



EMERGENCY MANAGEMENT

Municipal Emergency Management Plan

Last Updated: 2024



LAC STE. ANNE COUNTY

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EXECUTIVE SUMMARY

Lac Ste. Anne County's (LSAC) Municipal Emergency Management Plan (MEMP) provides a framework for how the County conducts its comprehensive emergency management program. Recognizing the municipality has limited internal resources; the MEMP also provides guidance on how the entire community can work together to create a more resilient society in response to the impacts of a major emergency or disaster.

There are numerous agencies, other levels of government, the private sector, non-government organizations (NGOs), and community volunteers that have the willingness and expertise to support the County during all phases of emergency management. The MEMP is intended to increase the capacity of our community to manage the impacts of an event, whether natural or human induced.

Outlining authority, methodology, and responsibility, this document is used to guide elected officials, municipal administration, and other partner agencies. Planning for emergencies is an ongoing and continual process reflecting the ever-changing nature of the community. The MEMP reflects that dynamic planning process and is reviewed annually. The MEMP is an all-hazards plan, based on relevant legislation, best practices, and professional standards. This Plan was developed to align with industry best practices and the Canadian Standard CSA Z1600-17: *Emergency and Continuity Management*. It meets or exceeds the *Alberta Emergency Management Act* and the *Local Authority Emergency Management Regulations*.



Source 1 Canadian Standard Association (CSA) Z1600 Emergency and Continuity Management

CONFIDENTIALITY

The *Freedom of Information and Privacy Act* does not apply to the supporting documentation (Annexes) used for the purpose of preparing for or administering the MEMP as per section 17.1 (2) of the *Emergency Management Act*.

LEGISLATED AUTHORITY

The MEMP is created under the authority of the following:

- Province of Alberta *Emergency Management Act*, R.S.A. 2000, c. E-6.8;
- *Local Authorities Emergency Management Regulations*, Alta Reg 203/2018; and
- Lac Ste. Anne County Emergency Management Bylaw #35-2019

ASSUMPTIONS AND DIRECTIVES

This Plan includes the following assumptions:

- The term “*emergency*” refers to either an emergency or a disaster;
- Emergency procedures will be documented for employees to use during emergencies. Employees will receive training on the use of these procedures and participate in an ongoing training and exercise program to maintain proficiency;
- All emergencies and large-scale planned events have the potential for significant impact and rapid escalation;
- The Incident Commander(s) will have authority to coordinate on-scene response activities during an emergency/disaster situation in conjunction with the Emergency Coordination Centre (ECC) and the Director of Emergency Management (DEM);
- Emergency responders, such as Fire Services, Emergency Medical Services, and the RCMP, will be available to provide the required level of first responder assistance during most incidents. It is also assumed that these agencies will coordinate efforts, in conjunction with the County’s DEM or delegate, to manage the emergency in a collaborative and effective manner;
- Established mutual aid agreements will be used if and when required;
- Effective direction and support from the ECC can require personnel from various levels of the municipality, internal departments, external agencies, appropriate facilities, equipment, and procedures;
- LSAC will utilize the principles of the Incident Command System (ICS) in the organization and management of its Incident Command Post (ICP) and ECC;
- An all-hazards, all-of-County approach enables a holistic and coordinated effort before, during and after a major emergency or planned event; and
- The County’s emergency management program shall follow the Plan-Do-Check-Act (PDCA) continual improvement model as described in the Executive Summary above, and shall align with governing legislation and industry best practice.
- The appendices included in this MEMP are for informational purposes only and are not subject to formal review or approval. They serve as supplementary material to support the content of the main document and do not constitute binding or actionable components of the approved MEMP.

PURPOSE AND SCOPE

The purpose of the MEMP is to provide guidance on emergency operations, organizational structure, roles and responsibilities, and the coordination of resources necessary to execute the effective management of emergencies that are outside the scope of normal operations in LSAC. This plan, with its supporting documents, was developed as an all-hazard plan to address incidents that may cause damage of sufficient severity and magnitude to warrant the execution of all or part of this Plan.

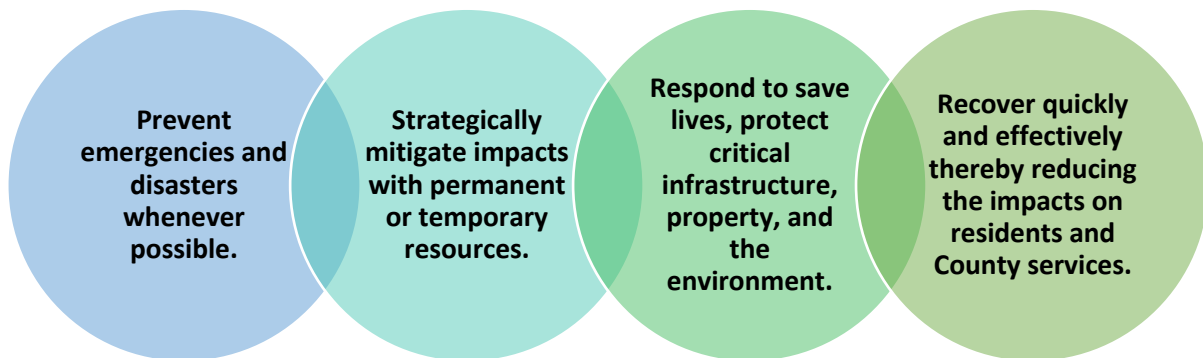
This MEMP is intended to:

- Provide prompt coordination of the County's resources when the consequence to an emergency and subsequent recovery are outside the scope of normal operations;
- Outline legislated and delegated authorities during an emergency;
- Document the roles and responsibilities of internal, external, and support agencies during all phases of an emergency; and
- Detail how the MEMP will be enacted and maintained.

The MEMP applies to members of the Local Authority, the Emergency Management Agency, the Emergency Advisory Committee, and any contractors and/or sub-contractors authorized by the Emergency Management Agency.

STRATEGIC GOALS

The County has the following strategic goals for the emergency management program:



USE OF THE MEMP FOR PLANNED EVENTS AND EMERGENCY EVENTS

This MEMP may be used in whole or part for major preplanned community events (i.e. dignitary visits, major festivals), and also for emergency events.

- The decision to activate for a **planned** event will be made by the lead department involved, in consultation with the DEM (or designate)

- The decision to activate for **emergency** event will be made by the DEM (or designate) in consultation the Emergency Advisory Committee, based on the severity and estimated duration of the incident.

SUPPORTING PLANS

There are several reference documents and plans that contain information and procedures that support emergency management activities depending on the nature of the emergency. These include:

SUPPORTING PLAN	PLAN DESCRIPTION
Hazard Identification & Risk Assessment (HIRA)	This document is the foundation for all subsequent emergency plans within the County. It is an analysis and ranking of the risks: natural, human, and technological, that may impact LSAC. Each risk is ranked based on the probability of its occurrence and the severity of its impact.
Emergency Coordination Centre Incident Command Post Plan	This Plan provides instructions on the activation, response activities, and demobilization of the Emergency Coordination Centre (ECC) and/or the Incident Command Post (ICP). The Plan includes checklists of typical tasks for each position within the ECC/ICP, and is reviewed annually.
Crisis and Communications Plan	This Plan describes how the County communicates with all its audiences; internal, external, residents, government, media, etc., during a crisis event. It includes roles and responsibilities, descriptions of different communication tools such as web-based, radio, electronic signs, etc., contingency plans for loss of power or relocation and templates for messages. The plan is used in conjunction with the ECC Plan but may be activated on its own if there is a situation that requires rapid, coordinated communication to audiences through multiple channels.
Training and Exercise Plan (TEP)	This Plan outlines emergency-related training and exercises for key staff and partnering organizations. It is designed to use a building-block approach in which staff are familiarized to and can practice roles and plans in stages that increase in complexity and difficulty. The plan is reviewed annually to create a revolving three-year training and exercise program.
Emergency Social Services (ESS) Plan	The Emergency Social Services (ESS) Plan describes the roles and activities necessary to provide for the basic needs of individuals displaced during an emergency such as food, shelter, clothing, and family reunification. This Plan supports evacuees until they can return to their homes, or longer-term solutions can be found.
Business Continuity Plan (BCP)	This Plan provides a framework for maintaining and, if necessary, restoring critical municipal services during an interruption to regular business function. It identifies critical and vital municipal services, strategies for how to continue these functions in the event of an interruption and the roles and responsibilities within each department's Business Continuity Plan.

The following illustration demonstrates how these Plans work together to create a comprehensive Emergency Management Program.

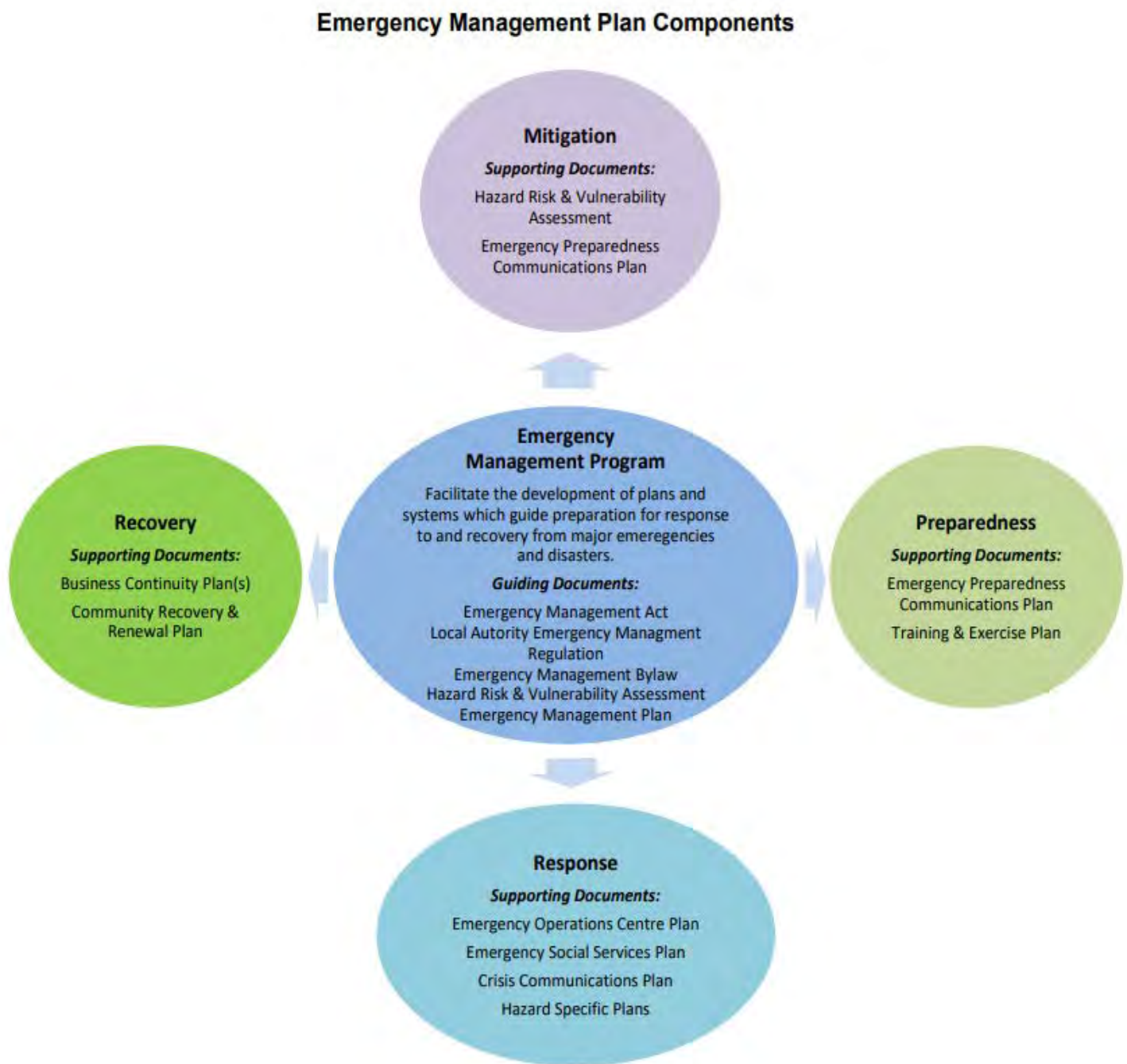


Figure 1: City of St Albert Emergency Management Plan 2021

COMPREHENSIVE EMERGENCY MANAGEMENT

LSAC is committed to the implementation of a comprehensive emergency management program. Comprehensive emergency management can be defined as the preparation for, and the carrying out of, all emergency functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. This consists of four related components:

- All hazards;
- All impacts;
- All phases; and
- All stakeholders.

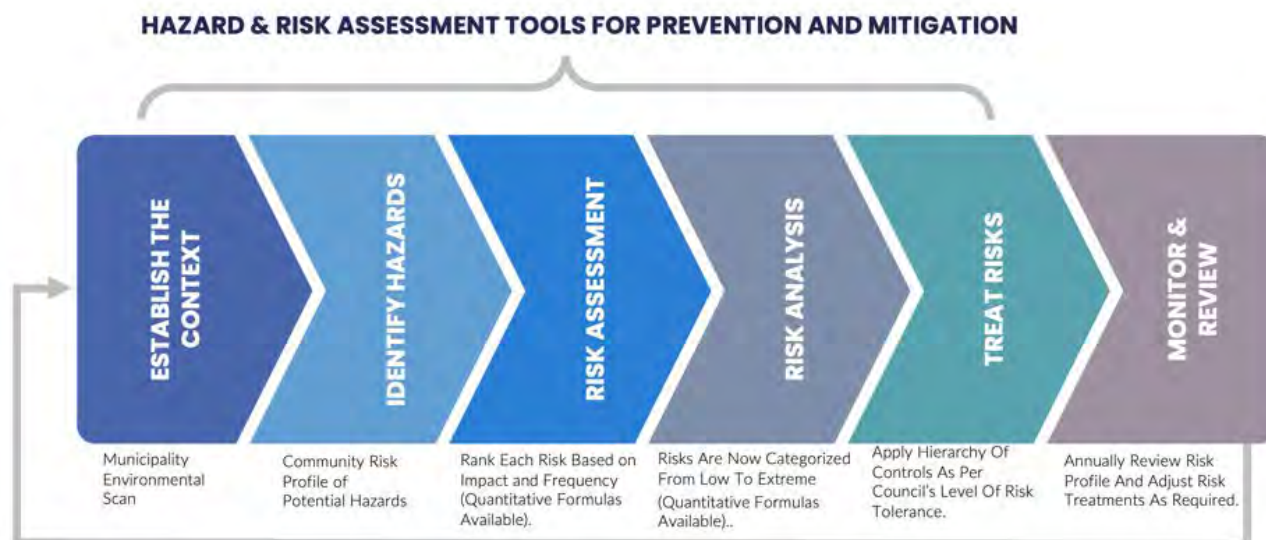


ALL-HAZARDS

As part of its emergency management program, the Municipality conducts a risk assessment of all hazards that may impact the community at least once every two (2) years. These are ranked and prioritized based on the severity of impact and the likelihood of occurrence in the Hazard, Risk and Vulnerability Assessment.

HAZARD, RISK, AND VULNERABILITY ASSESSMENT

A community risk profile must first be defined, using a hazard and risk assessment process. Completing a community and organizational risk profile involves a structured approach to identify and analyze potential risks facing a community and the internal organization. Hazards are then identified within this stock profile. Each risk is then ranked by assessing its impact and frequency.



This will then categorize each hazard; through this categorization the results can be analyzed to understand the comprehensive hierarchy of risks and possible vulnerabilities that could exacerbate the impact of each risk. Risk treatments can then be triaged in alignment with the hierarchy of risks. Ongoing monitoring and reviewing are critical to ensure the risk profile is current and relevant to the community and internally to the organization. LSAC utilizes the Alberta Emergency Management Agency's (AEMA) "Community Emergency Management Program (CEMP) - Hazard Identification and Risk Assessment" to determine its ongoing hazards, risks and vulnerabilities. A listing of all-hazards is available in [Appendix D](#).



Figure 1 AEMA Risk Categories (HIRA, 2024)

ALL IMPACTS

Emergencies and disasters can cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation of a certain activity to protect one aspect of society does not adversely affect another.

Just as all hazards need to be considered in developing response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed.

ALL STAKEHOLDERS

Comprehensive emergency management relies on all internal and external stakeholders to prepare for, respond to, and recover from emergencies. Effective emergency management requires the coordination and collaboration among all levels of government, the private sector, and the public.

ALL PHASES

Emergency management has four (4) distinct phases that often overlap in practice but have specific goals and activities: mitigation, preparedness, response, and recovery.

<i>Phase</i>	<i>Description</i>	<i>Municipality Examples</i>	<i>Resident Examples</i>
<i>Mitigation</i>	Activities to reduce the likelihood of an emergency or limit its severity/magnitude. Conducted before an emergency occurs.	Creating fire break lines around critical infrastructure.	Preparing for heavy rainfall through lot grading, cleaning drains/downspouts, and ensuring the sump pump works.
<i>Preparedness</i>	Actions to increase capacity and resilience, including planning, training, and coordination to ensure effective response during an emergency.	Develop emergency plans. Establish and maintain mutual aid agreements with key partner agencies. Train personnel. Conduct exercises to reinforce training and test emergency plans.	Prepare a 72-hour emergency kit, develop a family emergency plan, register for Alberta Emergency Alerts, and stay informed about local hazards.
<i>Response</i>	Actions carried out immediately before, during, and after an event to save lives, protect critical infrastructure, property, and reduce economic and social losses.	Maintain Standard Operating Procedures, activate the Emergency Coordination Centre for planned or emergency events.	Follow directions from authorities (e.g., evacuation, shelter-in-place), avoid hazardous areas, use a 72-hour preparedness kit.
<i>Recovery</i>	Activities to restore, rebuild, and renew affected areas after an emergency.	Apply for provincial Disaster Recovery Programs and/or other funding avenues. Restore critical municipal services. Promote community renewal.	Participate in community consultations, apply for disaster financial assistance, rebuild family plans for recovery.

EMERGENCY MANAGEMENT ORGANIZATION

The County's emergency management program is focused on continuous improvement, with the goal of progressing toward a higher level of emergency preparedness. This entails developing, approving, leading, and implementing plans and programs.

The MEMP is not designed to replace existing procedures for managing 'routine' incidents in the County. Routine incidents are common occurrences that are managed effectively on a regular basis by Emergency Services.

REPORTING STRUCTURE AND GOVERNANCE

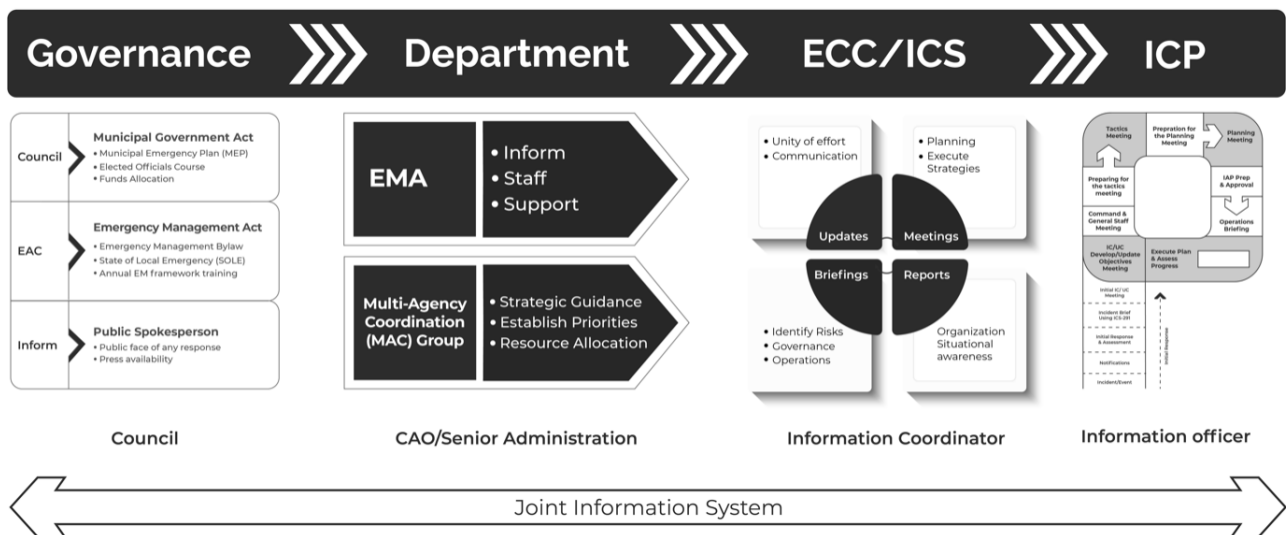


Figure 2 Large Print Version Available in [Appendix E](#)

REEVE AND COUNCIL (LOCAL AUTHORITY)

Under the *Alberta Emergency Management Act*, Section 11 and 11(a):

"A Local Authority shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the Government assumes direction and control under section 18."

Council's power to declare, terminate, and renew a SOLE in the County is in accordance with: sections 21 and 22 of the Act, and the Municipal Emergency Management Bylaw #35-2019; Section 3 Council Emergency Management Responsibilities, J) "Council may, at any time when it is satisfied that an emergency exists or may exist in the County, by resolution make a declaration of a state of local emergency relating to all or any part of the County"; Section 13 Declaration of a State of Local Emergency a – c; and Section 14. Termination of a State of Local Emergency a – e.

EMERGENCY MANAGEMENT AGENCY

The Emergency Management Agency is comprised of designated internal personnel and external partners. As per Section 11.2 (1) of the Act, the Agency is the agent of the Local Authority to exercise the powers and duties of the Local Authority. The Director of Emergency Management is the head of the Emergency Management Agency.

In addition, other organizations may be invited by the Director of Emergency Management to serve as members of the Agency. During an activation of the MEMP, in whole or in part, the Emergency Management Agency shall utilize the Incident Command System to determine roles and functions within the ECC and/or ICP. The Plan is based on, but not bound by, the Incident Command System. The overarching philosophy and principles of the Incident Command System will be used and LSAC also recognizes that it may need to adapt or modify its approach based on the local situation, the available resources and the other agencies it may be working with.

EMERGENCY ADVISORY COMMITTEE

Under the Act, Section 11.1 (1):

“A Local Authority shall appoint an emergency advisory committee consisting of a member or members of the Local Authority... to advise on the development of emergency plans and programs.”

CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) is the liaison with Council and serve as the administrative head of the municipality. The CAO remains the administrative head even during an activation of the MEMP.

When authority is delegated, the CAO provides corporate resources and support where available and within their authority to assist the Director of Emergency Management in managing the emergency. The CAO shall review the MEMP annually.

DIRECTOR OF EMERGENCY MANAGEMENT

During an activation of the MEMP, the Director of Emergency Management (DEM), or designate, is delegated the authority to manage and coordinate response and recovery to the event.

ROLES AND RESPONSIBILITIES

REEVE AND COUNCIL (LOCAL AUTHORITY)

MITIGATION AND PREPAREDNESS

- Appoint members to serve on the Emergency Advisory Committee,
- Review the MEMP progress at least once each year,
- Through the budgetary process, provide resources as they see fit to support the emergency management program,
- Participate in appropriate emergency training and exercises to meet or exceed legislated requirements, and
- Contribute to community education and awareness about local hazards and personal emergency preparedness.

RESPONSE

- The roles and responsibilities of elected officials do not include attendance at the ECC unless specifically requested by the DEM,
- Support the DEM in the management of the emergency response and provide strategic direction as requested by the Director through the CAO,
- Declare, renew, or terminate a State of Local Emergency as recommended by the DEM, and
- Provide advice on the long-term impact of an incident on people, critical infrastructure, the environment, finances, operations, business, industry, and reputation.

In consultation and coordination with the ECC, through the DEM:

- Keep the community informed of the situation,
- Serve as spokesperson(s) for the situation,
- Engage with other levels of government for financial and resource support,
- Provide briefings to other levels of government, and
- Authorize major expenditures as required.

RECOVERY

- Provide legislative authority to enable recovery efforts.

EMERGENCY MANAGEMENT AGENCY

The Emergency Management Agency acts as the appointed agent of the County (Local Authority) in exercising the Local Authority's powers and duties under Act. The DEM is the head of the Emergency Management Agency.

Members, either external or internal, must have the capacity to make decisions on behalf of their service to support the Agency.

MITIGATION AND PREPAREDNESS (INTERNAL MEMBERS)

- Participate in exercises and ensure personnel are trained in emergency management plans and procedures,
- Prepare and maintain emergency related equipment (if applicable),
- Recommend risk reduction, mitigation, and preparedness measures to the DEM and/or direct supervisors, and
- Support annual updates of business response and recovery plans for their respective departments.

RESPONSE

- At the request of the DEM, report to the ECC, and
- Conduct emergency response operations under the direction of the DEM. If at the Incident Command Post, receive direction from the Incident Commander.

RECOVERY

- Provide direction and enable recovery efforts, and
- Participate in after-action reviews and authorize implementation of recommendations and continuous improvement measures.

EMERGENCY ADVISORY COMMITTEE

The Emergency Advisory Committee is responsible for providing advice to Council on emergency management planning for LSAC. These plans and programs are managed and implemented by the Emergency Management Agency.

MITIGATION AND PREPAREDNESS

- Advise Council annually on matters pertaining to the municipality's emergency management program and the MEMP.

RESPONSE

- Provide legislative authority to ensure the continuation of government,
- Authorize expenditures of municipal funds, as required, and
- Declare, renew, or terminate a State of Local Emergency (SOLE) as appropriate, in consultation with the DEM (or designate).

RECOVERY

- Provide legislative authority to enable recovery efforts including application for government Disaster Recovery Program (DRP) grants, and other funding streams,
- Conduct a review of the After-Action Report, and
- Authorize implementation of recommendations and continuous improvement measures.

CHIEF ADMINISTRATIVE OFFICER

During activation of the MEMP, the CAO remains the administrator responsible for the County. The CAO will provide the necessary corporate resources to assist the DEM in managing the event.

MITIGATION AND PREPAREDNESS

- Work with the DEM to ensure emergency plans, programs and measures are developed based on the Hazard Risk and Vulnerability Assessment,
- Sign mutual aid agreements to increase local capacity,
- Participate in training and exercises, and
- Contribute to corporate employee education and awareness with reference to local hazards and personal emergency preparedness.

RESPONSE

- Act in a strategic advisory capacity with the Reeve and Council,
- Maintain communications with and assist the Reeve and Council as required,
- Provide available County resources to the DEM in support of the emergency response and recovery,
- Work with the DEM on determining recovery/renewal priorities and the transition from response to recovery,
- Maintain essential and non-essential services outside of the incident site, and
- Authorize expenditures of municipal funds, as required.

RECOVERY

- Provide direction and enable recovery efforts, and
- In collaboration with the DEM, submit After Action Reports to the Emergency Advisory Committee with recommendations for continuous program improvements

DIRECTOR OF EMERGENCY MANAGEMENT

MITIGATION AND PREPAREDNESS

The Director of Emergency Management is responsible for the following activities, as described in Section 11.2 (2) of the Act:

- Prepare and coordinate emergency plans and programs for the County,
- Provide guidance to the Emergency Management program,
- Act as Director of ECC on behalf of the Emergency Management Agency, and
- Perform other duties as prescribed by the CAO.

RESPONSE

- Activate the ECC Plan and determine which members of the Emergency Management Agency are required to support the ECC,
- Ensure on an ongoing basis that the Reeve and Council, and the CAO are advised of the emergency and the response actions taken by the Emergency Management Agency or the ECC,
- Recommend a declaration, renewal, and/or termination of a State of Local Emergency,
- Direct emergency operations consistent with the Act and with the MEMP,
- Coordinate all emergency services and other resources,
- Determine if existing Municipal and mutual aid resources are sufficient for the response,
- Work with the Provincial Emergency Coordination Centre to secure additional resources if required,
- Work with the CAO and Council on determining recovery/renewal priorities and the transition from response to recovery, and
- Serve as spokesperson for technical information for the emergency.

RECOVERY

- Provide direction and enable recovery efforts, including application for government Disaster Recovery Program (DRP) grants, and other funding streams,
- In collaboration with CAO, conduct a post-disaster (After-Action) review, and
- Prepare and submit an After-Action Review to the Emergency Advisory Committee with recommendations for continuous program improvement.

AGENCY COORDINATION & RESPONSIBILITIES

The Municipality will work with other jurisdictions, organizations and levels of government on emergency management priorities wherever possible.

EXTERNAL AGENCY REPRESENTATIVES

Agency Representatives are individuals from organizations that are assisting with response operations in coordination with LSAC. As integrated members of the ECC, they will follow the communication protocols within the ECC.

Examples of organizations with agency representatives include but are not limited to, the following:

- Alberta Health Services;
- Utility Providers;
- Contractors responsible for response priorities (e.g. debris removal, street cleaning, etc.); and
- Non-Governmental Organizations (Salvation Army, Canadian Red Cross, Search and Rescue, etc.).

ALBERTA EMERGENCY MANAGEMENT AGENCY (PROVINCIAL EMERGENCY COORDINATION CENTRE)

The DEM will normally request a representative from the Alberta Emergency Management Agency to be present in the ECC during an emergency.

The Agency Representative is responsible for updating the Provincial Emergency Coordination Centre. Requests to the Provincial Emergency Coordination Centre should go through the Agency Representative.

Other responsibilities include:

- Acting in a strategic advisory capacity; and
- Work with the Liaison Officer to meet the requirements of provincial government officials, as appropriate.

PROVINCIAL AND FEDERAL ELECTED OFFICIALS

The Reeve is responsible for providing formal updates to Provincial and Federal elected officials.

GOVERNMENT OF ALBERTA

The Municipality may be required to communicate directly with specific Ministers on response or early recovery operations.

Formal communication should go through the Reeve, or, if unavailable, the Deputy Reeve or other municipal elected official. If no elected officials are available, this communication should go through the CAO.

GOVERNMENT OF CANADA

Formal communication to request assistance from the Government of Canada must come from the Government of Alberta. This request shall be made through the Provincial Emergency Coordination Centre.

If the request is for assistance from the Canadian Armed Forces, this must go from the Government of Alberta to the Government of Canada.

COMMUNITY PARTNERS

County residents, businesses, schools, and community organizations all play a critical role in the County's comprehensive emergency management program. All levels of government rely on the ability of the entire community to prepare for, respond to and recover from an emergency event.

MITIGATION AND PREPAREDNESS

- Stay informed about local hazards and take necessary steps to prepare at a household, business, or organizational level,
- Stock and maintain emergency preparedness kits, and
- Sign up for Alberta Emergency Alerts.

RESPONSE

- Listen to warnings and advisories and follow directions from emergency officials,
- Refer to emergency information from official platforms belonging to LSAC and/or the province, and
- Avoid hazard areas to protect personal safety and allow for unhindered access by emergency response personnel.

RECOVERY

- Participate in recovery efforts

EMERGENCY SOCIAL SERVICES

Emergency Social Services (ESS) is a fundamental component of the larger emergency response. All components of ESS will use the Incident Command System (ICS). The Operations section will include a branch for the operating components of ESS, although ESS trained individuals will fill advisory roles throughout the ECC.

Activation of ESS will direct resources to meet the often urgent physical and personal needs of those members of the public that have been impacted by an emergency. ESS forms the bridge between the event and the installation of regular social services or recovery programs to take over this responsibility. The impact may be to individuals or entire communities.

ESS will have the ability to provide Reception Centres, and arrange for food services, lodging, clothing, personal needs and other volunteer services to those impacted.

ACTIVATION

The MEMP may be activated in part or in whole:

- by the **DEM or designate** when an emergency occurs that requires a coordinated and controlled response by Municipal departments or agencies;
- The **Emergency Advisory Committee (EAC)**;
- Any authorized member of the **LSAC Emergency Management Agency (EMA)**;
- On declaration of a **State of Local Emergency** in accordance with the Municipality's Emergency Management Bylaw; or
- On declaration of a **Provincial State of Emergency** in accordance with the Alberta *Emergency Management Act*.

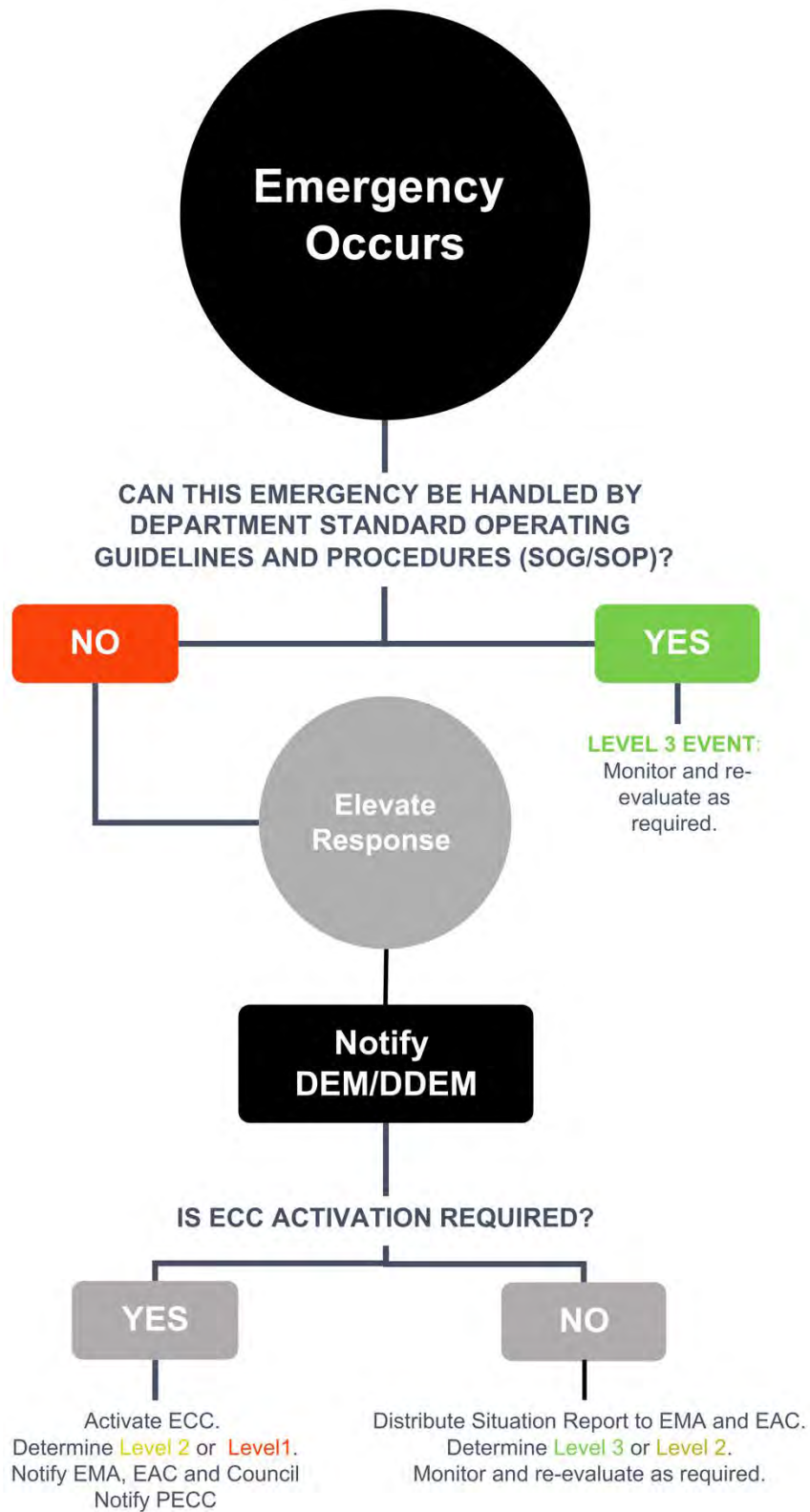
LEVELS OF ACTIVATION

Based on the incident happening, the Emergency Coordination Centre will operate at specific emergency levels of operations. A Level Three (3) emergency is the lowest level; a Level One (1) is the highest (worst case). It must be noted that the ICS system uses "incident typing" to categorize an emergency and are reflected in alignment to LSAC levels of activation in the below image.

Emergency Level	3	2	1
	ICS Incident Type: 5 & 4 Normal Operations – Steady State	ICS Incident Type: 4 & 3 Enhanced Steady State/Partial Activation	ICS Incident Type: 3, 2 & 1 Full Activation
Description	Normal monitoring of activities, when no incident or specific risk or hazard has been identified.	Certain staff or organizations are activated to monitor a credible threat, risk, or hazard or support the response to a new and potentially evolving incident.	Staffing is determined based on the incident objectives set and requirements of the ICP.
Staff	DEM, DDEM or designate	Staffing is determined based on the incident objectives set and requirements of the ICP.	All staffing is required including command and general staffing. Additional support may come from the regional IMT's and the Province to support multiple operational periods.

Chart 1 Developed in part from the National Incident Management System (NIMS) 2017. https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

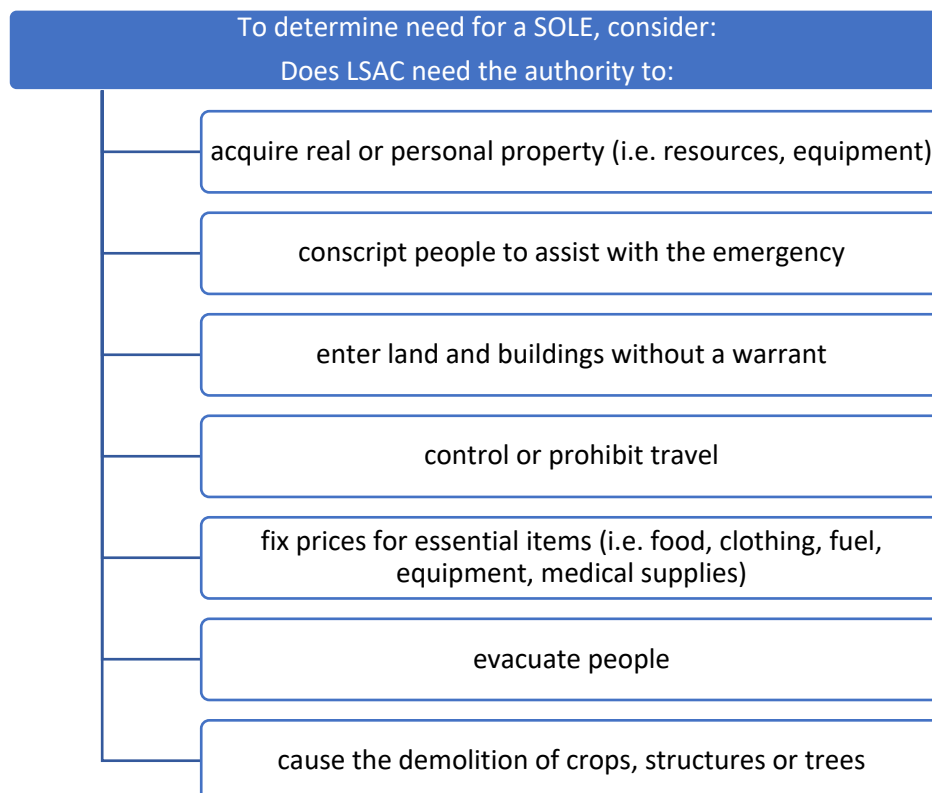
ACTIVATION DECISION TREE & NOTIFICATION



DECLARING A STATE OF LOCAL EMERGENCY (SOLE)

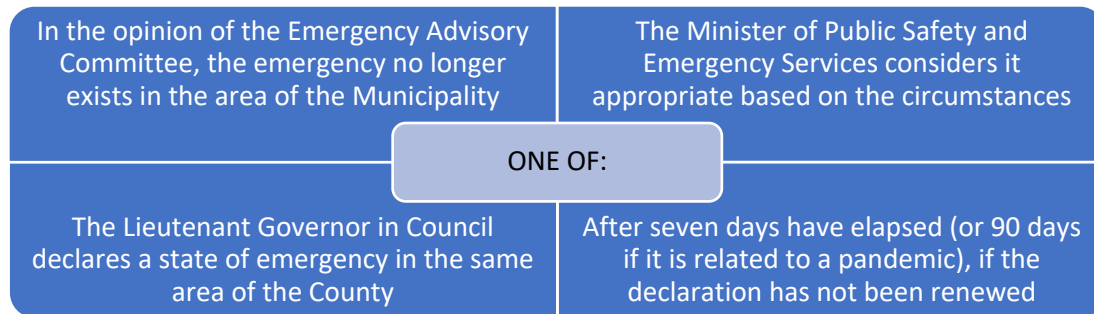
The Emergency Advisory Committee may, when satisfied that an emergency exists or may exist within the Municipality, may call a meeting without notice to declare a State of Local Emergency relating to all or any part of the County. Once a State of Local Emergency is declared the Emergency Advisory Committee must:

- 1** DEM presents to the EAC that an emergency exists or may exist.
DEM Identifies the nature of the emergency and the area of the municipality in which it exists.
- 2** Using the SOLE form (see Tactical Plans), write the details of the declaration.
Reeve to sign SOLE.
- 3** Forward a copy of the signed declaration to the Alberta Emergency Management Agency.
- 4** If the emergency exists seven days after the declaration of the State of Local Emergency, the Emergency Advisory Committee may renew it.



CANCELLATION/TERMINATION OF SOLE

A State of Local Emergency may be cancelled/terminated under the following circumstances:



PROVINCIAL STATE OF EMERGENCY

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

LSAC may request that the Government of Alberta declare a provincial state of emergency if the ability of the municipality to maintain direction and control of an emergency is completely overwhelmed or the need for external resources to support the municipality has not been met. This request would be made from Council to the Minister of Public Safety and Emergency Services.

Note: The decision to declare a provincial state of emergency is solely the discretion of the Government of Alberta. Municipalities can put in a request to the Provincial Emergency Coordination Centre to declare.

EMERGENCY COMMUNICATION AND WARNING CAPABILITY

Throughout all phases of emergency management, effective communication is crucial. Municipalities must keep the public informed throughout a crisis, including addressing response efforts, safety measures, and recovery steps. Transparent and timely communications help manage public expectations and reduce public anxieties.

MITIGATION AND PREPAREDNESS

- **Risk Awareness:** Educate the public about potential hazards and risks;
- **Preparedness Campaigns:** Promote emergency plans, kits, and drills;
- **Two-Way Communication Channels:** Establish and test reliable systems for sharing and receiving information (e.g., apps, social media, alert systems);
- **Partner Collaboration:** Coordinate messaging with local authorities, NGOs, and private partners; and

- **Cultural and Accessibility Considerations:** Tailor messages to diverse communities, ensuring inclusivity.

RESPONSE

- **Immediate Alerts:** Provide clear, actionable instructions for public safety (e.g., evacuation, shelter locations) by way of Alberta Emergency Alerts and municipal channels;
- **Real-Time Updates:** Maintain a continuous flow of accurate, verified information;
- **Rumour Management:** Address misinformation swiftly to maintain public trust;
- **Unified Voice:** Ensure consistency across agencies and spokespersons; and
- **Situational Adaptation:** Adjust messaging as conditions evolve.

RECOVERY

- **Resource Guidance:** Communicate availability of recovery services (e.g., housing, financial aid);
- **Emotional Support:** Share mental health resources and community support opportunities;
- **Celebration of Resilience:** Highlight community recovery progress to foster hope and unity;
- **Evaluate Communication:** Solicit feedback to improve future emergency plans; and
- **Long-Term Awareness:** Transition focus to rebuilding, mitigation, and preparedness for future risks.

OPERATIONAL FACILITIES

EMERGENCY COORDINATION CENTRE

The ECC is the facility where the necessary coordination takes place to ensure that there is an effective response and recovery. The County has adopted the Incident Command System as its incident management system for major emergencies.

The County does, however, acknowledge that it may need to adapt or modify the approach based on the local situation, the available resources and the agencies that may be responding to the incident.

Primary functions of the ECC:

- Provision of strategic guidance and support to the ICP and other subordinate Operational Sites in the community (e.g. Reception Centre);
- Gathering, analysing, sharing, and disseminating information to create a common operating picture;
- Coordinate assistance and resources required to support the response; and
- Developing key messages and coordinating communication between various stakeholders.

Activities in the ECC are led and managed by the DEM or their designate.

LSAC has a primary ECC located at the County Administrative Building. LSAC has a secondary ECC location at the Ste. Anne East Fire Station.

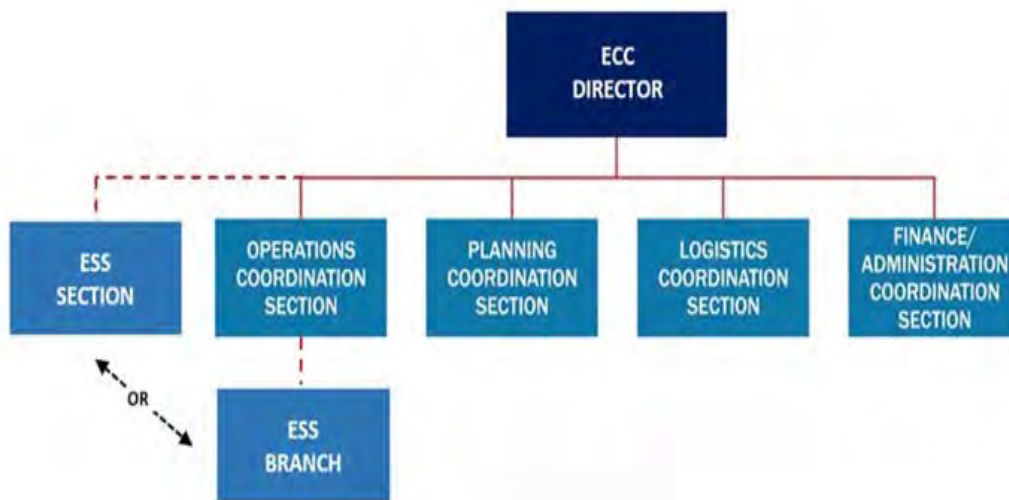
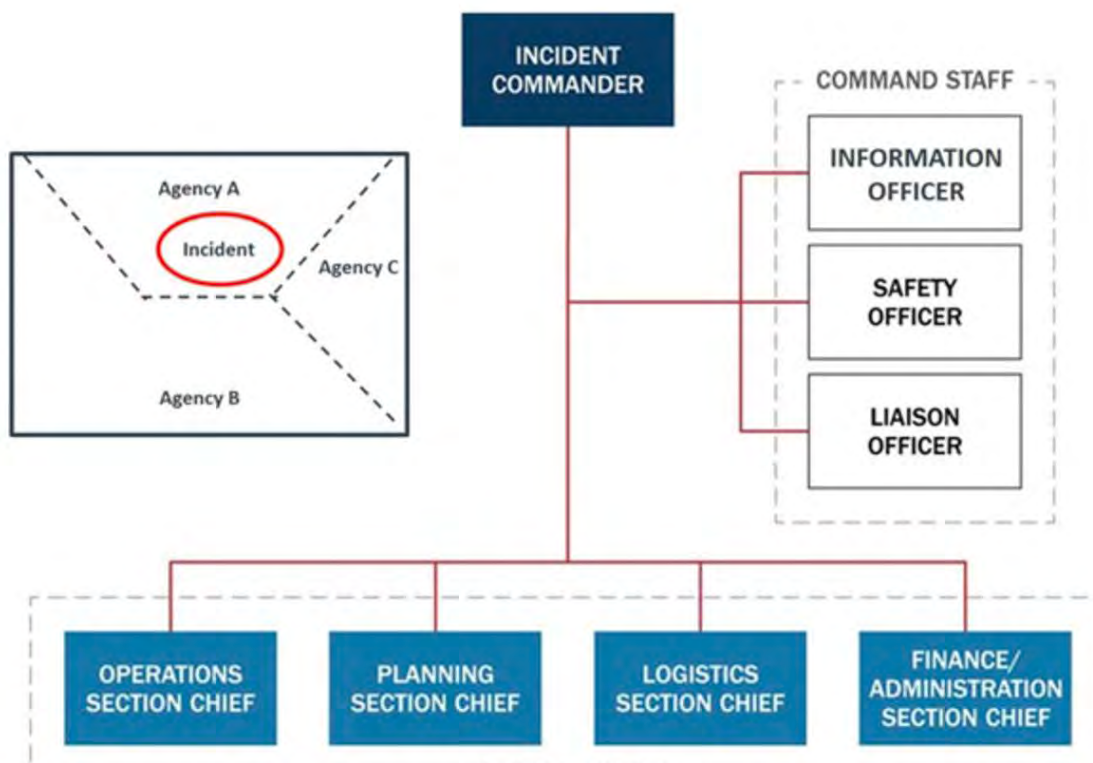


Figure 2 ECC Organization Chart (AIMS, 2024)

INCIDENT COMMAND POST

The ICP is situated at or near the scene of an incident and is the location from which the development, coordination, and execution of tactical plans occur. The Incident Commander oversees the ICP and is



Source 3 Alberta Incident Management System (2024)

responsible for providing updates to the Operations Coordinator Section within the ECC. If an ECC is not established, they shall provide updates to the DEM.

RECEPTION CENTRE

If an emergency requires the evacuation of residents, a Reception Centre/Information Centre will be established at the request of the ECC or Incident Command. The primary purpose of the Reception Centre is to preserve the physical and emotional well-being of evacuees impacted by an emergency.

The following services are available at the Reception Centre as needed:

- Reception Services
 - Meet and greet, registration and inquiry, referral and information;
- Essential Services
 - Food, shelter, clothing; and
- Personal Services;
 - Family reunification, medical assistance, mental wellness support, temporary pet care.

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to residents.

The County has identified several key facilities that will serve as “first” choice Reception and/or Registration and Inquiry Centres. As different events, such as extreme heat or a short-term event requiring momentary gathering space for displaced residents while an event is being mitigated, may require a specific facility to best suit the situation. A listing of potential reception centres is available in the [Tactical Plans](#).

PROVINCIAL DISASTER RECOVERY PROGRAM

The Disaster Recovery Program (DRP) provides financial assistance for uninsurable loss and damage caused by emergencies and disasters. After a disaster, the County can apply for a DRP. If the municipal application is approved, affected residents can apply for financial assistance. *Note: A State of Local Emergency (SOLE) does not have to be declared to receive financial assistance under a disaster recovery program.*

TRAINING AND EXERCISES

Training and exercises are a critical component of emergency preparedness and community resilience because it introduces and familiarizes personnel with their role in the event of an emergency. The Municipality offers training that includes, but is not limited to:

- Incident Command System;
- Emergency Coordination Centre and Incident Command Post; and
- Emergency Social Services.

Exercises form an important part of the process, as they provide the opportunity to assess the operational readiness of the organization and the effectiveness of various plans. Exercises provide an opportunity to identify areas for improvement, resource requirements, and role clarity. Training will meet minimum legislated requirements of the *Emergency Management Act* and *Local Authority Emergency Management Regulation*.

Audience	Basic Emergency Management (BEM)	ICS 100	ICS 200	ICS 300	ICS 400	Planning "P"	Elected Officials Course	DEM Course	Position - Specific
All LSAC Staff	(R)	(R)							
Incident Management Team (IMT)	(R)	(R)	(R)	(P)		(P)			(P)
Coordinator / Section Chiefs	(R)	(R)	(R)	(R)		(R)			(P)
DEM/DDEM	(R)	(R)	(R)	(R)	(P)	(R)		(R)	(P)
Council	(R)						(R)		

Legend: (R) Minimum Legislation Training (P) Preferred Training

TRAINING AND EXERCISE PLANNING

A training and exercise program (TEP) is intended to provide a framework for the organization to continue building up its capacity, capability and maturity in emergency response. This method provides a safe learning environment built around technical and leadership development principles and continuous improvement. This is achieved by identifying key personnel, critical roles, and minimum training requirements.

Training and exercise planning outlines the education and execution of increasingly complex aspects of emergency management training that support members in executing their duties effectively.

Training is critical to provide members with opportunities to practice emergency response protocols, tasks and functions so they have the space, time and support to learn, apply and practice their roles in a non-emergent environment. Mistakes are expected and seen as opportunities for continuous improvement at the individual level and the team and organizational level. Additional training is needed at prescribed frequencies based on the organization's hazard and risk vulnerability assessment and resulting risk treatments and potential regulatory requirements.

Exercise Type	Year One	Year Two	Year Three	Year 4
Discussion-Based	(R)	(R)	(R)	
Operations-Based				(R)*

(R) Minimum Legislated Exercising Requirement.

* If LSAC has activated, implemented and responded to an actual emergency or disaster within the previous four (4) years and completed an after-action report from that emergency, that actual event can

be considered in lieu of an operations-based exercise in accordance with the Local Authority Emergency Management Regulations.



Figure 3 Exercise Design Hierarchy & Strategy (TSI, 2023)

The County shall implement training and educational strategies via a multi-year TEP schedule, found in the [Tactical Plans](#). These plans outline competency-based training and educational curriculum to support the program, the frequency and scope of training, and the processes for maintenance of both the plans and associated training records.

The LSAC DEM, or designate, shall be responsible for the development, implementation and maintenance of these TEPs and all associated records:

MITIGATION AND PREPAREDNESS

- Identify gaps and skills required for staff;
- Develop scenarios addressing high-priority risks, utilizing a multi-year training and exercise plan;
- Engage stakeholders in exercise design and training sessions;
- Ensure delivery of regular training sessions, including ICS and emergency operations; and
- Ensure the preparation of clear, accessible training manuals and guides.

- Notify AEMA at least 90 days in advance of the minimum required operations-based exercise that occurs at least once every four (4) years; communicate the objectives, identify the participants and provide the date of the exercise.

RESPONSE

- Provide refresher training on critical roles and procedures as needed;
- Apply lessons learned from previous exercises in real-time response; and
- Support personnel with quick training adaptations for emerging challenges.

RECOVERY

- Address identified gaps from after-action reviews;
- Update TEP based on lessons learned during the emergency;
- Conduct training sessions to reinforce recovery roles and responsibilities;
- Incorporate recovery-focused training into regular programs; and
- Use feedback loops to refine training and exercise strategies.

CONTINUOUS IMPROVEMENT

EVALUATION

Program validation, evaluation, change management and continual improvement processes will be guided by previous After-Action Reviews, and a series of cumulatively progressive tests and exercises as prescribed by legislation and identified in the Training and Exercises section above.

PLAN REVIEW & REVISIONS

The County will review the MEMP and its components on an annual basis, and after every major emergency.

The DEM has the operational authority for maintaining all revisions and updates to this Plan.

The County's Senior Leadership, including members of the EAC, shall review the MEMP and any supporting plans and related documentation on an annual basis, at minimum, as outlined and confirmed in the Executive Summary.

PLAN DISTRIBUTION

The MEMP is a publicly available document to the extent that confidentiality supports. All paper versions of the MEMP are considered a copy only and cannot be guaranteed current. Overall responsibility for the MEMP and its storage and distribution rests with the DEM.

APPENDIX A: TACTICAL PLANS

This MEMP is supported by various additional documentation, plans, manuals, policies and procedures, organized by phase. Collectively, these are considered the tactical plans.

The detailed tactical plans listed within this MEMP are not publicly available due to the sensitive nature of their content. These plans contain specific operational details, resource allocations, and response strategies critical to ensuring the safety and security of the community during emergencies. Public disclosure of this information could compromise the effectiveness of emergency response efforts and pose risks to public safety. The Municipality remains committed to transparency and will share general preparedness and safety information to ensure residents are informed and prepared.

MITIGATION AND PREPAREDNESS

1. Critical Infrastructure & Protection Identification
2. Community Risk Identification and Hazard Analysis
3. Wildfire Preparedness Guides
4. Training & Exercise Plan
5. Mutual Aid Agreements and Memorandums of Understanding

RESPONSE

6. Activation & Notification Procedure
7. Alberta Emergency Alert Procedure
8. Contact List (IMT)
9. Contact List (Resources & Vendors)
10. ECC/ICP Staffing List
 - a. Position-Specific Checklists
11. ECC / ICP Locations and Room Set-Up
 - a. [ICS Canada Forms](#)
12. Crisis Communications Plan
 - a. Key Messages
 - b. AFRRCs SOP
13. ESS Plan
 - a. Reception Centre Locations
14. Evacuation & Shelter In Place Plan (Triggers)
 - a. Agriculture / Livestock Plan
 - b. Pets Plan
15. SOLE Procedure (Declaration, Renewal, Termination)
16. Specific Hazard Plans
 - a. Active Assailant Response Plan
 - b. Agriculture/Livestock Pandemic Plan
 - c. Airplane Incident Plan
 - d. Bridge Structural / Collapse Plan
 - e. Civil Unrest/Public Disorder Plan
 - f. Critical Incident Stress Management (CISM) Plan

- g. Critical Infrastructure Failure (Power, Water, Gas)
 - h. Cybersecurity/IT Failure Plan
 - i. Drought Plan
 - j. Earthquake / Ice Quake
 - k. Flooding Plan (Overland)
 - l. High-Intensity Residential Fire Plan
 - m. Mass Casualty Plan
 - n. Major Road Incident Plan
 - o. Pandemic Response Plan
 - p. Rail Incident Plan
 - q. Severe Weather (Summer) Plan
 - r. Severe Weather (Winter) Plan
 - s. Transportation of Dangerous Goods (TDG) Incident Plan
 - t. Wildfire Plan
 - u. Water Pollution / Contamination Plan
17. Donations Plan
18. Business Continuity Plan
19. Demobilization Plan

RECOVERY

- 1. Recovery Plan
- 2. Debris Management Plan

PLANS IN HIGHLIGHT ARE UNDER REVIEW OR DEVELOPMENT

APPENDIX B: ACRONYMS

AAR	After-Action Review
AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency
AFRRCS	Alberta First Responder Radio Communications System
CISM	Critical incident Stress Management
DEM	Director of Emergency Management
DDEM	Deputy Director of Emergency Management
DRP	Disaster Recovery Program
ECC	Emergency Coordination Centre
EM	Emergency Management
EMA	Emergency Management Agency
EAC	Emergency Advisory Committee
EMS	Emergency Medical Services
ESS	Emergency Social Service
ICP	Incident Command Post
ICS	Incident Command System
IO	Information Officer
LSAC	Lac Ste. Anne County
MEMP	Municipal Emergency Management Plan
NGO	Non-Governmental Organization
PECC	Provincial Emergency Coordination Centre
RCMP	Royal Canadian Mounted Police
SLT	Senior Leadership Team
SOP	Standard Operating Procedure
TEP	Training & Exercise Plan

APPENDIX C: DEFINITIONS

Alert	A phase of emergency response in which there is a possibility of an emergency occurring within the near future. During the “alert” phase of the response, selected Emergency Coordination Centre personnel monitor the situation and provide information and instruction to departments, agencies, and public as needed.
All-Hazards	An all-hazards emergency management approach looks at all potential risks and impacts, natural and human-induced (intentional and non-intentional) to ensure that decisions made to mitigate against one type of risk do not increase our vulnerability to other risks.
Council	The Municipal Council of Lac Ste. Anne County.
Deputy Director of Emergency Management	The Deputy Director of Emergency Management or designate.
Director of Emergency Management	The DEM performs several key functions on behalf of their respective emergency management agency, the most notable being to act as director of emergency operations and to coordinate all emergency services and other resources in an emergency. This does not however mean that the DEM must automatically assume the role of Incident Commander during an emergency.
ECC Director	Person responsible for the ECC and all its functions.
Disaster	A disaster is a natural or man-made (or technological) hazard that has come to fruition, resulting in an event of substantial extent causing significant physical damage or destruction, loss of life, or drastic change to the environment. Disasters are beyond the capability of the County to handle with its own resources.
Emergency	Any occasion or instance that warrants action to save lives and protect property, public health and safety, and/or the environment.
Emergency Management	Plans, measures and programs pertaining to the mitigation of, preparedness for, response to, and recovery from, all-hazards, both natural and human induced.
Emergency Management Act	The provincial government legislation pertaining to Emergency Management in Alberta.

Emergency Management Bylaw	A municipal bylaw developed under the authority of the Emergency Management Act respecting Emergency Management within Lac Ste. Anne County.
Emergency Management Agency	The Director and Deputy Director of Emergency Management, as well as members of the Senior Leadership Team, and those others requested to attend meetings. Responsibilities of the Agency are outlined in the County's Municipal Emergency Management Bylaw.
Emergency Advisory Committee	The Reeve and all Council as appointed by Council at their annual organizational meeting. Responsibilities of the Committee are outlined in the County's Municipal Emergency Management Bylaw.
Emergency Coordination Centre	The protected facility from which civil officials coordinate, monitor, and direct emergency response and recovery activities during an emergency or disaster.
Emergency Preparedness	A continuous cycle of planning, training, resourcing, exercising and evaluating to ensure measures are in place to efficiently and effectively respond to and recover from potential impacts from all present hazards.
Emergency Response	Measures are undertaken, immediately after an emergency, to save lives and limit impacts on property, the environment and the economy.
Emergency Social Services	The provision of services required to preserve the well-being of people affected by an emergency event such as food, lodging, clothing, personal care, pet care, and psychosocial care.
Evacuation	Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.
Hazard	Any potential source of damage, harm or adverse effects on people, property, the environment and/or the economy.
Incident Commander	Within the Incident Command System, the person responsible for all aspects of an emergency response including developing incident objectives, managing incident operations, directing the application of resources and ensuring safety of all persons involved in response efforts.
Incident Command System	A standardized on-scene emergency management concept specifically designed to allow users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
Incident Command Post	A location from which the Incident Commander directs the site response to the emergency.

Local Authority	Municipal Council of Lac Ste. Anne County.
Mitigation	Efforts made in advance of an emergency event to reduce or eliminate the potential impacts of a present hazard on people, property, the environment and/or the economy. Mitigation measures can be either structural (dykes, levees, floodways, etc.) or non-structural (building codes, planning, etc.).
Preparedness	Any activity taken in advance of an emergency that develops operational capabilities and facilitates an effective response in the event of an emergency or disaster.
Recovery	The coordinated process of supporting individuals, communities and organizations impacted by emergency events in the reconstruction of physical infrastructure and the restoration of emotional, social, economic and physical well-being.
Response	Any activity taken immediately before, during or directly after an emergency occurs to save lives, minimize damage to property, and enhance the effectiveness of recovery.
Risk	The chance or likelihood of an occurrence based on the vulnerability and known circumstances of a community.
State of Local Emergency	Means a resolution or order of a local authority under Section 21 of the Emergency Management Act.
Vulnerability	The concept that links the relationship that people have with their environment to social forces and institutions and cultural values. The extent to which a community can be affected by the impact of a hazard, usually measured in relation to the presence of resources and capital infrastructure which serve to increase community resilience.

APPENDIX D: HAZARDS LISTING

TYPES OF EMERGENCIES & DISASTERS	HAZARDS
NATURAL HAZARDS CLIMATOLOGICAL METEOROLOGICAL	A potential incident resulting from acts of nature: • Severe Weather • Damaging Winds • Tornado • Ice Storms • Blizzards • Wildland Fires
BIOLOGICAL HAZARDS HUMAN EPIDEMICS AND PANDEMICS AGRICULTURAL EPIDEMICS AND PANDEMICS	• Infectious Disease Outbreak • Pandemic
TECHNOLOGICAL HAZARDS INFRASTRUCTURE HAZARDS TRANSPORTATION HAZARDS STRUCTURAL FIRES AND FAILURES POWER FAILURES TELECOMMUNICATIONS SYSTEM FAILURES COMPUTER NETWORK FAILURES CRITICAL WATER OR SEWER SYSTEM FAILURES INDUSTRIAL FAILURES MAJOR GAS DISRUPTION LINE (MAIN) BREAKS	Hazards that result from failures in the physical things humans have made. There is no question that human activity is the major contributing factor. Infrastructure hazards are the potential failure of processes, systems, facilities, technologies, networks, assets, and services essential to health, safety, security, or economic well-being: • Power/Water Systems • Sewage System Capacities • Motor Vehicle Collisions • Hazardous Material Release
INTENTIONAL HAZARDS CIVIL INCIDENTS CRIMINAL ACTS (VIOLENT & NON-VIOLENT) CYBER ATTACKS TERRORISM WAR HUMANITARIAN CRISES COMPLEX HUMANITARIAN EMERGENCIES	These hazards do not result from negligence, oversight, or mother nature. A potential incident resulting from the intentional actions of an adversary: • Explosions • Civil Unrest & Disorder • Blockade Of Major Roadways • Violent Acts/Terrorism/Cyber Attack

APPENDIX E: JOINT INFORMATION SYSTEM

