR and the GEMR. Comprehensive planning occurs across all phases of disaster and emergency management, including prevention and mitigation, preparedness, response, and recovery. At the provincial level, GoA plans address specific hazards and business continuity disruptions. Ministries with the legislative or regulatory authority provide subject-matter expertise when an emergency plan must be implemented, while AEMA acts as the coordinating agency facilitating emergency operations planning and coordination.

6.4.1 Government of Alberta Hazard and Activity-Specific Plans and Guides

In addition to the AEP that details emergency management in Alberta in an all-hazards context, the GoA maintains a number of hazard-specific plans. Hazard-specific plans are assigned to a lead organization for development and maintenance. All hazard-specific plans will be signed by the deputy head of the lead organization and submitted to the Managing Director of AEMA for retention as the plan of record. All revisions to hazard-specific plans will be communicated to AEMA by the lead organization. AEMA will advise all emergency management partners of plan

revisions or, where appropriate, provided electronic copies of the new plan of record. A list of GoA hazard-specific and activity-specific plans and guides is contained in Annex D.

Of note, responsibility for the Facility Emergency Planning Program (FEPP) rests with Alberta Infrastructure. The FEPP was initiated in 2004 to complement and support guidelines set out as a result of changes to the Occupational Health and Safety Code. The FEPP's primary objective is to provide tools and resources to guide GoA staff and visitors in case of an emergency situation.

6.4.2 The Government of Alberta Business Continuity Plan

As required by the GEMR, the GoA prepares and maintains a BCP that describes how the GoA will respond to a disruption in the provision of essential government-delivered services to Albertans. The GoA BCP does not replace the requirement of individual departments to prepare their own departmental BCPs to address their own continuity requirements. The GoA BCP is intended to address complex business continuity disruptions and those incidents that have the potential to impact or are affecting multiple departments. The GoA BCP is and shall be maintained as an internal to government document. Should you require a copy, please submit a request to AEMA through ma.aemaplans@gov.ab.ca

6.4.3 Departmental Business Continuity and Consequence Management Plans

As mandated by the GEMR, all GoA departments are required to prepare, implement and maintain consequence management and business continuity plans. This includes responsibility for reviewing the effectiveness of these plans to support emergency response efforts, and to enable rapid, effective, and efficient resumption of delivery of essential services in the event of a disruption.

- **Consequence Management Plan:** A plan that sets out actions to be taken for mitigation, preparedness, response, and recovery with regard to emergencies, including human-induced intentional threats.
- **Business Continuity Plan:** Concerning a business disruption, a plan through which essential services will be prioritized, mitigation measures are employed, and continuity of service strategies are coordinated and implemented.

Departments are also authorized to require preparation, implementation, and maintenance of BCPs from any agency, board, commission, or Crown Corporation over which the department has oversight.

Departmental Consequence Management Plans and BCPs are the responsibility of the deputy head of the department. AEMA maintains a team of Consequence Management and Business Continuity professionals who can assist departments in meeting their Consequence Management

Plans and BCP requirements. Should departments require assistance in the preparation of plans, they are encouraged to reach out to ma.aemaplans@gov.ab.ca.

6.4.4 The Government of Alberta Business Continuity Guide

To assist departments in preparing their individual BCPs, the GoA has developed the GoA Business Continuity Guide. This guide details key concepts, processes, and the sequencing necessary to prepare, implement and maintain a departmental BCP. A copy of the [Business Continuity Guide](#) is accessible through the Open Government Program.

6.5 Emergency Management Training

6.5.1 Emergency Management Training Responsibilities

As a critical preparedness activity, emergency management training sets the conditions for effective and efficient incident response. Training is coordinated at the local authority level by the local Director of Emergency Management (DEM), with assistance from AEMA or through contracted training delivery. At the provincial level, emergency management training is coordinated either at the departmental level or by AEMA. AEMA's responsibilities concerning training within the GoA include:

- training GoA staff designated for employment within the POC to the required qualification or standard for their role as established by the Managing Director of AEMA; and
- coordinating no less than two cross-governmental emergency management exercises annually (1x Consequent Management and 1x Business Continuity) that exercise the POC and designated staff in the performance of their duties, both as individuals and as members of the larger POC team.

6.5.2 Incident Command System Training

In accordance with the LEMR, the Managing Director of AEMA will prescribe a command, control, and coordination system to be used by emergency management agencies. This system will be identified through a notice posted at www.aema.alberta.ca.

At the time of publication, the prescribed command, control, and coordination system is the ICS¹³. ICS Canada training standards and training curriculum and materials shall be used when delivering ICS training within the province. Only the United States Federal Emergency Management Agency (FEMA) ICS training and incident management guidance is considered

¹³ The ICS will be referred to throughout this plan. In most cases this should be understood to be ICS as detailed by ICS Canada. ICS Canada is the network of organizations working cooperatively to maintain a standard Incident Command System that enhances incident management response through improved interoperability (extracted from the ICS Canada website: www.icscanada.ca/about%20ics%20canada.html).

equivalent to ICS Canada material, as FEMA material provided the basis for the development of the ICS Canada curriculum.

AEMA has offered ICS training to the GoA, local authorities, and other emergency management partners for over a decade. ICS is now widely employed throughout the province and as noted above, ICS is now mandated for use by local authorities. In support of LEMR requirements, AEMA aims to empower local authorities with the capacity to deliver ICS training by providing opportunities for local authority personnel to achieve ICS trainer qualifications. As the Authority Having Jurisdiction (AHJ) for Alberta, AEMA is responsible for the following ICS training components:

- Approval of instructors to deliver ICS Canada branded curriculum.
- Certificate tracking for all course participants.
- Instructor and course participant database maintenance.
- Development and maintenance of a quality assurance program to include:
 - standardized training;
 - auditing of instructors;
 - collection of feedback on course conduct;
 - investigation and recommendation for all instructor complaints;
 - course material review;
 - assessment-based certification for positional experience;
 - incident management certificate reciprocity for training completed outside of the ICS Canada curriculum or Province of Alberta; and
 - participation as a member of the ICS Canada Steering Committee.

6.5.3 Emergency Management Training Program Accreditation

Based on AEMA’s responsibility to “develop, implement, manage and maintain the Alberta emergency management system,” AEMA provides leadership over the accreditation of partners within that system. Accreditation by AEMA means that the institution or entity has demonstrated that it possesses the requisite competencies (personnel, experience, qualifications, certifications, etc.) to independently develop and deliver emergency management training courses and programs to an identified and accepted standard. Accreditations will be reviewed in accordance with a process and schedule to be determined by AEMA. Failure to maintain competencies or to meet the identified and accepted standards can result in accreditation being suspended or revoked.

7.0 Response

Disaster response involves taking appropriate and timely measures to respond to an incident to minimize impacts. Response measures often involve multiple organizations simultaneously engaging in activity, reinforcing the importance of a unified, coordinated, and efficient emergency response system.

7.1 The Incident Command System

ICS is a standardized approach to command, control, and coordination, designed to enable effective, efficient incident management. ICS integrates a combination of facilities, equipment, personnel, procedures, and communications under a common organizational structure.

ICS Canada is a network of organizations working cooperatively to maintain a standard system that enhances incident management response through improved interoperability. The ICS Canada material includes an operational description of the system, a full suite of training materials, as well as policy documents that outline processes and responsibilities for managing the material, training, and certification. ICS Canada curriculum continues to develop, drawing heavily on ICS work being done by FEMA. Where curriculum or doctrinal gaps occur in Canada and Alberta, practitioners should refer to existing FEMA doctrine and material.

Following the 2016 Wood Buffalo wildfires, a review and analysis of response and recovery efforts recommended mandating local authorities to adopt the ICS during response. Further, the recommendation suggested the province build guidance and details describing how ICS is to be applied in Alberta to make it easier for local authorities and other organizations to understand and use ICS. (2016 RMWB Report: Recommendation #14)

AEMA is the AHJ on behalf of ICS Canada, the national-level credentialing body, for all aspects of ICS training within the province of Alberta. Agriculture, Forestry, and Rural Economic Development Wildfire Management Branch is the Agency Authority Having Jurisdiction (AAHJ) for wildland fire and resource management staff and cooperators.

In 2014, the GoA mandated the use of ICS by all departments and ABCs. As of January 1, 2020, compliance with the LEMR requires that all local authorities in Alberta are required to use ICS. Implementation of ICS should be reflected through the bylaws and emergency management plans for each local authority.

Not all first responder organizations use ICS, nor have they all been mandated to do so through legislation or regulation at this time. However, most of these organizations increasingly demonstrate an understanding of ICS, and are usually capable of integrating into a municipal or GoA ICS-based structure.

A wide range of other emergency management system stakeholders presently use ICS, and it is expected that this will also grow as a result of mandated use by the communities they support and/or collaborate with during emergencies. The petroleum industry, for example, has recognized the value of adopting ICS in part. This is a result of the widespread use of ICS by many corporations that operate in both Canada and the United States.

7.2 Local Authority Response

Incident management is best led and ideally resolved by those closest to the problem. Accordingly, the initial response to an emergency will be conducted and controlled at the level of the local authority. As previously noted, personal preparedness can play a significant role in mitigating the impacts of an emergency or disaster, but beyond that, a community will be reliant on their integral first response resources. Local authorities are expected to execute their pre-existing emergency management plans, and invoke mutual aid or assistance agreements with other jurisdictions or regional organizations, as necessary. If these resources prove insufficient to resolve the emergency, the local authority will seek assistance from the province.

As a best practice, it is recommended that local authorities establish communications with provincial officials in the early stages of an incident. This will normally be through their assigned AEMA Field Officer and their networks of regional representatives of GoA departments and ABCs as applicable (e.g., Transportation for a highway network incident, Agriculture for a livestock issue, Environment and Parks, and Alberta Health Services for a drinking water quality problem, etc.). This early notification can serve to shorten provincial response times should a local authority require additional assistance.

While the local authority is ultimately responsible for emergency response within their jurisdiction, there may be instances where their response is informed or guided by provincial or federal requirements; this is most common in public health emergencies, such as the COVID 19 response, or animal disease emergencies, as well as any police-led emergencies.

7.2.1 State of Local Emergency

Local authority and its first response organizations are afforded some powers and authorities to respond to emergencies under the *Municipal Government Act*; however, these would only apply to minor incidents of a more routine nature (e.g., structure fires, vehicle accidents, etc.). For a more significant emergency, where extraordinary powers may be required to preserve life and/or protect property and the environment, a local authority will generally need to invoke the *EMA* and declare a State of Local Emergency (SOLE). Sections 21 through 24 of the *EMA* provide specific details on making, cancelling, and/or terminating a SOLE, as well as the powers that may be exercised by a local authority once a SOLE has been declared.

7.3 Regional Response: Regional All-Hazard Incident Management Teams

The All-Hazard Incident Management Team (AHIMT) initiative, begun in 2017, is relatively new for Alberta. There are five regional teams (Northwest, Northeast, North Central, Central, and South) corresponding to five of the seven AEMA Field Operations geographic regions. At present, these regional teams are not formally typed as AHIMTs per existing North American standards. Canada Task Force 2 (CAN-TF2), based in Calgary, represents a unique provincial AHIMT capability. As members complete more training (both individual and collective) and gain more experience, credentialing and certification of these teams by the GoA may occur.

Following the 2011 Slave Lake wildfire, a review and analysis of response and recovery efforts recommended that available Incident Management Teams deploy quickly, so that local governments have access to qualified incident management where needed and requested.

(2011 Slave Lake Report: Recommendation #9)

AHIMTs are primarily intended for employment within their respective regions. They are largely reliant on existing mutual aid agreements to provide for remuneration, liability, workers' compensation, and other administrative supports. The regional teams can be requested by any local authority within the region per their own internal deployment policies and procedure, or through the baseline procedures¹⁴ developed by AEMA.

¹⁴ Alberta All-Hazards Incident Management Team Deployment Standard Operating Procedures, dated July 29, 2019, (Version 1.7) is available by request through AEMA Field Officers.

7.3.1 AHIMT Organization

Regional AHIMTs will be organized in accordance with ICS as described by ICS Canada and ICS Alberta, however, not all AHIMTs will possess the full range of capabilities down to unit levels, or be deployable at all times. Regional AHIMTs are expected to scale based on the requirements of the local authority requesting their support. Effectively they are reinforcing that jurisdiction's own incident management team, and while they may assume a number of key functions, they are not displacing the local authority.

7.3.2 AHIMT Readiness

AHIMTs are composite organizations. Team members come together for training and professional development throughout the year but are otherwise generally a mix of municipal employees, emergency services professionals, and volunteers. Teams may impose a general level of readiness on their members, but there is presently no imposed common readiness standard across the different teams.

7.3.3 AHIMT Mobilization

An AHIMT can be mobilized and deployed for a variety of circumstances, including:

- before an actual emergency, where the likelihood of occurrence and the potential for significant consequences are assessed to be high, and the requesting jurisdiction believes the additional support will be required;
- at the outset of an emergency where the requirement for AHIMT capabilities is evident; and
- at any time during an incident where the responding jurisdiction's own incident management team (IMT) requires augmentation or relief.

7.3.4 AHIMT Employment

In most circumstances, the responding AHIMT will operate under the direction and supervision of the local authority (as exercised by the Incident Commander). The team will employ ICS to either:

- effectively lead and manage incident response operations, when properly assigned incident command responsibility; or
- when not assigned incident command responsibility, to support and enable local staff in managing incident response operations by filling select ICS roles within the Incident Command Post (ICP) or Emergency Coordination Centre (ECC).

7.4 Government of Alberta Response

The standard response escalation model in Alberta is based on the impacted jurisdiction requesting support from the next level above them in the response hierarchy. This is also called a “pull” model. However, there will be circumstances where the province will recognize the need to assist before such a request is made.

Requests for assistance from a local authority to the GoA will typically follow established processes, procedures, and communications channels to reach responsible departments. A local authority (through the DEM or other duly authorized elected officials) may initiate a request for assistance through the AEMA Field Officer or the POC. Where a specific department or ABC has a role in or responsibility for addressing the request, it will be forwarded to them for action.

Departments that receive local authority emergency requests for assistance directly should inform the POC as soon as practicable. This allows for the development of situational awareness, and should the incident have collateral or cascading impacts beyond the responding department’s mandate, it enables the early engagement of other emergency management stakeholders, including within the GoA.

7.4.1 Government of Alberta Strategic Response Priorities

In all emergencies, the GoA will pursue the following strategic priorities:

1. Save lives and reduce suffering.
2. Protect property.
3. Protect the environment.
4. Reduce economic and social losses.
5. Maintain public confidence through effective incident management, including the timely and accurate provision of information to Albertans.
6. Enable rapid and comprehensive recovery.

It should be noted that specific response priorities may also be applicable, depending on the hazard, jurisdiction, or other factors. In these instances, response priorities should be consistent with the above strategic response priorities.

In the event of a widespread emergency, some areas may be ready to commence recovery operations, while other areas remain in a life-threatening situation. The role of the GoA in these complex circumstances is to ensure that resources and efforts are effectively prioritized, with life safety always being paramount. The scope, scale, and geography of an incident or incidents will also act as influencing factors in determining when, how, and where the GoA is best able to influence or achieve these strategic priorities.

7.4.2 The Provincial Operations Centre

The POC is the provincial facility responsible for the coordination of the GoA's response to emergencies and disasters. As the coordinating organization for the GoA, AEMA is responsible to ready the POC for activation at all times, and to train personnel from across the GoA with roles in the POC to operate as a team, capable of effectively utilizing the incident and decision-support tools provided through the POC.

The POC is organized and operated using ICS structures and doctrine to serve the needs of the GoA at the operational level of response and information coordination. This model forms the basis of the GoA's response to consequence management and GoA business continuity incidents. The POC is staffed by trained personnel from the GoA to fill the core ICS functional roles (Command, Operations, Planning, Logistics, and Finance and Administration) as well as by representatives from GoA departments, federal government departments, and cooperating agencies.

Following the 2017 Kenow wildfire, a review and analysis of response and recovery efforts recommended AEMA and the POC widely share situation updates and Common Operating Picture Reports (COPR) with all municipalities and agencies involved to improve situational awareness.
(2017 Kenow Report: Recommendation #9)

The responsibilities of the POC during emergencies and disasters include, but are not limited to:

- development and management of the Common Operating Picture Report (COPR);
- provision of a facility wherein public safety representatives and partners such as departmental consequence management officers (CMOs), federal government, industry, and CSO representatives may conduct coordination (face-to-face or virtually);
- through a coordinated approach, provide assistance, support, and where necessary and appropriate, direction to local authorities to stabilize the situation and minimize impacts on Albertans; and
- support communications for the provincial response to the emergency.

The POC watch station is staffed 24/7 and acts as the primary all-hazards emergency management information intake centre for the GoA. It does not replace, assume priority over, or discharge the responsibility of local authorities or other responsible parties to report to the appropriate reporting centres (e.g., the Environmental and Dangerous Goods Emergencies call line). The POC monitors the province, as well as incidents and events outside Alberta, with the potential to impact Albertans at home and abroad. The POC uses a variety of information channels to build, maintain, and ensure shared situational awareness. These include but are not limited to other GoA duty/operations centres, GoA regionally deployed staff (e.g., AEMA Field Officers), open-source media, social media, as well as local authority and industry partners.

Provincial Duty Officers collect, record, and assess incoming information and then, as appropriate, route that information to relevant stakeholders. Much of this work is done within the POC's incident management software, the Alberta Disaster Local Area Network (ABDLAN). The POC issues a Daily Situation Report (DSR) that is shared widely with stakeholders across the province. During incidents, the POC will adopt an operating rhythm with scheduled release times for various incident reports, the COPR being the most widely shared. The POC can be contacted at ma.poc@gov.ab.ca or 1-866-618-AEMA (2362).

7.4.3 POC Operational Levels

The POC is the GoA's primary emergency management and information coordination centre. Within AEMA, the Director of Central Operations has delegated authority to elevate the POC. This will normally be done in consultation with the Executive Director of Provincial Operations and/or the Managing Director of AEMA.

POC Operational Levels	
Level 1: Routine Operations	At Level 1, the POC maintains the watch station alone. Provincial Duty Officers monitor the province for emergencies. Any ongoing incidents are resolved at the local level.
Level 2: Augmented Operations	At Level 2, an incident has occurred that is being appropriately managed by local authorities. However, it has the potential to disrupt community functioning, and requires a rapid and coordinated provincial response, or conditions are being monitored that have the potential to require a rapid and coordinated provincial response (e.g., severe weather, wildfires). Key AEMA personnel augment the POC watch station. CMOs with legislative responsibility and/or mandate are notified.
Level 3: Mandatory Key GoA Coordination	At Level 3, a significant incident that is likely to cause or has caused injury or harm to Albertans, property, the environment, or the economy is likely to occur or has occurred. Key AEMA personnel and CMOs with legislative responsibility and/or mandate staff the POC. Federal and trans-border partners are notified. Lead, supporting, and coordinating organizations are assigned.
Level 4: Mandatory Full GoA Coordination	At Level 4, a very significant incident has occurred that is causing a full disruption of community functioning, and has caused significant harm to Albertans, their property, the environment, or the economy. The POC is fully staffed, including all available AEMA staff and all CMOs. Federal and trans-border partners are notified.

Recommendation to elevate the POC will be on any one of the following conditions:

- a critical incident (see below) has occurred;
- a coordinated GoA response is required;
- the GoA BCP and/or the Cross-Government Coordination Team (CGCT) have been activated; or
- a GoA department has requested the POC be elevated.

A critical incident that will lead to an assessment of POC readiness requirements and operational levels could include:

- any occurrence where a local authority has requested assistance from the GoA, is likely to request assistance, or where there has already been a major deployment of GoA resources;
- a single incident with a large number of fatalities and/or injuries;
- any evacuation that cannot be accommodated within the local authority, or where the local authority activates its Municipal/First Nation Emergency Plan or components thereof;
- a disruption, or probable disruption, of critical municipal services or infrastructure such as fire-fighting response, police services, hospital services, ESS, utilities, major transportation routes, or emergency management systems;
- an incident where the public might reasonably expect the GoA to be actively engaged in the response, assisting impacted communities or interests;
- a significant GoA business continuity disruption has occurred that has resulted in an activation of the GoA BCP; or
- a major incident outside of Alberta that may have the potential to involve or affect a large number of Albertans (e.g. air crash or earthquake in British Columbia) or where assistance may be requested from the GoA.

The POC operational level could also be increased in support of a planned event, such as a dignitary's visit or significant provincial events.

7.4.4 POC Notification and Response Procedures

Notification processes and procedures are initiated once the POC becomes aware that a critical incident has occurred, or could potentially occur.

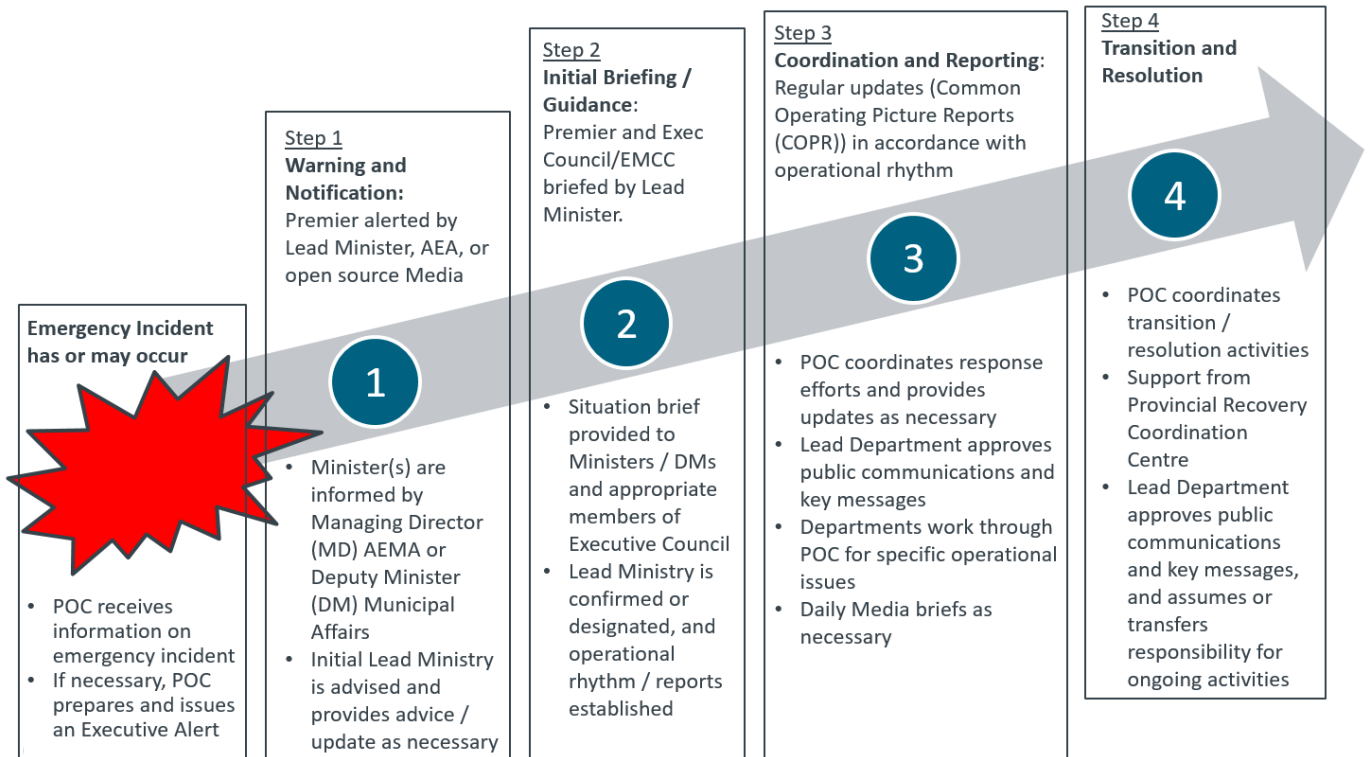


Figure 7 POC notification and response procedures.

7.5 State of Emergency

The Lieutenant Governor in Council may declare a State of Emergency (SOE) relating to all or any part of Alberta. Under a SOE, the minister responsible for the *EMA* has access to a wide range of extraordinary powers. If a SOLE was in effect for the impacted area subsequently included under a SOE, the Minister has the option to:

- Use the declaration of SOE to provide that the declaration of a SOLE ceases to have any force or effect, thereby the province assumes full authority over the emergency.
- Permit the SOLE to remain in place and allow the local authority to continue to manage the emergency within the geographic bounds of the SOLE declaration, with continued full access to the extraordinary powers.

Where the Minister opts to allow the SOLE to continue, if there is any conflict in direction between the local authority and the province, the latter will prevail. The importance of strong

communication, cooperation, and collaboration between provincial officials and the local authority cannot be overstated.

The Minister retains the authority to cancel a SOLE at any time, regardless of a SOE declaration. Sections 18 through 20 of the *EMA* provide specific details on making and/or terminating a SOE, as well as the powers that may be exercised by a local authority once a SOE has been declared.

7.6 Provincial Supports to Local Authorities

The GoA can offer a range of response supports to communities. GoA regional staff, field officers, and technical specialists can be deployed to provide advice and assistance. The POC can support communities with incident information and consolidated reporting, the deployment of equipment, material, and personnel from provincially-owned assets (e.g., the Provincial Stockpile, Structural Protection Units, etc.) to those held by non-GoA stakeholders (e.g., municipal fire apparatus and crews), and the identification of resources available to be contracted by the requesting jurisdiction.

7.6.1 Situational Awareness Reporting

The POC receives, gathers, analyzes, and shares incident-related information to develop and maintain shared situational awareness amongst incident participants and stakeholders. The POC utilizes a variety of tools and reports to achieve this, some intended for and distributed solely within the GoA, while others are aimed at wider external audiences. Key amongst these are the:

- POC DSR – issued daily. Provides a broad scan of events, ongoing incidents, media clips, and select emergency management links;
- COPR – typically issued daily during Level 2 and higher incidents and may include geospatial information systems (GIS) products. Sent to internal GoA and external non-GoA partners;
- POC Incident Update (PIU) – issued as necessary to provide important and time-sensitive incident information and may include GIS products. Typically distribution audience will mirror that of the COPR; and
- Executive Summary (EXSUM) – typically issued daily during Level 3 and higher incidents, internal to the GoA.

GIS products created by the POC will employ the Canadian All-Hazards Symbology where possible.

7.6.2 Government Field Officers and Agency Representatives

In the event of an emergency, assistance to local authorities may be provided through GoA Field Officers or agency representatives. In many cases, these supports will be drawn from GoA regionally based departmental offices.

AEMA has Regional and First Nations Field Officers positioned across the province. They work closely with their assigned communities, with a particular emphasis on preparedness. As such, they have strong established relationships, and will normally be deployed based on a direct call for assistance from the DEM to their respective Field Officer(s). Other GoA department personnel could deploy to an incident based on a direct call to a regional office, or as a request for support made through the POC. Deployed GoA Field Officers and agency representatives also act as information conduits between the POC and the local authority.

Field Officers and agency representatives do not assume responsibility for local response to the emergency; they merely act as the GoA liaison and advise and assist the local authority.

7.6.3 The GoA/AEMA Incident Support Team

The Incident Support Team (IST) is a scalable cross-functional team available to deploy at relatively short notice to any ICP/ECC within Alberta, or even to a neighbouring jurisdiction dealing with an emergency or disaster. While the core of the IST is drawn from AEMA field personnel, other GoA departments may be included based on the needs of the impacted municipality or municipalities. The IST is self-sufficient for up to 72 hours. The authority to deploy the IST rests with the Managing Director of AEMA. If the Managing Director is not available, the Executive Director Operations AEMA, or the Director Field Operations AEMA can, in that order, approve a deployment.

Following the 2017 Kenow wildfire, a review and analysis of response and recovery efforts recommended bolstering the IST program to include the addition of specific GoA Public Affairs representatives, to ensure seamless coordination of public messaging with the responding jurisdictions. (2017 Kenow Report: Recommendation #6)

The purpose of the IST is to improve the effectiveness of response actions at the local and provincial levels. The IST contributes to this by:

- reinforcing the ICP/ECC with trained emergency management practitioners that are capable of either filling key ICP/ECC roles or mentoring/guiding ICP/ECC personnel in the performance of their duties;
- providing a bridge capability until the arrival of an AHIMT, and thereafter facilitating the reception and orientation of the AHIMT, as necessary;
- improving communications between the ICP/ECC and the POC to build a common operating picture and shared situational awareness;
- improving collaboration and coordination with the POC, within the ICP/ECC, and across the area of operations; and

- performing any other role or function with the intent of protecting and preserving life, property, the environment, and the economy.

The IST will have the ability to deliver one or more of the following supporting services to an activated ICP/ECC:

- **Command:** Where assessed as necessary and/or desirable the IST is capable of performing an incident command function. This would normally only be required in a situation where the local authority has requested this type of support, or the province has declared a SOE and has assumed responsibility for leading the local response.
- **Liaison:** A core function of the IST. By providing accurate, timely, and coordinated flow of incident information, the IST contributes to the development and maintenance of shared situational awareness.
- **Incident Communications:** When deployed with the Major Event Support Apparatus (MESA) vehicle, the IST can offer a very robust suite of communications that can support both an ICP/ECC or incident site.
- **Planning:** The IST will include staff with deliberate planning skills and experience in the development of Incident Action Plans.
- **Logistics:** The IST is capable of acting as a conduit to the POC to assist the local authority in sourcing logistical supplies and services.
- **ESS:** The AEMA ESS Section is capable of deploying staff with the IST to provide additional ESS support to the local authority's emergency management and ESS teams.
- **Public Communications:** Communications and Public Engagement (CPE) is capable of deploying staff with the IST to provide public communications support to a local authority, or under a SOE, to lead and synchronize local communications with those of the GoA.
- **Recovery Coordination:** AEMA is capable of deploying Recovery Coordinators with the IST to initiate recovery planning and preparation with affected local authorities.

7.6.4 Provincial All-Hazards Incident Management Team

CAN-TF2 is Alberta's only provincially controlled AHIMT. CAN-TF2's primary responsibility is to train and maintain a nationally deployable Heavy Urban Search and Rescue (HUSAR) team, including a command and control element. CAN-TF2 receives funding from the Government of Canada to deliver this highly trained HUSAR capability and is one of four such teams located across Canada.

The HUSAR capability also includes a command and control function. With the support of and funding from the GoA, CAN-TF2 has augmented the HUSAR command and control element to create a very capable AHIMT. This team has been successfully deployed and employed by the province during a number of significant disasters that have occurred over the last decade.

There are two unique advantages that the CAN-TF2 AHIMT possesses in comparison with Regional AHIMTs:

- CAN-TF2 is maintained at a higher level of readiness and represents an assured deployable capability; and
- CAN-TF2 personnel can typically remain on task for a longer duration, with less requirement for rotation or backfill.

These advantages may be offset by the fact that a regional AHIMT will generally be closer to the local authority or area in need of assistance, and its members will possess more local knowledge.

In most circumstances, CAN-TF2 will be deployed by the POC to either augment and/or replace a Regional AHIMT. A CAN-TF2 deployment will be directed and overseen by the GoA; if a local authority requires this level of incident management support and a Regional AHIMT was either not available or not sufficiently robust to meet the demand, a request for CAN-TF2 deployment would be sent to the POC.

7.6.5 Logistics Support

Sourcing of needed resources to one or more affected local authorities, beyond what is available through integral resources or mutual aid or assistance agreements, will be coordinated at the POC through the Logistics Section.¹⁵

Requests to the POC for resources should be made only after all local sources (including the private sector) have been exhausted. Coordination in this manner reduces duplication of effort. Having exhausted local and mutual aid avenues for support, and where a local authority is still unable to achieve the desired effect in the face of an impending or ongoing emergency, the local authority will provide a request detailing the following information either to an assigned AEMA Field Officer or directly to the POC:

- Nature of the problem.
- Desired effect.
- Detailed item description including quantity, kind, and type, if known, or a description of required capability and/or intended use if not:
 - If suitable substitute resources or preferred sources exist, these should also be indicated.
 - If the resource is not a common or standard incident resource, then the requestor should provide detailed specifications.
- Required arrival date and time.

¹⁵ Alberta Wildfire Management Branch as an AAHJ has sole responsibility for the procurement, allocation, and management of all wildfire resources. The Alberta Wildfire Coordination Centre oversees wildfire resource management, and is able to access national and international resources through the Canadian Interagency Forest Fire Centre.

- Required delivery or reporting location.
- The position title of the individual to whom the resource should report.
- Any incident-specific health or safety concerns (e.g., vaccinations, adverse living/working conditions, or identified environmental hazards).

Note that logistics support is not limited to physical material. Resources include (but are not limited to) the following (not all will be sourced through POC Logistics):

- Trained and equipped personnel
- Services
- Equipment
- Supplies and consumables
- Infrastructure
- Information
- Specialist advice

The requesting authority is responsible for all costs associated with the request. These costs may be reimbursed in whole or in part under GoA disaster assistance regulations.

7.6.6 Sourcing

Sourcing is a function of logistics. Upon receipt of a request for logistics support, the Logistics Section will initially attempt to fill the requirement from existing GoA resources. If this is impossible, the Logistics Section will then attempt to fill the requirement from Standing Offer Agreements. Finally, if the requirement still cannot be fulfilled, the Logistics Section will fill the requirement from the open market.

7.7 Emergency Social Services

In 2016, the GoA released the Provincial ESS Framework. This framework establishes the organizational structure and processes underpinning a coordinated provincial approach to ESS. It supports ESS partners by facilitating coordination and cooperation, outlining roles, and articulating principles, policies, and guidelines. It also supports ESS partners in fulfilling their respective mandates, including developing their own ESS plans and policies.

Following the 2013 southern Alberta floods, a review and analysis of response and recovery efforts recommended development and implementation of a Provincial Emergency Social Services program. (2013 Southern Alberta Floods Report: Recommendation #4)

Every emergency has a human dimension, which compounds the effects of an emergency or disaster. The provision of social support actions (e.g., food, shelter, psychosocial support, etc.) is

a local authority's responsibility. However, the scale or complexity of the emergency may be beyond the capabilities and resources of the local authority, at which point support from the province may be requested. It is also important to note that this support is not just focused on the impacted local authority, but may also be needed by those providing mutual aid during an incident.

As of fall 2020, AEMA has assumed the GoA lead in the development, delivery, implementation, and maintenance of the provincial ESS program. This program is both external (local authorities) and internal (cross-GoA departments) in scope and area of responsibility.

The external facing provincial ESS program supports local authorities when requested, and may include the below activities, but is not limited to:

- development and delivery of ESS education and training;
- support in the development and delivery of emergency management exercises;
- coaching and mentoring local authority ESS staff and volunteers;
- assisting local authorities in the development of ESS-matters for local authority emergency management or emergency response plans;
- assisting local authorities in the planning and conduct of evacuation and mass care operations;
- assisting local authorities in the planning and conduct of re-entry operations;
- supporting local authorities and ESS-stakeholders and partners in initial community recovery operations;
- continued development and delivery of the My Alberta Emergency Registration System and the Registration and Reception Centre Program;
- deploying AEMA ESS-Incident Support Team staff to augment/reinforce or support local authority ESS staff during large-scale or complex emergencies; and
- coordinating provincial ESS-specific mass care operations during large-scale or complex emergencies or disasters.

The internal to GoA ESS program coordinates cross-GoA ministerial actions related to the provision of ESS support, including but not limited to:

- coordination of psychosocial support to impacted communities; and
- coordination and delivery of the Disaster Transitional Accommodation Plan.

8.0 Communications

8.1 Public Alerting

Generally, public alerting is the process by which mass warnings of an impending or ongoing emergency are issued to members of the public by local, regional, or national authorities.

There are two large-scale alerting systems in Canada, the Alberta Emergency Alert (AEA) started in 1992 and the Alert Ready system, operated by Pelmorex (the Weather Network), started in 2010. Additionally, some communities and organizations use complementary private-sector based alerting systems to reach a smaller, targeted audience, such as residents and employees, with specific messaging. These complementary systems are often dual-purpose, serving additional non-emergency routine notification functions.

The AEA program issues alerts for unexpected and unusually dangerous hazards, weather incidents, AMBER Alerts, and other emergencies that could pose an immediate threat to life in Alberta. This life-saving network warns Albertans of an occurring or impending emergency or disaster and tells them what action to take to protect themselves and their households.

AEMA maintains the AEA system; however, Alberta communities, select GoA departments, and Environment and Climate Change Canada represent the primary users responsible for issuing, updating, and cancelling alerts through the system. The GoA can issue and manage alerts on behalf of Alberta communities if needed¹⁶.

The Alert Ready system, which operates in the rest of Canada, expanded in 2015 when the Canadian Radio-television and Telecommunications Commission mandated that all radio and TV broadcasters must carry emergency alerts. In 2018, the system was updated to include Wireless Public Alerting (WPA) which transmits the most immediate and serious alerts directly to mobile smartphones using LTE networks. AEA collaborates with the Alert Ready system to transmit emergency alerts via WPA.

Emergency public alerts in Alberta are distributed via a number of means:

- Radio (including amateur radio) and television
- The AEA mobile application
- WPA direct to consumers' compatible devices
- Social media (Facebook and Twitter)

¹⁶ While the GoA (AEMA) may issue the alert on behalf of a local authority, the local authority maintains ownership of the alert and the information therein. In order to maintain public trust and confidence in AEA as an emergency alerting system, AEMA will not issue an alert that does not conform to the established criteria for issuance:

- The life or safety of people is at risk.
- The risk is immediate.
- The alert will provide critical and/or lifesaving information.

- Web-based (website) and RSS feed platforms
- Highway, municipal, and private road signs
- Electronic traffic management signage

There is growing emphasis on how alerting authorities can work better together, using a systems-of-systems approach and cross-border emergency alerting protocols.

Finally, advancing technology provides new opportunities to reach the public with emergency alert messages. These new communication channels will appear with the development of Internet-Protocol based technology to reach computers, and the Internet of Things (IoT) using personal assistants, such as Google Home and Alexa, Sirius XM, and vehicle radio data systems. 5G networks will eventually increase reliability, lower latency, and increase connectivity, by providing access to IoT technology.

Beginning in 2022, to enhance access to and the timely delivery of AEA training across the province, AEMA developed and is now facilitating virtual AEA training for primary users.

8.2 The Alberta First Responders Radio Communication System (AFRRCS)

The AFRRCS project was initiated in 2007. In July 2016, AFRRCS became operationally available for use by all first responder agencies within Alberta. First responder agencies are presently migrating to AFRRCS as a replacement for their existing radio-communications systems.

The AFRRCS system is based on 700MHZ spectrum; Harris based P25, digital trunked, voice, and data radio network to be shared and interoperable with first responder agencies across Alberta. The system is comprised of 333 remote radio sites distributed across Alberta and tied together with a combination of GoA owned microwave data links, leased data services, and GoA very small aperture terminal (VSAT) two-way satellite ground stations. The system presently provides state-of-the-art Land Mobile Radio services enabling first responders with the latest development in public safety communication and system interoperability. AFRRCS Operations, Maintenance, and Sustainability, a team comprised of GoA employees and contractors, has the responsibility of delivering these services and maintaining the overall network across the province.

Following the 2016 Wood Buffalo wildfires, a review and analysis of response and recovery efforts recommended enhancing internal communications interoperability with key stakeholders and the use of technology. (2016 RMWB Report: Recommendation #11)

In the event of a significant emergency, the POC can request the deployment of AFRRCS equipment and staff. AFRRCS has a reserve radio cache consisting of 400 handheld radios as well as two Site-on-Wheels (SOWs) transmitter/receiver stations. The SOWs are fully featured four channel, 700MHz P25 trunked mobile sites with satellite backhaul to the network core providing quick deployment of portable communications coverage virtually anywhere in Alberta.

8.2.1 Amateur Radio

Alberta has an extensive amateur radio network that consists of trained members with a wide range of communications equipment, including repeaters, licensed to operate on specific frequencies in most of the bands. This network of volunteers has been leveraged to support emergency communications within the province during incidents where other means of communications have been impacted or impaired. Amateur radio can assist in communications with first response agencies and the public.

8.3 Government of Alberta Crisis Communications

The GoA office of CPE staffs the public information office for a GoA response. A large, complex incident will impose significant information-sharing demands. It is crucial to have the ability to share the right information with the audience that needs it, to support both professional and personal decision-making and ultimately to ensure the safety of all persons impacted. Establishing and resourcing a public information office that is appropriate to the needs of the incident cannot be overstated.

Organizations that do this effectively build trust and credibility. According to the Centre for Disease Control and Prevention “Organizations with well-established credibility can maintain open lines of communication with their audiences. They can listen to the public and respond to questions and concerns. They can steadily correct misinformation, develop new messages, and reassure the public that the agency is working hard to respond to people’s needs. Once lost, credibility is difficult to regain.”

Following the 2011 Slave Lake wildfires, a review and analysis of response and recovery efforts recommended build provincial and local capacity, competencies, and strategies for crisis communications. (2011 Slave Lake Report: Recommendation #11)

9.0 Recovery

Local authorities affected by disaster are in the best position to articulate their needs and leverage resources to support their recovery. In accordance with the LEMR, local authorities are responsible for leading their recovery. The role of the province is to connect subject matter experts with local leadership and to support local authority recovery and decision-making, where authorized by provincial legislation. While the majority of recovery activities will occur after the emergency or disaster incident has stabilized or ended, recovery activities may commence while a community is still responding to an incident.

9.1 The Provincial Recovery Framework

The GoA Provincial Recovery Framework describes the recovery component of the GoA's emergency management system. The framework clarifies how the GoA connects with and supports all emergency management partners in recovery. The purposes of the framework are to:

- provide strategic guidance on how the GoA will approach recovery;
- identify recovery stakeholders and their roles and responsibilities as well as how they will be engaged and supported; and
- identify and formalize the strategies and tools that are used to support recovery stakeholders before, during, and after disaster incidents.

The framework is issued as an Annex of the AEP under a separate cover. Information on how to access the Provincial Recovery Framework is outlined in Annex F.

9.2 Government of Alberta Recovery Support

Local authorities seeking additional information about specific recovery topics may reach out to AEMA for support. If the incident is of such a magnitude that it exceeds the capacity of the local authority, or if significant recovery coordination across the GoA is necessary, the Provincial Recovery Coordination Centre (PRCC) may be mobilized to provide additional cross-government supports. The PRCC supports recovery in Alberta by facilitating expedited recovery related decision making within the GoA, coordinating the creation of a GoA-wide central recovery budget and accountability process, and providing relevant situational awareness and analysis to stakeholders.

Led by the AEMA, the PRCC acts as the focal point to share and disseminate recovery information. When the POC is elevated and the incident is response-activity focused, the PRCC will coordinate their actions and information through the POC.

When the incident has stabilized and conditions for transition to recovery have been met, or the POC reverts to routine operations (Level 1), the PRCC will assume the lead for internal to GoA

coordination and flow of recovery information. The PRCC coordinates the implementation of decisions, and assists in empowering local authorities to lead their recovery. The PRCC is also the central body for the following activities during recovery:

- Preparing the Order-In-Council or Ministerial Order and securing recovery funding for GoA departments and local authorities.
- Assumption of GoA-wide incident communication, situational awareness, and information sharing.
- Coordinating supports (such as Cross-Ministry Working Groups) for shared GoA recovery activities, issues, or gaps.

AEMA Recovery continues to engage with GoA partners and stakeholders on recovery outside of disaster events. This includes collaborating on mitigation strategies, annual reporting on the status of previous recovery projects, and through existing committees.

9.2.1 Disaster Financial Assistance

An important activity in provincial recovery is the provision of financial assistance for eligible expenses (repair, restoration, and emergency operations) and costs incurred because of response and recovery efforts. AEMA manages the Treasury Board and Finance approved funding envelope on behalf of the GoA. AEMA also manages the cost-sharing of recovery expenses with the federal government through the Disaster Financial Assistance Arrangements (DFAA).

The two primary programs for financial assistance that result from a disaster are the Disaster Recovery Program (DRP) and the Municipal Wildfire Assistance Program (MWAP). Where either of these grants are approved, impacted local authorities and GoA departments can apply for financial assistance related to recovery expenses. Provincial funding is only provided if a disaster event meets the designated conditions, which conclude either that the event meets the criteria to be considered extraordinary, and if insurance coverage was not readily and reasonably available.

Through cost-sharing mechanisms in the DRP, the GoA shares the financial risk and liability of disaster expenses with local authorities, private-sector applicants, and residents. Administration of these programs are guided by the Government of Canada's DFAA, the GoA's Disaster Recovery Regulation (DRR), and the Alberta Disaster Assistance Guidelines (DAG). More information on recovery supports and the DRP are available through Annex H: AEMA Resources.

10.0 Continuous Improvement and System Modernization

Throughout the emergency management cycle, all emergency management stakeholders should identify opportunities for cooperative partnerships to improve disaster management outcomes. The following section acknowledges opportunities for improvement will be identified through both an evaluation of lessons learned, and assessments of the systems used to manage disaster risk.

10.1 Post-Incident Assessment

One of the cornerstones of a sound emergency management program or system is that it fosters continuous improvement through a comprehensive and transparent Post-Incident Assessment (PIA). Professional development coupled with a progressive and challenging training regime serves to build both individual and team skills and confidence. A learning organization is skilled at creating, acquiring, and transferring knowledge, and at transforming its structures, processes, and procedures to reflect newly gained knowledge.

In the field of emergency management where organizations are increasingly “tested by fire,” the ability to learn from both failure and success, to adapt and improve, and to be significantly better prepared for the next disaster, is vital. This applies equally to the individual, organizational, program, and system levels.

One of the most common tools used to support continuous improvement is the PIA. While a PIA can be approached in different ways, it should, as a minimum, incorporate:

- construction of an incident timeline;
- identification of significant occurrences along that timeline;
- documentation of key decisions taken in the context of information available at the time of the decision;
- observations from incident participants;
- analysis of material to identify strengths/successes to sustain and weaknesses/failures to remedy and improve upon; and
- recommendations where necessary and appropriate, aimed at improving an organization’s program, plans, and procedures.

Before initiating a PIA, it is important to determine whether there are any standards or plans against which the actions and performance of organizations involved in the incident will be measured. Examples could include:

- Canadian Standards Association Z1600 - Emergency Management and Business Continuity Programs;

- ICS Canada Operational Description;
- *EMA/GEMR/LEMR* requirements; or
- the Alberta Incident Management System (AIMS) (when issued).

Normally these elements will be consolidated into a formal report, presented to the organization's leadership for review and consideration of actions in response to the report's recommendations. How an organization chooses to respond to a PIA will depend on the scope of the recommendations. Where these are simple to adopt, the action plan might be easily communicated through normal processes. In the case of a PIA for a complex incident, a formal action or implementation plan is usually required. This plan will detail:

- the corrective action to be implemented;
- who has primary responsibility for the corrective action;
- a timeline for implementation; and
- the reporting mechanism and/or frequency of reporting to leadership on the status of the action plan.

While a smaller organization might find conducting a formal, documented PIA to be a daunting task, it need not be. The scope and scale of a PIA can be influenced by several factors, including but not limited to: the size of an organization, the level of its engagement, the experience of the personnel involved, in addition to their respective levels of training, both individual and as a team.

The benefit of producing a documented PIA report is that it can be referred to in future similar incidents to guide incident management actions, where appropriate. This ability to draw on a documented comparable incident reduces an organization's reliance on the experience and historical knowledge of specific individuals. Further, documented PIA's contribute to knowledge retention within an organization.

For the GoA, a formal PIA should be undertaken after every Level 3 or 4 POC activation, and after the annual provincial emergency management exercise. PIAs may be led by GoA staff, or for more significant incidents (e.g. 2011 Slave Lake wildfire, 2016 Wood Buffalo wildfires), by a contracted third party. The PIA report should be disseminated to all GoA public safety partners. For more significant incidents, these reports may be publically released at the discretion of the Minister of Municipal Affairs. Where applicable, responding and impacted partners, including Local Authorities and GoA departments, should be engaged during the PIA process following Level 3 or 4 POC activations.

GoA departments as well as ABCs should adopt a defined PIA process to be followed after any emergency or disaster. The results of this work will inform the higher-level GoA or provincial PIA.

All action items that result from the GoA or provincial PIA report will be managed and monitored by AEMA.

10.2 System Modernization

This section details initiatives that are under development, which are significant to the functioning of the Alberta emergency management system. The purpose of introducing these items is to provide a clear roadmap for the future to Alberta's emergency management stakeholders. While detailed information on the below items will be forthcoming and circulated as appropriate to stakeholders for input, an overview of each component is provided to prompt dialogue in support of the modernization of Alberta's emergency management system.

10.2.1 Alberta's Emergency Management Training System

The Emergency Management Training System (EMTS) is envisioned to be a core component of the broader provincial emergency management system. The GEMR directs that AEMA shall conduct or facilitate training for employees of the government, municipalities, or for other persons who have functions and responsibilities under the GEMR. It also directs that AEMA may establish training guidelines for business continuity and consequence management training, as set out in the AEP. With this in mind, an implied responsibility exists for AEMA to oversee the development of the EMTS. It is important to note that this does not mean that AEMA is solely responsible for all aspects of the EMTS; rather it is a shared responsibility with other key stakeholders, including those internal to and external from the GoA.

The GoA and AEMA's focus on emergency management training is largely weighted towards the design, development, and delivery of stand-alone courses. The demand for emergency management training in Alberta continues to increase. Recognizing this, considerable effort has been made to improve both the quality of these offerings, as well as the options for delivery. Collective training, normally considered advanced training, occurs with less frequency but is recognized as a core component of the EMTS.

The professionalization of emergency management in Canada has been matched by a commensurate improvement in the range and quality of academic program offerings. Emergency management practitioners can pursue programs that result in the awarding of certificates, diplomas, as well as bachelor's and master's degrees. It is recognized that these programs are playing key roles in the growing efforts at building a stronger and more professional emergency management system in Alberta. Where possible, appropriate, and mutually beneficial, AEMA and other GoA departments will collaborate with the institutions delivering these programs. For those located in Alberta, AEMA can endorse the institution's program through an accreditation process.

Alberta is also engaged with Public Safety and Emergency Preparedness Canada and federal, provincial, and territorial partners to re-invigorate the National Emergency Management Training Working Group. This group will look to develop additional national professional standards, core competencies, and equivalencies to bring further clarity and coherence to the national emergency

management learning and development system. AEMA's review of the Alberta EMTS will help to inform and influence those discussions.

10.2.2 The Alberta Incident Management System

To address long-standing gaps within foundational emergency management doctrine in Alberta, in 2020 AEMA began the development of the Alberta Incident Management System (AIMS). AIMS is intended to provide all emergency management stakeholders in the province with a common understanding of the organization and structures that will be adopted in Alberta, as well as the processes, procedures, and terminology that will be employed to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters.

AIMS is underpinned by ICS and draws heavily from the United States National Incident Management System (NIMS), developed and employed by the United States Federal Emergency Management Agency (FEMA). The guiding principles of AIMS include:

- **Flexibility:** AIMS components are adaptable to any situation, from routine local emergency incidents to more complex significant incidents involving multiple jurisdictions and orders of government, to planned special events. Flexibility allows AIMS to be scalable, and therefore applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- **Standardization:** AIMS defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations. AIMS defines standard practices that allow incident personnel to collaborate and cooperate effectively. AIMS relies on common terminology, which enables effective communication.
- **Unity of Effort:** Means coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their authority.

AIMS will seek to guide all levels of government, CSOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. The primary components of AIMS include:

- **Command and Coordination:** Describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently. Incident command and coordination consist of four areas of responsibility:
 - Tactical activities to apply resources on-scene.
 - Incident support, typically conducted at ICPs and ECCs, through operational and strategic coordination, resource acquisition and information gathering, analysis, and sharing.

- Policy guidance and senior-level decision making.
- Outreach and communication with the media and public to keep them informed about the incident.
- **Resource Management:** Describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents to allow organizations to more effectively share resources when needed.
 - Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. Alberta has yet to adopt a standardized emergency management resource typing catalogue.
 - Resource management also included qualifying, certifying, and credentialing personnel. Led by an AHJ, it ensures that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of their assigned roles. These steps help to ensure that personnel across the province are prepared to perform their incident responsibilities based on standard criteria.
 - Jurisdictions and organizations should work together before incidents occur to develop plans for identifying, managing, estimating, allocating, ordering, deploying, and demobilizing resources. The planning process includes identifying resource requirements based on the threats to, and vulnerabilities of, the jurisdiction or organization.
 - Planning also includes developing alternative strategies to obtain needed resources. Resource management strategies that planners should consider include:
 - stockpiling resources;
 - establishing mutual aid agreements to share resources and services between jurisdictions or organizations from neighbouring jurisdictions;
 - determining how and where to reassign existing resources from non-essential tasks; and
 - developing contracts to acquire resources from vendors rapidly when needed.
- **Communications and Information Management:** Are the systems and methods that help to ensure that incident personnel and other decision-makers have the means and information they need to make and communicate decisions. The introduction and adoption of the AFRRCS, a two-way radio network for first responders in municipal,

provincial, and First Nations agencies, has vastly improved the state of incident communications across the province. AFRRCS users include:

- First responders, such as police, fire, and ambulance services; and
- Secondary responders, such as public works and public transit.
- AFRRCS enables:
 - fully coordinated joint responses to emergency scenes;
 - improved and integrated radio communication among first responders from different agencies; and
 - use of robust, resilient radio technology for day-to-day operations.
- The following principles of communications and information management support incident managers in maintaining a constant flow of information during an incident.
 - **Interoperability:** Interoperable communications systems enable personnel and organizations to communicate within and across jurisdictions and organizations via voice, data, and video systems in real-time.
 - **Reliability, Scalability, and Portability:** Communications and information systems should be reliable and scalable to function in any type of incident, regardless of location or number of participating organizations.
 - **Resilience and Redundancy:** Resilience and redundancy in communications help to ensure the uninterrupted flow of information.
 - **Security:** Some information communicated from, among, and to incident personnel is sensitive and/or classified; inadvertent release of this information could potentially cause harm and negatively impact response efforts.

Acknowledging the importance of engagement throughout the AIMS development process, AEMA will provide targeted engagement opportunities to stakeholders upon release of a working draft.

10.2.3 Provincial HIRA

The development of a provincial HIRA is being led by AEMA. Following the 2019 review of AEMA's hazard assessment system, the Office of the Auditor General recommended the implementation of a system to develop and maintain a provincial hazard assessment. All GoA departments are expected to participate in, contribute to, and support the maintenance of this comprehensive, province-wide HIRA.

The objective of the provincial HIRA is to capture key observations and make recommendations based on current and emerging hazards.

As a comprehensive provincial HIRA, the intent will be to expand the process to incorporate other key stakeholders, including local authorities, over time. The initial focus will be on capturing local HIRA data, which could be followed by other non-governmental stakeholders from key provincial sectors such as oil and gas, electricity, agriculture and forestry, manufacturing, commercial transportation, food processing and distribution, construction, telecommunications, tourism, etc.

11.0 Conclusion

As disaster risks and losses are expected to increase in the future, it is vital that Alberta has a wide-ranging plan to prevent, prepare, mitigate, respond to, and recover from disasters. The AEP outlines the procedures for coordination during emergencies that apply to all emergency management stakeholders in the province, in order to support a whole-of-society approach to disaster risk management.

The AEP does not operate in isolation. It is supported by many initiatives undertaken by local authorities, regional partners, private industry, NGOs, CSOs, and the provincial and federal governments.

We will continue Alberta's deliberate approach to improve and build capacity in the area of emergency management. We will achieve this through timely updates to the plan using a collaborative process.

For questions about the AEP, stakeholders are encouraged to contact:

Plans Manager
Alberta Emergency Management Agency
12360 142 St NW
Edmonton, AB T5L 2H1

Phone: 780-644-5031
Email: ma.aemaplans@gov.ab.ca

Annex A: Emergency Management Glossary

Alberta Incident Management System (AIMS) – AIMS fills a key doctrinal gap in Alberta’s public safety system. AIMS provides a systematic, proactive approach to guide all levels of government, CSOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents.

Accreditation – Formal recognition by an authoritative body of competence to work to specified standards. The determination of competency could be based on a variety of factors including, but not limited to, staff certifications, practical and applied experience, and demonstrated proficiency in course design and development. For emergency management in Alberta, AEMA is the accrediting authority. Accreditation will normally be targeted at educational/academic institutions and private industry organizations that wish to offer emergency management programs and training. An accredited institution would be authorized to independently develop courseware and deliver training, subject to audit by the accrediting authority.

Agency – Typically a division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, civil society organizations may be included to provide support.

Agency Administrator – The official responsible for administering policy for an agency or jurisdiction. Agency Administrators will provide direction and guidance to Incident Command or Unified Command; this can include the articulation of incident priorities. Two or more Agency Administrators can form a multi-agency coordination group.

Agency Representative – A person assigned by a primary, assisting, or cooperating government agency or private organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities, following appropriate consultation with the leadership of that agency.

All-Hazards – Emergency management adopts an all-hazards approach in every jurisdiction in Canada. 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 mean preparing to address any 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.

Authority Having Jurisdiction (AHJ) – An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the ICS qualification process within its organization or jurisdiction. Only Provincial or Territorial agencies will be referred to as the Authority Having Jurisdiction or AHJ. There is only one AHJ per province or territory. The department normally responsible for ICS Canada AHJ status usually falls to the department responsible for Emergency Management, or its counterpart.

Business Continuity Officer (BCO) – A person responsible for and administrator of the department Business Continuity Plan (BCP), coordinating all resumption and recovery activities following the activation of the department BCP, and providing ongoing liaison with the department's Executive Management Team.

Business Continuity Plan (BCP) – A BCP is a plan that prioritizes essential services, describes mitigation measures, and coordinates and implements continuity of service strategies when a business disruption occurs.

Certification – Represents a written assurance (i.e., a certificate) that an individual or organization has successfully achieved specified requirements and is capable of performing tasks/functions/processes associated with that certification. This can include certification as a trainer to deliver a specific course, based on the completion of a Train the Trainer program.

Civil Society Organization (CSO) – Civil society refers to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious, or philanthropic considerations. They can include community groups, non-governmental organizations (NGOs), labour unions, Indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

Collective Training (CT) – Training that integrates qualified individuals and with time, resources, doctrine, and standards, enables them to effectively perform as a team, or a team of teams. In ICS this is most commonly focused on the training of functional sections (Command, Planning, Operations, Logistics, and Finance/Administration) within an ICP. Collective training prepares emergency management teams for real response and recovery operations.

Common Operating Picture Report (COPR) – An overview of a situation created by assessing and fusing information from multiple sources to support timely and effective decision-making.

Common Terminology – Normally used words and phrases, avoids the use of different words/phrases for same concepts, consistency.

Communications – Transmission of information through verbal, written, or symbolic means.

Community – A group of people who work together to organize social life or who may be bound by a sense of belonging and/or location.

Consequence Management Officer (CMO) – Within the context of the GoA, a person identified by the department as their primary representative for all emergency management matters. They provide input on their organization's policies and resource availability pertaining to the incident response. When in the POC, CMOs are also considered Agency Representatives (ARs) and must have the authority to speak for their organization, as approved by their department's leadership.

Consequence Management Plan – A plan that sets out actions to be taken for mitigation, preparedness, response, and recovery with regard to emergencies. Within the context of the GoA, it defines the role, policies, and protocols of a department or agency across the emergency management cycle.

Coordination – To advance systematically an analysis and exchange of information among key stakeholders who have, or may have, a need to know certain information to carry out specific incident management responsibilities.

Coordinating Organization – The organization that is primarily responsible through legislation, regulation, policy, or emergency plan to coordinate and harmonize the efforts of lead and supporting organizations, other emergency management partners, and the logistic requirements necessary to resolve a particular emergency situation.

Credentialing – Documentation from an Authority Having Jurisdiction, usually in the form of an identification card or badge that identifies personnel and verifies their qualifications for a particular position.

Critical Infrastructure (CI) – 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. CI can be stand-alone or interconnected and interdependent within and across provinces, territories, and national borders. Disruptions of CI could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.

Cross-Government Coordination Team (CGCT) – The CGCT is a group of technical experts and resumption specialists that can be engaged to respond to GoA business continuity disruptions to advise on and execute those decisions made by the Deputy Ministers' Council.

Disaster – An incident that results in serious harm to the safety, health, or welfare of people or in widespread damage to property or the environment.

Disaster Resilience – The capacity of a system, community, or society to adapt to disturbances resulting from hazards or changing environmental factors by persevering, recuperating, or changing, and to reach and maintain an acceptable level of functioning.

Disaster Risk Reduction – The concept and practice of reducing disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through the mitigation and prevention of exposure to hazards, decreasing vulnerability of individuals and society, strategic management of land and the environment, improved preparedness for disaster risks, coordinated response and planning and forward-looking recovery measures.

Emergency – An incident that requires prompt coordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property or the environment.

Emergency Coordination Centre (ECC) – The facility at which the coordination of information and resources to support incident management activities (typically occurring at the Incident Command Post) normally takes place. An ECC may be a temporary facility, or may be located in a more central or permanently established facility. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction, or some combination thereof. Sometimes referred to as Emergency Operations Centres (EOC).

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 Partners – Those persons or organizations that have a role in Alberta's emergency management system.

Emergency Management Plan – A plan for responding to a variety of potential hazards.

Emergency Management System – The elements required for effective emergency management, including legislative, regulatory, and policy frameworks, emergency plans and procedures, and the involvement of emergency management partners.

Emergency Public Information – Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Social Services (ESS) – Supports for human needs before, during, and after an emergency or disaster. ESS is incorporated within the overall emergency management cycle and should be considered through mitigation, planning, preparation, response, and recovery. ESS aims to sustain life when basic needs have been lost due to an emergency or disaster.

Evacuation – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. In Alberta, an Evacuation Alert is issued by local authorities to inform of an imminent threat or event that could lead to an Evacuation Order, allowing the affected population to prepare to

evacuate. When an Evacuation Order is issued, the affected population must leave the area immediately.

Event – See Planned Event.

Exercise – A simulation of an emergency incident by which plans are confirmed, and people are made familiar and practice those actions required of them in response to that emergency. An exercise completes the training and educational process in emergency preparedness and enables an evaluation of emergency plans and organizational capability, as well as providing an opportunity to promote and refine cooperation and coordination between operational teams, staff groups, officials, and others involved in an organized response to an emergency. There are generally three types of emergency management exercises: table-top, functional, and full-scale or live.

FireSmart – Is a program aimed at reducing the risk of wildfires to people, communities, industries, and the environment, while balancing the benefits of wildfire on the landscape.

Hazard – A potentially damaging physical incident, phenomenon, or human activity that may cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation. Hazards can be single, sequential, or combined in their origin and effects. Each hazard is characterised by its location, intensity, frequency, and probability.

Hazard Identification and Risk Assessment (HIRA) – A tool that can be used to assess which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be. It is not intended to be used as a prediction tool to determine which hazard will cause the next emergency.

Hazard-Specific Plan – A plan that sets out actions for mitigation of a specific hazard and preparedness, response, and recovery activities concerning an emergency caused by that hazard.

Incident – An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, tornadoes, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command – The ICS organizational element responsible for the overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post (ICP) – The facility where the primary functions of ICS are performed. The ICP may be co-located with the incident base or other incident facilities. Ideally, the ICP should be at a location that best supports the IC and the Command and General Staff. While the

ICP may be at or within sight of the incident, this can be problematic. If the ICP has to relocate because of the hazard, continuity of function and operations becomes jeopardized. Alberta Wildfire will often set up an ICP many kilometres from the fire it is managing. For a municipality that trains its emergency management team in a municipal facility, the familiarity with that facility and supports available may dictate that it is the optimal location for the ICP.

Incident Command System (ICS) – A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure. It reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies, and applies to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC) – The individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations, and is responsible for the management of all incident operations at the incident site.

Incident Management – The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and non-governmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Assistance Team – A team of ICS-qualified personnel configured according to ICS that deploy in support of affected jurisdictions and/or on-scene personnel.

Incident Management Team – A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Individual Training (IT) – Individual training imparts the knowledge and skills to perform tasks independently or as part of a team (i.e., a section within an ICS construct). Individual training is the building block that enables collective training (bringing together qualified individuals to perform functions as a team or team of teams).

Information – Facts or details about an incident, including cause, size, impacts, status, resources committed or available, and any other matter of interest to incident command, responders, stakeholders, and the public. Public information would be those facts about an incident that are approved for release by the Incident Commander.

Information Management – The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Interoperability – The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Intelligence – Refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Joint Information Centre (JIC) – A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC. A JIC can also assume responsibility for coordinating non-operational information sharing within government.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Lead Organization – The organization that is primarily responsible through legislation, regulation, policy, or emergency plan to resolve a particular emergency situation.

Local Authority – An official organization that is responsible for governing an area of the province. For this plan, a local authority is based on the definition contained in the *EMA*.

Mass Care – Actions taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to the people who have been displaced because of a disaster or threatened disaster.

Mitigation – Actions taken to eliminate or reduce the impact of disasters to protect lives, property, the environment, and reduce economic disruption. This can include structural mitigation measures (e.g., construction of floodways and dikes) and non-structural mitigation measures (e.g., building codes, land-use planning, and insurance incentives). Prevention and mitigation may be considered independently or one may include the other. Mitigation strategies are normally evaluated based on: availability; affordability; feasibility; and application to operations.

Mobilization – The process and procedures used by all organizations (federal, provincial/territorial, regional, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Group (MAC Group) – MAC Groups, sometimes called policy groups, typically consist of agency administrators or executives from organizations or their designees. MAC Groups provide policy guidance to incident personnel, support resource prioritization and allocation, and enable decision-making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Mutual Aid and/or Mutual Assistance Agreement – A voluntary arrangement entered into by two or more local authorities to assist the parties of the agreement. The contents of a mutual aid or mutual assistance agreement can be flexible, and involve agreements for emergency management matters such as mitigation, preparation, response, and recovery. They can be tailored to suit specific communities' needs and do not require approval from the GoA. As these are not approved by the GoA, the parties are free to establish the terms and requirements of the agreements, as long as requirements, as defined in the *EMA*, are met.

Objective(s) – The overarching purpose(s) or aim(s) of an incident response is expressed as an objective. Objectives are priority-based, specific, measurable to a standard and a timeframe, and are both reasonable and attainable. An objective should also be flexible enough to allow strategic and tactical alternatives to support its achievement.

Plain Language – Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident responses involving more than a single agency.

Planned Event – A planned, non-emergency activity (e.g., sporting event, concert or parade).

Preparedness – The knowledge and capacities developed by governments, professional response and recovery organizations, communities, and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent, or current hazard incidents or conditions.

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

Private Sector – Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Provincial Operations Centre (POC) – The POC is the GoA's 24/7 central point for the collection, evaluation, and dissemination of information concerning a single incident or multiple incidents in the province of Alberta. The POC is responsible for coordinating and sustaining the cross-GoA response to emergencies and disasters.

Public Awareness – The extent of common knowledge about disaster risks, the factors that lead to disasters, and the actions that can be taken individually and collectively to reduce exposure and vulnerability to hazards.

Public Information – Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and the situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Safety – The prevention of, and the protection of the general population from, significant danger, injury, damage, or harm. This prevention and protection traditionally are provided by police, fire, emergency medical services, and communications.

Recovery – The community-led, coordinated emergency management component during which communities reconstruct their physical infrastructure and re-establish their social, emotional, economic, and physical well-being. It includes adaptation to new norms, and building resilience to future disasters. Communities' and GoA departments' recovery activities begin soon after the impact of an incident, in parallel with response activities. Issues are coordinated through the Pillars of Recovery: People; Reconstruction; Environment; and Economy.

Recovery Plan – A plan developed to restore the affected area or community.

Resilience – The capacity of a system, community, or society 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.

Resource – Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations, and for which status is maintained. Resources are described by kind and type, and may be used in operational support or supervisory capacities at an incident or an ECC.

Response – Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

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

Risk Assessment – A process that applies a methodology to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability, that

together, could potentially harm exposed people, property, services, livelihoods, and the environment on which they depend.

Shared Situational Awareness – In emergency management a wide range of stakeholders, each with slightly, or quite possibly widely, differing objectives, need to cooperate to solve complex problems in what can be highly dynamic environments. Shared situational awareness can support effective decision-making, identify interdependencies, highlight opportunities for collaboration and efficiency, and ultimately improve incident outcomes (see Situational Awareness).

Situation Report (SITREP) – A report that contains confirmed or verified information regarding the specific details relating to an incident.

Situational Awareness – A reflection of how incident participants perceive the current environment, comprehend the situation, and project or infer future status.

Social Losses – The dislocation suffered at the community level through the effects of a disaster. Examples include loss of social networks or supports, disrupted routines, and unfamiliar environments.

Standard Operating Procedure(s) (SOP) – Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions uniformly.

Supporting Organization – The organization or organizations primarily responsible through legislation, regulation, policy, or emergency plan to support and/or assist the lead organization to resolve a particular emergency situation.

System – An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Threat – The presence of a hazard and an exposure pathway; threats may be natural, human-induced, or technological, in addition to being either accidental or intentional.

Type – An ICS resource classification that refers to capability. A resource is typed based on its level of minimum capability to perform its function. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or in the case of incident management teams, experience and qualifications.

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

Whole of Society – Acknowledges the contribution of, and important role played by, all relevant stakeholders, including individuals, families and communities, intergovernmental organizations and religious institutions, civil society, academia, the media, voluntary associations, and where appropriate, the private sector and industry, in support of emergency management activities.

Vulnerability – The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards. It is a measure of how well prepared and equipped a community is to minimize the impact of or cope with hazards.

Annex B: Provincial Operations Centre Operational Levels

Under the Alberta government’s public safety governance model, there are four levels of emergency incidents. A higher level means the incident is more serious and more resources from the entire government are required. Depending on the incident level, senior government officials and MLAs will receive information in a coordinated and predictable way, based on the governance model. Each level builds from L1, so the table should be read from the bottom up.

L		Conditions	Response	Operations
4	Mandatory Full GOA Coordination	A very significant incident is causing a full disruption of community or government functioning that: - is causing significant injury or harm to Albertans, their property, the environment, and economy; - requires a rapid and full coordinated provincial response from all GoA departments; and - could require a declaration of a provincial state of emergency. Examples: Catastrophic flooding has caused widespread destruction throughout one or more municipalities, or a pandemic/outbreak has severely impacted government functioning and services.	Emergency responders are deployed from all levels of government. Full coordination of provincial response is mandatory, with support from CMOs from all organizations at the POC, along with staff from key Federal partners and CSOs. Full coordination of GoA business continuity impacts with all departmental BCOs may be required. CGCT will make prioritization recommendations to ensure government functioning.	- IAPs continue to be updated, approved, and implemented as they were at L3. - COPRs are distributed as per L3. - During L4 emergencies, the DM of Municipal Affairs and the DM of the lead department will coordinate with the DM of Executive Council for decision-making. As the situation develops, the Minister Municipal Affairs, or the Minister or DM of the lead department may request the broader DMPSC convene to consider strategic issues related to the incident, and make recommendations. DMPSC will work with Executive Council for higher-level decisions, (i.e., declaring a SOE). - The DMPSC may establish sub-committees to respond to the disaster as needed, and the ADMPSC may also be engaged. The nature of the recovery challenge may result in the activation of the PRCC, or the establishment of a Recovery TF. The POC, key departments, as well as the task force, will all report to the DMPSC, providing situation reports, critical information, KMs for communications, and requests for decisions.
3	Mandatory Key GOA Coordination	A significant incident is about to occur or has occurred, that will disrupt/is disrupting community or government functioning and: - is likely to cause or is causing significant injury or harm to Albertans, their property, the environment, and economy; and - will require or requires a rapid and coordinated provincial response from multiple GoA departments. Examples: A severe rainstorm is in progress, widespread overland flooding has begun in one or more municipalities, and they are unable to manage with their own resources, or a pandemic/outbreak has significantly impacted or may soon impact government function and services.	A formally coordinated GoA response begins. In a CM incident, CMOs from lead and supporting organizations report to POC, along with staff from key Federal partners and CSOs. BCOs may be engaged to provide Essential Services lists and inform whole of government business continuity situational awareness. CGCT may be required to develop prioritization recommendations, to ensure government functioning.	- At this level, formal IAPs, which outline short-term priority actions for managing the incident, are developed jointly by Ministry CMOs and POC staff and included in the COPR. - The lead organization’s incident manager and the POC IC are authorized, on behalf of the lead department DM and the AEMA MD, to escalate from L3 to L4. Similarly, they are authorized to de-escalate from L3 back to L2. - If the POC is escalated to L4, this information and the rationale for the escalation will be briefed to government executives and the Premier. - Reporting will be via Daily Situation Report, EXSUM, and/or COPR, and distributed as required. This will normally be once daily, but extraordinary changes to the situation could prompt the release of additional reports.
L		Conditions	Response	Operations

2	Augmented	<p>An incident has occurred that is being appropriately managed at L1, but has the potential to disrupt a community or government functioning, and requires a rapid and coordinated provincial response if conditions worsen.</p> <p><u>or</u></p> <p>No incident has occurred, but key organization staff are monitoring conditions that have the potential to cause a severe incident that would disrupt a community or government functioning, and require a rapid and coordinated provincial response.</p> <p>Examples: Weather forecasts are predicting a severe rainstorm that could cause overland flooding on a scale that cannot be managed by local authorities, or a pandemic/outbreak has been detected that has the potential to impact government function and services.</p>	<p>POC and key organizations move to a more elevated state of readiness by closely monitoring the situation, and consulting on options and strategies for potential response and POC escalation to L3 if necessary. Discussions on and the decision to deploy an IST may be required.</p>	<ul style="list-style-type: none"> - Like L1, if AEMA and the DM of Municipal Affairs agree that the incident has the potential to disrupt a community or government functioning, an incident notification is distributed to the Minister of Municipal Affairs and other DMs of affected departments. - The lead organization ED or ADM and the POC IC are authorized, on behalf of the lead organization's DM and the AEMA MD, to escalate from L2 to L3 or L4. Similarly, they are authorized to de-escalate elevated operations back to L2. - If operations are escalated to L3 or L4, this information, and the rationale for the escalation, will be briefed to government executives and the Premier. - At L2, EXSUM reports are normally distributed once daily.
1	Routine	<p>No incident has occurred</p> <p><u>or</u></p> <p>Low-level incidents are being managed with existing resources by municipalities and/or key organizations.</p> <p>Example: Flooding within a community that is capable of being managed by that local authority.</p>	<p>Any incidents are being responded to and managed by the local authority, and/or key organization officials, according to standard emergency/hazard plans.</p>	<ul style="list-style-type: none"> - Incidents affecting any level of government are detected by emergency responders or provincial field staff who inform the GoA organization with responsibility for the hazard. - Information on L1 incidents will be communicated to key staff in AEMA, and shared with CMOs and/or BCOs in those departments that could have an interest in the incident. The incident may be reported in the Daily Situation Report that is widely circulated across the GoA and to external stakeholders. - If AEMA and the DM of Municipal Affairs agree that the incident has the potential to disrupt a community or government functioning, then an incident notification will be sent to the Minister of Municipal Affairs and DMs of affected departments. - The ED Provincial Operations is authorized to escalate the POC to L2. Similarly, the ED is also authorized to de-escalate from L2 to L1. - The POC is always at L1 unless incidents are escalated.

Annex C: Government of Alberta Departmental Responsibilities

The following common and specific responsibilities apply to GoA departments, agencies, boards, commissions, and Crown Corporations reporting to a responsible Minister:

Common to All

- Appoint a CMO and alternate(s). It is recommended that these appointments are not held by the same people appointed as BCOs.
- Appoint a BCO and alternate(s). It is recommended that these appointments are not held by the same people appointed as CMOs.
- All GoA departments are expected to participate in, contribute to, and support the maintenance of a comprehensive, province-wide HIRA.
- As directed in the GEMR, complete and maintain a departmental Consequence Management Plan and BCP.
- When requested by AEMA and/or the lead organization:
 - provide a CMO and alternates to represent the department in the POC;
 - be prepared to provide personnel to advise or assist local authorities;
 - be prepared to provide services, resources, and/or personnel to other departments to assist with emergency management operations as required; and
 - account for all department costs incurred during emergency management operations.
- Participate in PIA processes after a Level 3 or 4 incident or exercise.
- Conduct a minimum of one emergency management exercise and one business continuity exercise per year. This exercise requirement may be met by either a departmental-specific exercise or participation in a cross-governmental exercise(s) coordinated by AEMA. This requirement may also be fulfilled by the response to an actual incident.
- Conduct departmental training as required to support emergency and consequence management activities.
- In accordance with the GEMR, the department may require an ABC, or Crown Corporation of that department to prepare, implement, and maintain a Consequence Management Plan and BCP.

Advanced Education

- Act as primary liaison between GoA and post-secondary institutions.
- Coordinate GoA requests for use of post-secondary institution facilities for emergency response activities, including reception and victim assistance centres.

Agriculture, Forestry, and Rural Economic Development

- Provide advice and assistance on all agricultural matters.
- Coordinate provincial support to the Canadian Food Inspection Agency for provincial-level agriculture response plans.
- Support the designated lead organization in managing sourcing and distribution of emergency food supplies, in the event of a provincial food emergency.
- Participate in coordination and distribution of information with agricultural and agri-food industry partners.
- Provide support and advice on environmental emergency response, recovery, and remediation techniques as required.
- Assist in critical pest infestation response where forested public lands are involved.
- Coordinate provision of private sector aircraft for wildfire suppression operations.
- Act as the lead organization for managing wildfire suppression operations within the Forest Protection Area of Alberta.
- Provide advice and assistance as necessary to assist local authorities to manage wildfire suppression operations outside of the Forest Protection Area of Alberta.
- Coordinate requests to the Government of Canada for federal assistance to wildfire suppression operations as required.
- Provide technical advice and expertise for the restoration of forested public lands following an emergency.

Children's Services

- Support the continuation of child care services for Albertans.
- Provide safety and protection services to children and youth during emergencies by the *Child, Youth, and Family Enhancement Act*.
- Provide continuity of care to children and youth under the custody of a Director, or is the subject of a Supervision Order, or Temporary or Permanent Guardianship Order.

Communications and Public Engagement

- Provide communications support through the communications branches of the lead and supporting departments of the GoA. CPE focuses on communications with external stakeholders.
- Where the demands of the response exceed the capacity of the relevant communications branches, activate the CPE Consequence Management Plan if required.
- Support POC operations.
- Provide CPE support at any ICP or ECC.
- Provide CPE support at any evacuation or registration centre.
- Provide CPE support at an incident site, where appropriate.
- Facilitate communications with elected officials.
- Coordinate interpretation services, including American Sign Language interpretation, when possible to support emergency communications.
- Coordinate translations and share information with cultural media, including social media networks, as appropriate.

Community and Social Services

- Ensure continuation of services to persons in the care of the department.
- Provide, as directed by the GoA, emergency assistance funds through the Emergency Evacuation Payment System (EEPS).
- Provide services and programs under income support, training and health benefits, homeless supports and disability services.

Culture and Status of Women

- Protect, to the fullest extent possible within the constraints of the emergency, heritage resources and art collections belonging to, or in the custody of, the GoA.
- Provide expertise in matters relating to the preservation of archival materials including museum and art collections, World Heritage Site collections, historic buildings, and documents in the Provincial Archives.

Education

- Act as the liaison between the GoA and school authorities which are the autonomous employers of all school staff and the owners of all school buildings.
- Maintain a list of Kindergarten to Grade 12 schools that may be used in emergency response and recovery activities.

Energy

- Provide professional expertise for all matters related to energy sources and energy.
- Coordinate provision of information and support to and from the private energy sector in emergencies.

Alberta Energy Regulator

- Confirm and act as the lead organization in energy resources industry emergency preparedness, and respond as appropriate.
- Receive information on energy resources industry emergencies.
- Determine the emergency level of an emergency through consultation with the operator.
- Dispatch AER representative to the site of the emergency, as required.
- Confirm that local response resources have been notified, as appropriate.
- Identify and request initial provincial resources to support the emergency response, to be coordinated at the regional level if necessary, through a local or regional ICP or EOC.
- Confirm, plan and/or implement public safety actions taken to ensure the safety of the public and the environment, where appropriate¹⁷.
- As lead organization, provide coordination for departments/agencies and duty holders on-site.
- Monitor discharges, and ensure appropriate mitigation and response actions are taken to reduce the impact of liquid releases for land-based spills and ensure watercourses are protected.
- Provide geosciences information and expertise, including geological monitoring services needed by the government, industry, and the public.

Environment and Parks

- Provide flood and water-flow forecasting services, and act as the provincial lead organization for flood response coordination operations.
- Provide technical assistance related to emergency water supply engineering.
- Lead watershed mitigation efforts through the Watershed Resiliency and Restoration Program.
- Provide technical assistance for groundwater, river engineering, hydrology, sewage problems, or others.
- Provide, or coordinate, air, water, and land monitoring, as requested.

¹⁷ Per the Energy Resources Industry Emergency Support Plan, the AER would defer to local authorities and would only intervene if the local authority was without resources to plan or implement public safety actions, or if inadequate safety actions were being proposed or taken.

- Provide support and advice on environmental emergency response, recovery, and remediation techniques, as required.
- Provide technical advice and expertise for the restoration of public lands following an emergency.
- Make Provincial Parks available as emergency accommodation sites for evacuees, upon request.
- Track and account for public users of Provincial Parks during an emergency or disaster.
- Provide Aquatic Invasive Species expertise and act as the provincial lead organization for Aquatic Invasive Species Response operations.

Executive Council

- Support emergency management related negotiations with other orders of government.
- Assist in liaison with other orders of government for emergency management issues.

Health

- Act as the lead organization for human health emergencies including the development of provincial-level, cross-governmental human health emergency plans (i.e., pandemic).
- In conjunction with health service providers, provide human health advice and technical expertise on the development of public communications material in emergencies.
- Coordinate provision of information and support to and from Alberta Health Services and other service providers, as required.
- In conjunction with health service providers, facilitate the development of contingency plans for the provision of health services in emergencies.
- In conjunction with health service providers, provide advice and technical expertise on the potential impacts to human health and the health system for emergency incidents.

Indigenous Relations

- Liaise with Indigenous Services Canada (including the First Nations Inuit Health Branch) during an emergency.
- Support AEMA First Nations Field Officers during an emergency.
- Liaise and assist First Nations communities as needed.
- Support non-treaty Indigenous communities and Metis Settlements during an emergency
- Act in a unified command with another primary organization if a blockade is led by or based on claims of a First Nation or other Indigenous group(s), and the blockade is established on public Crown-land or other land administered, controlled, and managed by Alberta, or when a blockade is related to an energy resource activity.

Infrastructure

- Provide primary and alternate working accommodation for government emergency response organizations and business continuity operations.
- Maintain a list of government building resources that may be used for reception and victim assistance centres.
- Provide advice and technical expertise related to the processes and requirements for damage assessment and salvage activities as a component of business continuity.
- Coordinate provision of information and support to and from the private infrastructure industry, as appropriate.
- Act as the lead organization for the cross-government Facility Emergency Planning Program.

Jobs, Economy, and Innovation

- Support economic recovery following a disaster or emergency by:
 - assessing the economic impact of a disaster;
 - conducting industry sector analyses;
 - advising on policies that would promote economic recovery; and
 - developing and implementing targeted business supports, if necessary.

Justice and Solicitor General

- Provide fatality investigatory response to any mass fatality incident in Alberta through the Office of the Chief Medical Examiner.
- Provide legal advice and assistance to the GoA including to government emergency management officials, through the operations of the Legal Emergency Issues Management Committee, to ensure a single coordinated approach to the delivery of legal services during a disaster.
- Provide information on threat levels, criminal intelligence, human-induced intentional events, and critical infrastructure as required for emergency planning processes.
- Coordinate requests for out-of-province police resources.
- Coordinate peace officer support at the request of the Police of Jurisdiction, another GoA department, or the Legislative Assembly.
- Coordinate requests to the Government of Canada for emergency assistance from the Department of National Defence in major public order emergencies (crowd/riot control) – Aid of the Civil Power (*National Defence Act*) – as well as Assistance to Law Enforcement Agencies.

- Develop, implement and maintain the Human-induced Intentional Acts: Response and Recovery Plan.
- Develop, implement and maintain the Mass Fatality Plan.

Labour and Immigration

- Assist in emergency certification of out-of-province resources, as necessary.
- Provide occupational health and safety advice for workers employed at emergency sites.

Municipal Affairs

- Coordinate and fulfill requests for assistance from communities whose abilities to carry out legislated responsibilities have been impaired as a result of an emergency.
- Fulfill the responsibilities of the municipal authority for improvement districts, special areas, and where the Minister has appointed an official administrator to assist the municipality.
- In non-accredited municipalities¹⁸, manage the actions of its contracted agencies responding to an emergency that causes an imminent danger to any building or thing to which the *Safety Codes Act* applies.
- Manage investigations of unsafe conditions, accidents, or fires in non-accredited municipalities, and provide expert advice on investigations in accredited municipalities.
- Receive and act upon the results of all investigations in the event of an emergency that results in an unsafe condition, accident, or fire at any building or thing to which the *Safety Codes Act* applies.
- Provide Secretariat Support to the DMPSC as appropriate.
- **Municipal Affairs, through AEMA, will:**
 - establish and maintain the provincial emergency management system;
 - coordinate emergency management activities for the GoA;
 - operate the POC;
 - support the Disaster Transitional Accommodation Plan, as directed by the GoA;
 - coordinate provincial ESS support;
 - maintain and support the provision of an emergency alerting system across Alberta;
 - maintain and support AFRRCS;

¹⁸Alberta's safety codes system relies on municipalities or agencies to administer and/or provide services under the *Safety Codes Act*. Accredited municipalities and regional services commissions provide services directly to Albertans, or contract services to inspection agencies. An accredited agency provides services in non-accredited areas of the province under the oversight of the Alberta Safety Codes Authority, which is a division of the Safety Codes Council. For more information about permits, visit the Safety Codes Council website.

- provide advice and recommendations to Executive Council regarding SOE declarations per the *EMA*;
- coordinate all Requests for Assistance to the Government of Canada less those involving wildfire suppression or public order emergencies;
- coordinate with federal or other provincial agencies for emergency resources other than assistance required for wildfire suppression or public order emergencies;
- prepare, coordinate, and disseminate reports through the POC and as directed by the lead organization in emergencies;
- coordinate and administer provincial DRPs per the DRR and in alignment with the federal Disaster Financial Assistance Arrangements for cost-sharing purposes;
- provide recommendations to the government regarding assistance to citizens, communities, and GoA departments affected by an emergency, including cost-sharing;
- coordinate the development, implementation, and maintenance of the AEP, the GoA BCP, and government hazard-specific plans;
- facilitate the development, implementation, and maintenance of government hazard-specific plans where AEMA is a supporting organization, or as specifically requested by a lead organization;
- maintain a review process for department BCPs and Consequence Management Plans;
- develop and implement a HIRA program across the GoA;
- develop and deliver cross-government emergency management exercises;
- assist in the review, revision, and exercising of Local Authority Emergency Plans;
- lead the continued development, implementation, and maintenance of the ESS framework for Alberta;
- coordinate provision of emergency management programs, services, training, advice, and assistance to First Nation communities per standing agreements with the Government of Canada; and
- provide secretariat support to the ADMPS as appropriate.

Seniors and Housing

- Work with affected housing management bodies to ensure that the needs of their displaced tenants are being adequately supported.
- Work with housing management bodies to assess and mitigate the impact on social housing units in a disaster.
- Assist in assessing the housing needs of displaced residents and essential workers.

- Develop interim (post-90 days) and long-term housing solutions for displaced residents and essential workers.
- Ensure that seniors receiving financial supports continue to receive these supports during an emergency or disaster incident.

Service Alberta

- Facilitate coordination of shared services and resources within the GoA.
- Provide and control government telecommunications networks and services in the GoA.
- Provide cybersecurity services to the government, including information technology, disaster recovery services, and coordination during emergencies.
- Coordinate provision of information and support to and from the private telecommunications sector.
- Provide logistics services through the Logistics Chief (or alternate) in support of the POC during emergencies.
- Provide aircraft from charter sources on request.
- Provide consumer protection measures during emergencies.
- Provide registry services during emergencies.
- Provide vital records services in support of cross-government business continuity planning.

Transportation

- Control movement of traffic on highways under the administration and control of the GoA, as defined by the *Highway Development and Protection Act*.
- Advise and assist emergency management organizations concerning the use and control of activities on the provincial transportation network, including coordination with communities and other departments when emergency restrictions are imposed on the use of roads and railways within the department's authority.
- Coordinate emergency repairs to, or construction of, roads, railways, bridges, airports, dams, dikes, and levees under provincial jurisdiction.
- Coordinate, where required, with operators of railways not under provincial jurisdiction, but within the geopolitical boundaries of Alberta.
- Coordinate with Transport Canada concerning inter-provincial transportation networks during an emergency.
- Coordinate provision of information and support to and from the private transportation sectors, where appropriate.
- Alberta Environmental and Dangerous Goods Emergencies (EDGE) will;

- coordinate information and reporting for dangerous goods and rail safety incidents in the province;
- provide information and assistance to emergency responders concerning dangerous goods incidents; and
- coordinate information flow for all spills, complaints, and non-compliance issues concerning AER and Environment and Park's mandates.
- Dangerous Goods and Rail Safety will;
 - act as the lead organization for dangerous goods emergencies and, through Alberta Transportation's Emergency Management Program, provide subject matter expertise to the POC for incidents, emergencies, and disasters involving dangerous goods and rail safety;
 - manage and assist the private sector, emergency services, local authorities, Environment and Parks, and the AER in spill control and all related dangerous goods spills, spill control, and clean-up operations; and
 - manage investigations of unsafe handling, offering for transport or transporting dangerous goods, provide expert advice on all related investigations, and receive and act upon the results of all investigations in the event of emergencies involving dangerous goods.
- Provincial Transportation Management Centre will;
 - maintain and update, as required, all official highway information channels for the province, including the 511 Alberta platform, social media platforms, traditional media releases through departmental communications branches and on-highway digital message signs;
 - liaise with Alberta Transportation field staff to provide intelligence, information, and status updates in support of emergency management activities impacting the provincial transportation network, including real-time status updates;
 - act as the primary issuer of AEA alerts on behalf of the department, per departmental policies for emergency alerting;
 - through the Alberta Transportation's Emergency Management Program, provide an information link between department field staff and the provincial operations centre, including coordinating response activities; and
 - coordinate with first responders and stakeholders, where required, to ensure adequate and timely support is delivered to areas affected by an emergency or disaster.

Treasury Board and Finance

- Advise the GoA and POC on risk management and insurance.
- Ensure that appropriate information is shared with Budget, Reporting and Economics personnel within Treasury Board and Finance, to support the assessment of event

impacts on budgets and spending, and to support the preparation of estimates and impacts for Cabinet.

- Coordinate information and policy decisions with the Alberta Gaming, Liquor and Cannabis and other ABCs that Treasury Board and Finance oversees.
- Coordinate provision of information and support to and from the private financial sector, as appropriate.
- Coordinate hazard and risk assessments on sectors of the economy during mitigation, preparedness, or recovery phases as appropriate.
- The Public Service Commission provides expertise, advice, and assistance, including the following areas:
 - internal communications to the Alberta Public Service and external human resources-related communications as the GoA employer;
 - staff safety and safety-related systems, including occupational health and safety advice for GoA staff; and
 - human resource services, including hiring, data, policies, and union relationship management.

Annex D: Government of Alberta Hazard and Activity-Specific Plans and Guides

Hazard-specific plans (and lead organization) maintained by the GoA include:

- Human-induced Intentional Act: Response and Recovery Plan (Justice and Solicitor General);
- Mass Fatality Plan (Justice and Solicitor General);
- Blockade Response Plan (lead organization assigned on a case-by-case basis as recommended by Pre-Appointed Liaison Group. The plan is maintained by AEMA);
- Dangerous Goods Incident Support Plan (Transportation);
- Alberta Pandemic Influenza Plan (Health);
- Energy Resources Industry Emergency Support Plan (Alberta Energy Regulator);
- Alberta Environment and Parks Flood Plan (Environment and Parks);
- Alberta Environment and Parks Drought and Water Shortage Plan (Environment and Parks);
- Aquatic Invasive Species Early Detection Rapid Response Plan (Environment and Parks);
- Turtle Mountain Landslide Plan (AEMA);
- Alberta Emergency Response Plan for a Catastrophic Earthquake in British Columbia (AEMA);
- Provincial Emergency Social Services Framework (AEMA); and
- GoA Business Continuity Plan (AEMA)

Hazard-specific and activity-specific guides (and lead organization) that are maintained by the GoA include:

- Alberta Wildland/Urban Interface Fires - A Guide for Municipal Directors of Emergency Management and Consequence Management Officers (AEMA);
- GoA Community Evacuation Guidelines and Planning Considerations (AEMA);
- GoA Community Planning Guide for Re-entry after an Evacuation (AEMA); and
- Emergency Response Planning for Community Events (AEMA).

Annex E: Government of Alberta Business Continuity Plan

The GoA BCP is issued under a separate cover. It is and shall be maintained as an internal to government document. Should you require a copy, please submit a request to AEMA through ma.aemaplans@gov.ab.ca.

Annex F: The Provincial Recovery Framework

The Provincial Recovery Framework is issued under a separate cover and can be accessed online through the Alberta Emergency Management Agency's Provincial Recovery Framework webpage.

Annex G: Disaster Resilience Guidelines for Alberta

Purpose

The Disaster Resilience Guidelines for Alberta (Guidelines) provide emergency management stakeholders with suggested and scalable approaches to mitigating disaster risk. The Guidelines will act as a reference tool for those looking to form or augment policies, plans or strategies to limit disaster risk. It is for the end-user to decide how end-users build community resilience, prioritize their resources and time, and determine what value they receive from existing programs. While encouraged, adoption of the Guidelines, in whole or part, is voluntary.

Intended Outcomes

The Guidelines are meant to help stakeholders:

- reduce the costs and other impacts of disasters;
- develop common, consistent and sustainable risk treatment strategies; and
- move towards a greater emphasis on disaster mitigation and preparedness.

What is Resilience?

In its simplest form, resilience refers to the capacity to absorb, adapt and overcome a hazard's effects. Resilience is built through a process of empowering the people living and working in communities and organizations to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. It is understood that resilience is the product of many factors, including the societal systems within which individuals reside and interact.

Societal Systems

Individuals belong to different groups and systems that influence their capacity to adapt, absorb or recover from disasters. Factors that influence societal systems can include language, resident status, visible and non-visible disabilities, literacy levels, ethnicity, workgroups, school groups, religious associations, socio-economic status and many more.

The interaction of these systems can affect how individuals and communities experience government policies, including initiatives that seek to prepare Albertans to respond to emergency events. When we make decisions that include the diverse perspectives of Albertans and their communities, we better enable resiliency.

Authority to Establish the Guidelines

The Guidelines align with the Alberta Emergency Management Agency's role under section 2 (1) (a) of the Government Emergency Management Regulation in helping provide strategic policy direction and leadership to the Government of Alberta and its emergency management partners.

How to Apply the Guidelines

While organized in terms of priorities, objectives and illustrative strategies, the suggestions are meant to provide examples rather than be exhaustive. End-users may adopt or adapt the whole or selected portions of the document. Due to the broad nature of the material, users may note that an illustrative strategy may contribute to the accomplishment of multiple objectives or priorities. Users are encouraged to use the Guidelines in a way that is most appropriate for their needs and contexts.

Resilience and the HIRA

While the Guidelines complement Hazard Identification and Risk Assessment (HIRA) processes by assisting users in identifying specific risk treatments and approaches, it can also act as a standalone guide to developing strategic approaches to disaster risk reduction.

A HIRA is a process used by emergency management staff to manage disaster risk in their community. In Alberta, the *Local Authority Emergency Management Regulation* requires local authorities to complete a HIRA as a part of their emergency management plans.

Sources

The Resilience Guidelines use regional, national, and international principles to align with internationally recognized best practices. The inspiration for Resilience Guidelines' priorities are the United Nations' *Sendai Framework for Disaster Risk Reduction*, the objectives from the *Disaster Resilience Scorecard for Cities* (Scorecard) with reference from the Justice Institute of British Columbia's *Rural Disaster Resilience Planning Guide*, and illustrative examples and sample actions from the *Scorecard* and the *Emergency Management Strategy for Canada*.

Suggested Priorities, Objectives and Illustrative Strategies

Priorities	Understand Disaster Risk				Strengthen Disaster Risk Governance				Invest in Disaster Risk Reduction				Enhance Disaster Preparedness, Response & Recovery	
Objectives	Identify, understand, and use current and future risk scenarios	Organize and govern for resilience	Enhance institutional capacity for resilience	Strengthen financial capacity for resilience	Promote resilient development and design	Safeguard systems that protect against disasters	Enhance infrastructure resilience	Promote social capacity for resilience	Ensure effective disaster prevention, preparedness and response	Expedite recovery and bounce forward				
Illustrative Strategies	Collect and standardize transparent disaster risk and vulnerability data	Create and implement an overarching disaster risk reduction plan	Support partner and stakeholder development, and maintenance of resilience capacity	Prepare financial plans with an understanding of the potential economic impacts of disasters	Conduct risk-informed planning and development using risk assessments focused on vulnerable populations	Protect and monitor natural ecosystems	Assess the capacity and adequacy of critical infrastructure and their supporting systems	Promote a culture of mutual assistance and care for the most vulnerable	Create, maintain and test preparedness and response plans	Establish innovative recovery solutions				
	Prepare and maintain standardized risk and vulnerability assessments and treatment plans	Develop strong leadership, and clarified coordination and responsibilities for disaster risk reduction	Assess and understand local and organizational resilience capacity	Identify, develop or support financial mechanisms to build resilience	Promote the development or adoption of resilient building methods	Sustain, safeguard and use natural buffers for risk reduction	Develop a plan or strategy for the protection, update and maintenance of critical infrastructure and systems	Promote and strengthen the sense of community	Develop and maintain public alerting systems that consider different language abilities and literacy levels	Consider community's long-term priorities and development in the design and delivery of recovery programs				
	Strengthen mechanisms to monitor, evaluate and report on disaster risk reduction plans	Use disaster risk reduction as a key decision making principle and priority	Promote, support and leverage multi-sectoral disaster risk governance bodies, arrangements, plans and policies	Understand the cost-saving benefits of disaster risk reduction	Avoid or limit development in high-risk areas	Understand and mitigate potential impacts of climate trends on natural and societal systems	Invest in disaster resilient infrastructure and supporting systems	Strengthen and support individual resilience before, during, and after a disaster	Promote the development and maintenance of local, regional, and provincial response capacities	Support and promote efforts to "bounce forward" after a disaster				
	Include local and Indigenous knowledge in disaster risk assessments	Engage in and promote collaborative, coordinated and cohesive approaches to disaster risk reduction	Provide disaster risk reduction training and education to build cross sector capacity	Explore innovative risk financing mechanisms, such as specialized bonds, specialized insurance, etc.	Promote the development of structural and non-structural disaster mitigation measures	Incorporate regional and Indigenous approaches to protect natural assets and systems		Promote community initiatives that motivate disaster risk reduction	Promote and develop mutual aid arrangements between communities and organizations	Engage in community-centered disaster recovery				
	Understand vulnerability and the impact of disasters on different people and the environment	Support shared risk governance through local, regional, provincial and national partnerships	Promote and support the sharing of disaster risk reduction best practices	Develop metrics and a strategy to measure the economic impacts of resilience building				Promote and enable individual responsibility for disaster resilience	Promote interoperability of response systems and agencies	Strengthen pre-disaster recovery planning capacity				
	Establish policies to share non-sensitive risk information as appropriate	Promote risk aware regulatory tools and evaluate existing regulations	Limit new risk and maintain accountability for risk at all government levels	Support and prioritize disaster prevention					Enhance information and intelligence systems that support decision making in emergencies	Strengthen participation of populations-at-risk in disaster risk reduction and recovery				
Select Government of Alberta Examples	The Government of Alberta (GoA) is developing a provincial Hazard Identification and Risk Assessment (HIRA) process to offer a consistent and transparent method of addressing disaster risk.	The GoA has endorsed the Emergency Management Strategy for Canada, that outlines federal, provincial, and territorial (FPT) priorities for the resilience of Canadian society.	The GoA provides direct support and advice to communities throughout Alberta to help them build their own resilience and prevent, prepare for, respond to, and recovery from disasters.	The GoA is engaged with its federal, provincial and territorial partners and stakeholders in identifying measures to help Canadians reduce their financial and physical vulnerability to flooding.	The GoA is a partner in FireSmart Alberta, which seeks to empower the public to take the necessary steps to help their homes and communities become more resilient to wildfire.	Through the Land-use Framework, the GoA is addressing cumulative impacts of development on the environment.	The GoA is integrating resiliency and sustainability into the provincial capital planning process, as outlined in the 20 year Strategic Capital Plan.	The GoA's offers direct support to municipalities, including advice on the creation of mutual assistance arrangements and the regionalization of emergency management services.	The GoA helps provide critical, life-saving information to the public and our partners and stakeholders through the Alberta Emergency Alert program.	The GoA has developed a Provincial Disaster Recovery Framework to help identify and formalize strategies and tools to support recovery stakeholders before, during, and after disasters.				

What this Might Mean - Sample Actions

Below are sample community-level actions to consider for increasing your community's disaster resilience. As with the illustrative strategies, these sample actions are meant to provide examples of initiatives a community could take to help better show what action under the Guidelines might look like and are not meant to be prescriptive or exhaustive.

1.0 Understand Disaster Risk – Disaster risk reduction begins with a current, complete and shared understanding of the risks that might affect your organization and your larger community. Understanding your risks is the starting point in building disaster resilience.	
1.1 Identify, understand, and use current and future risk scenarios	
Illustrative strategy	Sample Actions
1.1.1 Collect and standardize transparent disaster risk and vulnerability data.	<ul style="list-style-type: none"> Consider developing and maintaining a standard, integrated set of risk and resilience data for your community. Identify and look to mitigate gaps in hazard and risk-related data.
1.1.2 Prepare and maintain standardized risk and vulnerability assessments and treatment plans.	<ul style="list-style-type: none"> Identify and apply a consistent and standardized hazard identification and risk assessment process that considers best practices and your community's needs and capacities. Promote community partners' use of similar systems to facilitate appropriate information sharing.
1.1.3 Strengthen mechanisms to monitor, evaluate and report on disaster risk reduction plans.	<ul style="list-style-type: none"> Develop and regularly update your community's subject-matter expert and stakeholder-reviewed hazard identification and risk assessments. Engage partners to strengthen public and stakeholder awareness of disaster risk.
1.1.4 Include local and Indigenous knowledge in disaster risk assessments.	<ul style="list-style-type: none"> Seek to understand and account for local and Indigenous ways of knowing and approaches to disaster risk reduction in your community's prevention and mitigation plans.
1.1.5 Understand vulnerability and the impact of disasters on different people.	<ul style="list-style-type: none"> Seek to identify local populations at risk through a structured vulnerability assessment. Look to understand and account for the perspectives and needs of your community's vulnerable populations.
1.1.6 Establish policies to share non-sensitive risk information as appropriate.	<ul style="list-style-type: none"> Proactively communicate your community's risk data with the public and partnering organizations as appropriate. Encourage and engage partners in exchanging information and best practices to facilitate the local identification of hazards and assessment of risk.

2.0 Strengthen Disaster Risk Governance – Building resilience is a shared goal. Governing for risk reduction involves both building your own organization’s capacities, and helping strengthen your community partners’ ability to organize, mobilize and enhance a community’s collective ability to mitigate, prepare for, respond to, and recover from disasters.

2.1 Organize and govern for resilience

Illustrative strategy	Sample Actions
2.1.1 Create and implement an overarching disaster risk reduction plan.	<ul style="list-style-type: none"> • Ensure a disaster risk reduction vision and goals for your community are articulated. • Reflect that vision and goals in relevant strategic, development and business plans.
2.1.2 Develop strong leadership, and clarified coordination and responsibilities for disaster risk reduction.	<ul style="list-style-type: none"> • Consider appointing a Chief Resilience Officer for your community. • Encourage local leaders to become disaster risk reduction champions throughout your community.
2.1.3 Use disaster risk reduction as a key decision making principle and priority.	<ul style="list-style-type: none"> • Ensure the consideration of disaster risk is an explicit step in your strategic, policy and budgetary decision-making processes. • Consider regularly evaluating your community's risk reduction performance against your disaster risk reduction vision and goals.
2.1.4 Engage in and promote collaborative, coordinated and cohesive approaches to disaster risk reduction.	<ul style="list-style-type: none"> • Engage partners and leverage existing partnerships and frameworks to strengthen emergency management and disaster risk reduction collaboration. • Promote the inclusion of stakeholder groups in disaster risk reduction planning efforts as appropriate and feasible.
2.1.5 Support shared risk governance through local, regional, provincial and national partnerships.	<ul style="list-style-type: none"> • Examine existing, or consider developing new, cross-organizational emergency management governance tables. • Consider the value in adopting or formalizing regional risk reduction approaches.
2.1.6 Promote risk aware regulatory tools and evaluate existing regulations.	<ul style="list-style-type: none"> • Conduct a review of existing, relevant regulations and tools against your disaster risk reduction vision. • Ensure risk is considered in regulatory and bylaw development.

2.2 Enhance institutional capacity for resilience	
Illustrative strategy	Sample Actions
2.2.1 Support partner and stakeholder development and maintenance of their resilience capacity.	<ul style="list-style-type: none"> • Encourage partnerships with the non-profit and private sectors to strengthen collaborative prevention and mitigation efforts. • Consider your community's ability to provide financial supports (i.e., grants, subsidies, etc.) to local organizations to help build their disaster resilience.
2.2.2 Assess and understand local and organizational resilience capacity.	<ul style="list-style-type: none"> • Look to assess your community's resilience capacity within its emergency management and disaster risk reduction planning and programs. • Encourage and support the sharing of appropriate risk information between stakeholders.
2.2.3 Promote, support and leverage multi-sectoral disaster risk governance bodies, arrangements, plans and policies.	<ul style="list-style-type: none"> • Consider the need and value in developing regionalized risk management and emergency management plans and arrangements. • Encourage community partners to conduct evidence-based mitigation planning and initiate projects that contribute to comprehensive, proactive risk reduction strategies.
2.2.4 Provide disaster risk reduction training and education to build cross-sector capacity.	<ul style="list-style-type: none"> • Engage in, promote or provide in conjunction with your community partners resilience building and risk reduction training. • Look to include key community partners in your emergency management training and exercises as appropriate.
2.2.5 Promote and support the sharing of disaster risk reduction best practices.	<ul style="list-style-type: none"> • Enhance the preparedness of local businesses, non-governmental organizations and individuals by sharing emergency management guidelines, information, and best practice summaries. • Look to support or incent the development of a local or regional disaster risk reduction community of practice.
2.2.6 Limit new risk and maintain accountability for risk at all government levels.	<ul style="list-style-type: none"> • Ensure clarity in your community and organization's roles and responsibilities for risk reduction. • Encourage local leaders and community organizations to assess and make plans to address their risks.

2.3 Strengthen financial capacity for resilience	
Illustrative strategy	Sample Actions
2.3.1 Prepare financial plans with an understanding of the potential economic impacts of disasters.	<ul style="list-style-type: none"> • Look to quantify the potential financial and economic impacts of disasters on your community. • Regularly review and assess your operating and capital budget planning against your community's disaster risk vision and goals.
2.3.2 Identify, develop or support financial mechanisms to build resilience.	<ul style="list-style-type: none"> • Ensure your community's financial plans include priorities for disaster resilience. • Look to develop and maintain a disaster reserve or contingency fund.
2.3.3 Understand the cost-saving benefits of disaster risk reduction.	<ul style="list-style-type: none"> • Consider concepts such as return on investment, the triple bottom line and values at risk. • Look to apply those concepts when making mitigation decisions.
2.3.4 Explore innovative risk financing mechanisms, such as specialized bonds, specialized insurance, etc.	<ul style="list-style-type: none"> • Build an awareness of the range of possible risk financing methods and approaches, including, but not limited to, insurance. • Assess the availability and appropriateness of applying those methods in your community.
2.3.5 Develop metrics and a strategy to measure the economic impacts of resilience building.	<ul style="list-style-type: none"> • Look to identify the potential economic impacts of disaster events on your community. • Seek to quantify those impacts and their potential cascading effects.
2.3.6 Support and prioritize disaster prevention.	<ul style="list-style-type: none"> • Consider making investments in disaster prevention and mitigation a standing budgetary priority. • Promote and champion your community partners adopting a similar approach.

3.0 Invest in Disaster Risk Reduction – The long-term reduction of disaster risk involves a long-term commitment, consistent investment, appropriate planning, and a focus on enhancing built and natural spaces to better protect our communities from the impacts of disasters.	
3.1 Promote resilient development and design	
Illustrative strategy	Sample Actions
3.1.1 Conduct risk-informed planning and development using risk assessments focused on vulnerable populations.	<ul style="list-style-type: none"> • Integrate disaster risk assessments into relevant land use, economic and community development planning. • Support mitigation as a priority in land planning and community development decisions.
3.1.2 Promote the development or adoption of resilient building methods.	<ul style="list-style-type: none"> • Look to adopt or expand the use of sustainable or disaster resilient building design standards in the construction or refurbishment of community buildings and assets. • Promote the use of those standards by partnering organizations.
3.1.3 Avoid or limit development in high-risk areas.	<ul style="list-style-type: none"> • Seek to avoid increasing community risk through land use bylaws that limit development in known hazard areas.
3.1.4 Promote the development of structural and non-structural disaster mitigation measures.	<ul style="list-style-type: none"> • Ensure mitigation planning considers the availability of policy and planning measures in addition to structural approaches for disaster risk reduction. • Look to identify the cost-benefit of early, policy-based risk interventions versus structural mitigation.
3.2 Safeguard systems that protect against disasters	
Illustrative strategy	Sample Actions
3.2.1 Identify, protect and monitor natural ecosystems.	<ul style="list-style-type: none"> • Look to identify your community's critical ecosystems and environmentally sensitive areas (i.e., wetlands, breeding grounds, etc.). • Regularly monitor those systems against a defined set of indicators.
3.2.2 Sustain, safeguard and use natural buffers for risk reduction.	<ul style="list-style-type: none"> • Ensure your community's land use policies protect its critical ecosystems. • Look at multiple avenues and methods to enforce, or incent compliance with those policies.
3.2.3 Understand and mitigate potential impacts of climate trends on natural and societal systems.	<ul style="list-style-type: none"> • Seek to collaborate with neighbouring communities to identify, assess and monitor the long-term health of critical ecosystems and environmental assets on a regional basis. • Monitor and track long-term regional, national or international climate projections and trends relevant to your community.
3.2.4 Incorporate regional and Indigenous approaches to protecting natural assets and systems.	<ul style="list-style-type: none"> • Consult with local and Indigenous communities to identify and assess traditional and Indigenous ways of environmental stewardship. • Consider ways to incorporate local and Indigenous approaches into your organization's stewardship practices.
3.3 Enhance infrastructure resilience	

Illustrative strategy	Sample Actions
3.3.1 Assess the capacity and adequacy of critical infrastructure and supporting systems.	<ul style="list-style-type: none"> • Ensure your community employs a process to identify and maintain its critical infrastructure and ensure the integrity and the operability of those assets. • Ensure capital and infrastructure development aligns with your community's disaster risk reduction vision and goals.
3.3.2 Develop a plan or strategy for the protection, update and maintenance of critical infrastructure and systems.	<ul style="list-style-type: none"> • Develop and regularly update a long-term capital plan and priorities informed by your community's disaster risk reduction vision and goals. • Look to include your community's critical infrastructure providers in developing your long-term plans and priorities.
3.3.3 Invest in disaster resilient infrastructure and supporting systems.	<ul style="list-style-type: none"> • Integrate investments in disaster-resilient infrastructure as a standing priority in your community's budgets and longer-term development and strategic plans. • Ensure your infrastructure plans account for both development and long-term maintenance and upgrades that account for potential community growth.
3.4 Promote social capacity for resilience	
Illustrative strategy	Sample Actions
3.4.1 Promote a culture of mutual assistance and care for the most vulnerable.	<ul style="list-style-type: none"> • Seek to engage local leaders, community groups, and networks in providing disaster prevention and preparation information and education to the public and community groups. • Look at ways of incenting and facilitating community groups and individuals helping each other.
3.4.2 Promote and strengthen the sense of community.	<ul style="list-style-type: none"> • Feature and celebrate local community leaders and groups who contribute to your community's overall resilience. • Celebrate significant achievements or milestones in enhancing your community's resilience.
3.4.3 Strengthen and support individual resilience before, during and after a disaster.	<ul style="list-style-type: none"> • Ensure individuals and vulnerable groups within your community are regularly engaged on disaster resilience issues and planning as appropriate and feasible. • Help empower individuals in strengthening their resilience through the provision of preparedness information and education.
3.4.4 Promote community initiatives that motivate disaster risk reduction.	<ul style="list-style-type: none"> • Look to support local leaders and community groups in identifying and promoting community-organized disaster risk reduction efforts and events. • Empower partners to develop and promote comprehensive and collaborative approaches to emergency management and disaster risk reduction within their own communities.
3.4.5 Promote and enable individual responsibility for disaster resilience.	<ul style="list-style-type: none"> • Educate partners on disaster risks and their potential impacts. • Support and promote the establishment of neighbourhood or community emergency and disaster preparedness self-support groups.

4.0 Enhance Disaster Preparedness, Response & Recovery – In conjunction with enhanced risk awareness, mitigation and prevention activities, disaster resilience requires that your community is able to appropriately prepare for, response to, and recover from, disasters and large-scale emergencies.

4.1 Ensure effective disaster prevention, preparedness and response

Illustrative strategy	Sample Actions
4.1.1 Create, maintain and test preparedness and response plans.	<ul style="list-style-type: none"> • Ensure your community creates, maintains and tests its emergency management plans and 1) those plans address the most likely and most severe risk scenarios, and 2) are shared with relevant stakeholders and organizations who have a role to play. • Encourage partners' participation in multi-stakeholder disaster response exercises.
4.1.2 Develop and maintain public alerting systems that consider different language abilities and literacy levels.	<ul style="list-style-type: none"> • Aim to ensure your community has access to available warning systems, as appropriate. • Consider the value and feasibility of creating new warning systems.
4.1.3 Promote the development and maintenance of local, regional, and provincial response capacities.	<ul style="list-style-type: none"> • Ensure that investing in disaster response as appropriate and feasible is a standing priority in your community's budgetary processes. • Encourage partners' development of preparedness and response capabilities.
4.1.4 Promote and develop mutual aid arrangements between communities and organizations.	<ul style="list-style-type: none"> • Maintain and invest in existing mutual aid arrangements. • Seek to assess the need and value in creating formalized mutual aid agreements with neighbouring communities.
4.1.5 Promote interoperability of response systems and agencies.	<ul style="list-style-type: none"> • Look to define and strengthen your community's interoperability with neighbouring cities and other levels of government. • Encourage partners to establish interoperable emergency management systems.
4.1.6 Enhance information and intelligence systems that support decision making in emergencies.	<ul style="list-style-type: none"> • Assess the value, cost and feasibility of adopting electronic event management software and interoperable communication systems. • Consider opportunities to consolidate or improve the interoperability of existing intelligence and data systems.

4.2 Expedite recovery and bounce forward	
Illustrative strategy	Sample Actions
4.2.1 Establish innovative recovery solutions.	<ul style="list-style-type: none"> • Conduct a cross-jurisdictional and best practice scan to identify and assess new and leading practices in community disaster recovery. • Reflect on lessons learned and best practices from disasters, and exchange knowledge with partners to incorporate these findings into your community's emergency management plans.
4.2.2 Consider the community's long-term priorities and development in the design and delivery of recovery programs.	<ul style="list-style-type: none"> • Look for ways in which your community's recovery programs can align with and support your community's overall long-term vision and plans. • Seek to identify and pursue "win-win" investments that address multiple objectives, including risk reduction.
4.2.3 Support and promote efforts to "bounce forward" after a disaster.	<ul style="list-style-type: none"> • Use the expenditure of resources and funding after a disaster as an opportunity to harden or increase the resiliency of your community's assets and systems. • Encourage your partners to create linkages between recovery and mitigation.
4.2.4 Engage in community-centred disaster recovery.	<ul style="list-style-type: none"> • Ensure that coordinated and comprehensive disaster recovery arrangements and plans are in place and commonly understood before an incident. • Include clearly stated and agreed-upon roles and accountability across all relevant organizations in those plans.
4.2.5 Strengthen pre-disaster recovery planning capacity.	<ul style="list-style-type: none"> • Look to develop and maintain post-event recovery and economic reboot plans. • Test and validate those plans with your community partners in conjunction with your community's other emergency management plans.
4.2.6 Strengthen participation of populations-at-risk in disaster risk reduction and recovery.	<ul style="list-style-type: none"> • Ensure relevant at-risk groups have an opportunity to provide input into your community's recovery plans as appropriate. • Engage partners to identify post-disaster vulnerabilities and opportunities to improve the availability of post-disaster services. • Consider creating a community recovery network that integrates and leverages existing informal community groups (i.e., affiliation groups, volunteer groups, etc.).

Conclusion

The Disaster Resilience Guidelines for Alberta recognizes that building and maintaining greater disaster resilience is a:

- Shared responsibility among all members of our society; and
- Culture and ongoing process rather than a product or end state.

As such, this responsibility will require:

- A common commitment;
- Collaboration, resource and knowledge exchange;
- Shared governance and engagement models;
- Shared accountability; and
- New ways of doing things.

While ambitious, the Guidelines are intended as a first step in a long-term culture change across the province from response and recovery to greater prevention, preparedness, disaster risk reduction, and resilience.

Definitions

Adaptation

Adjustments to natural or human systems in response to disaster hazards experienced or expected impacts or their effects to moderate harm or exploit beneficial opportunities.

Disaster

An emergency that results in serious harm to people's safety, health, or welfare or causes widespread damage to property or the environment.

Mitigation

To adapt, eliminate, or reduce the risks of extreme weather events and climatic variability to protect lives, property, and the environment and reduce economic disruption.

Resilience

The capacity of a system, community, society, or individual to adapt to disturbances resulting from hazards or changing factors by persevering, recuperating, or changing to reach and maintain an acceptable level of functioning. Resilience can also be understood as "adaptive capacity," which is the combination of the strengths, attributes, and resources available to an individual, community, society, or organization that can be used to prepare for and undertake actions to reduce adverse impacts, moderate harm, or exploit beneficial opportunities. For individuals, this includes, but is not limited to, building and maintaining physical and mental health, financial capacity, social functioning.

Annex H: AEMA Resources

Disaster Recovery

- **Disaster Recovery Resources Webpage:**
<https://www.alberta.ca/disaster-recovery.aspx>
- **Disaster Recovery Program Inquiries:**
drp.info@gov.ab.ca

Emergency Social Services

- **Emergency Social Services Training and General Inquiries:**
MA.AEMA-ESSTraining@gov.ab.ca

Government Emergency Planning

- **Government Emergency Plans Webpage:**
<https://www.alberta.ca/government-emergency-plans.aspx>
- **Government Emergency Planning Inquiries:**
ma.aemaplans@gov.ab.ca

Provincial Operations Centre

- Phone: 1-866-618-2362
- E-mail: ma.poc@gov.ab.ca

Personal Preparedness

- **Emergency Preparedness Resources Webpage:**
<https://www.alberta.ca/emergency-preparedness.aspx>
- **Strategic Partnerships and Public Education Inquiries:**
BePrepared@gov.ab.ca

Training

- **AEMA Training Resources Webpage:**
<https://www.alberta.ca/emergency-management-training.aspx>
- **AEMA Training Inquiries:**
aema.training@gov.ab.ca