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Sunshine Coast Emergency Response and Recovery Plan

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Preface:

About This Plan

The Sunshine Coast Emergency Program (SCEP) is a joint program of all four local governments on the Sunshine Coast: the Sunshine Coast Regional District, the District of Sechelt, the Town of Gibsons, and the Sechelt Indian Government District.

The purpose of this emergency response and recovery plan is to provide **guidance** to respond to and recover from emergencies and disasters on the Sunshine Coast.

It is neither the purpose of this plan nor the role of the Emergency Operations Centre (EOC), to direct agencies in how they will perform their task. Instead, it is to provide support for those agencies in carrying out their duties.

This material is one component of the emergency program and is only effective if inter-agency training and exercising has been previously completed and EOC staff is familiar with the contents.

It can be argued that the process of planning is more important than the resulting written document.

Use of This Plan

This plan is provided in an electronic format only. Due to the many hyperlinks within this document and to additional resources, this electronic version is likely more efficient and easier to use than that of a printed edition. Should a printed copy be required, this plan has been formatted to be printed on both sides of a page thus there are some blank pages in order that the start of a section will always begin on the right hand side of the page.

Hyperlinks to additional resources that include provincial and federal contingency plans are easily identified. The reference will begin with "See" followed by an underlined reference. If there is not an electronic link the reference will begin with, "Refer to." The non-linked resources are maintained by the Emergency Program Coordinator.

This Emergency Response and Recovery Plan is in a folder, "2009 Emergency Plan" with all the linked documents however the linked files are **hidden**. Moving this plan from this folder will break those links. Also, this plan and all linked word documents are password protected in order to prevent unauthorized changes.

1 Overview

Introduction

This Plan is for the use of all members of the Sunshine Coast Emergency Program in the event of a major emergency. These **guidelines** represent a recommended best practice for local authorities and conform to the British Columbia Emergency Management System (BCEMS).

Purpose and Scope

This Plan guides the operations, organization, responsibilities, and coordination necessary to provide for effective response and recovery from major emergencies or disasters on the Sunshine Coast. It does address incidents that may cause damage of sufficient severity and magnitude to warrant execution of all or part of this Plan. It does **not** address emergencies that are normally handled at the scene by the appropriate first responder agency, i.e. police, fire, and ambulance.

Emergency Response Organization

The Sunshine Coast Emergency Program utilizes the BCEMS Site and Site Support Standard as its organizational structure. An Incident Commander is always present to oversee site activities, and an Emergency Operations Centre (if required) is activated to oversee and coordinate all off-site activities. To support the Sunshine Coast, a Provincial Regional Emergency Operations Centre (PREOC) may be established to provide support and coordination. If a PREOC is established, then the Provincial Emergency Coordination Centre (PECC) in Victoria is also established. The level of staffing of each centre will be dictated by the requirements of the event. Figure 1-1 on page 1-3 illustrates this structure.

Additionally, an overview chart of the Sunshine Coast Emergency Program is provided in Figure 1-2 on page 1-1.

Incident Command Post (ICP)

The Incident Command Post (ICP) is the location from which the Incident Commander directs the response to the emergency. This ICP may be nothing more than a Police car, ambulance or fire apparatus. It is also the location to which all responders initially report for incident briefings and assignments. In larger, more complex and extended duration incidents, consideration should be made to relocate the ICP to larger quarters. This could include a fire hall, recreation centre or other similar structure. Incident objectives, strategies and tactics are formulated and directed from the ICP

Emergency Operations Centre (EOC)

In larger complex incidents, responders at the site of the emergency may require policy, coordination, and resource support.

The EOC provides policy direction to the Incident Commander, who is at or near the site of the emergency. The EOC also coordinates resource requests from the site and manages all offsite activities.

The EOC may be activated at the request of the Incident Commander or agency executive, such as a Fire Chief, RCMP Detachment Commander, BCAS Unit Chief, or Public Works Director.

Ministry Regional Operations Centre (MROC)

Provincial agencies that require unique support for their operations may establish a provincial Ministry Regional Operations Centre (MROC). An MROC is primarily concerned with supporting the operations of the provincial agency and ensuring regular activities continue. The MROC will focus on issues such as obtaining, coordinating and directing highly specialized resources for the agency to fulfill its mission. The PREOC's relationship to an MROC is usually one of support or assistance in facilitating resources or actions at the request of the MROC Director. On the Sunshine Coast, the most likely provincial agency to establish a MROC would be the BC Forest Service, Protection Branch during a wildfire response. The Forest Service may call their MROC a Ministry **Zone** Operations Centre (MZOC).

Provincial Regional Emergency Operations Centre (PREOC)

The Emergency management BC (EMBC) establishes a PREOC that coordinates, facilitates and manages information, policy direction, and provincial resources to support local authorities and provincial agencies responding to an emergency. This level, in conjunction with the provincial central coordination level, integrates overall provincial support to the incident. When an EOC is activated, then the PREOC in that region is also activated.

The operation of one or more Provincial Regional Emergency Operations Centre's (PREOCs) is initiated in order to support the response by local authorities or agencies. PREOCs do not normally communicate directly with Incident Commanders at the site, but communicate with the Site Support Level (Sunshine Coast EOC) to help coordinate agency operations. There is a dedicated PREOC located at Green Timbers, 14275 96th Avenue, Surrey, British Columbia.

Figure 1-1: BCEMS levels

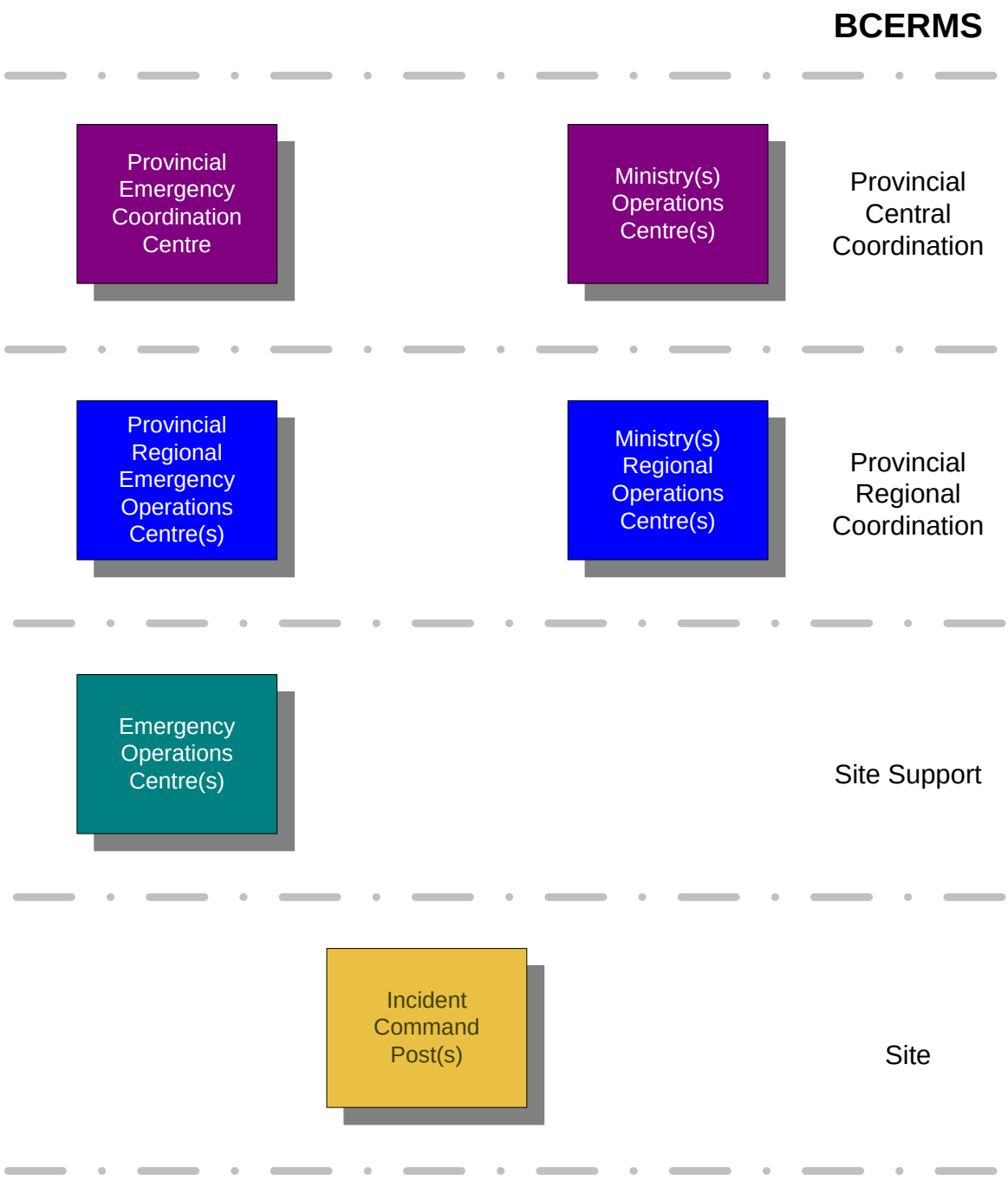


Figure 1-2: Sunshine Coast Emergency Program (SCEP) Overview

2 Management

Our Primary EOC

The Sunshine Coast Emergency Program's primary EOC is located in the SCRD office complex located at 1975 Field Road, Sechelt. As seen in the attached map, a number of partner agencies are located in close proximity to the EOC which itself is near the airport. These agencies include BC Hydro, Telus, the SPCA, 91.7 FM Coast Radio, Capilano Highways, Airspan Helicopters and the Sechelt Fire Base of BC Forest Service. During a disaster, there may be a need to use some or all of their resources.

See Figure 2-1: Map of the Wilson Creek area of Sechelt. on page 2-3

The EOC floor plan and EOC specifications such as generator capacity are currently under development.

Our Alternate EOC's

An alternate EOC is the emergency program trailer located in the SCRD Public Works/Transit Yard located at 6470 Wigard Road in West Sechelt. See Figure 2-2: Map of Alternate EOC Site in West Sechelt on page 2-4

Another alternate EOC is located in the SCRD Satellite Office located at 12828 Lagoon Road in Madeira Park. This office is across the street from the Painted Boat Spa and Marina Resort that has a restaurant and other amenities.

See photograph of the Pender Harbour office at Figure 2-3: Egmont/Pender Harbour EOC on page 2-5

Additionally, there is the Mobile Command Unit (MCU) also known as the Search and Rescue response vehicle that can be driven to a particular location as required. This vehicle is housed at 1975 Field Road, Sechelt.

Emergency Hospital

The Sunshine Coast has a 200 bed Emergency Hospital that is stored in containers in Gibsons. To view the purpose, scope and capability of this critical asset as well as other information, see the Emergency Hospital Information manual.

Additionally, there are two medical Casualty Collection Units (CCU's) on the coast with one in Roberts Creek and the other in Madeira Park. To view their contents, see the Casualty Collection Inventory list.

Figure 2-1: Map of the Wilson Creek area of Sechelt.

Figure 2-2: Map of Alternate EOC Site in West Sechelt

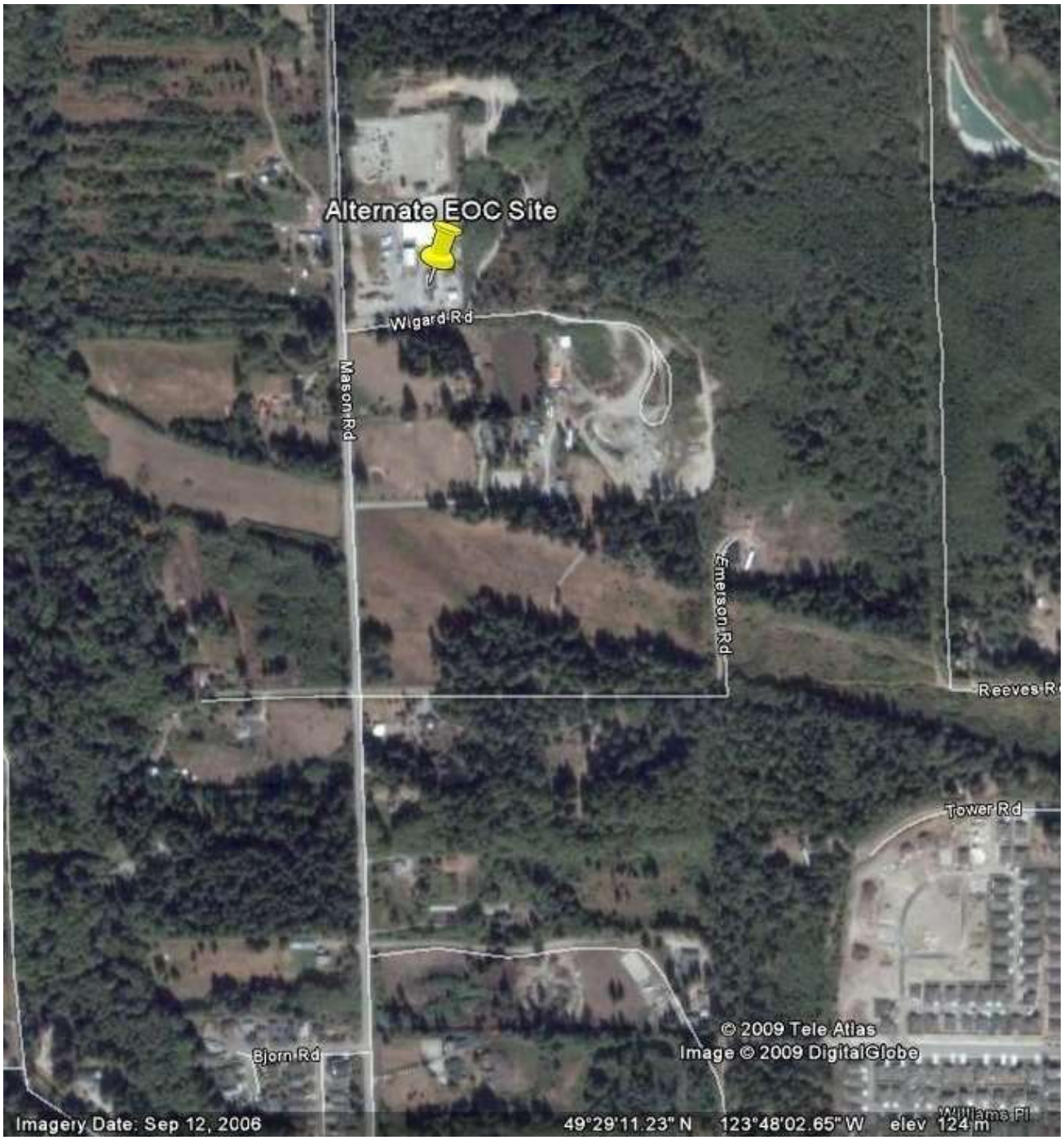
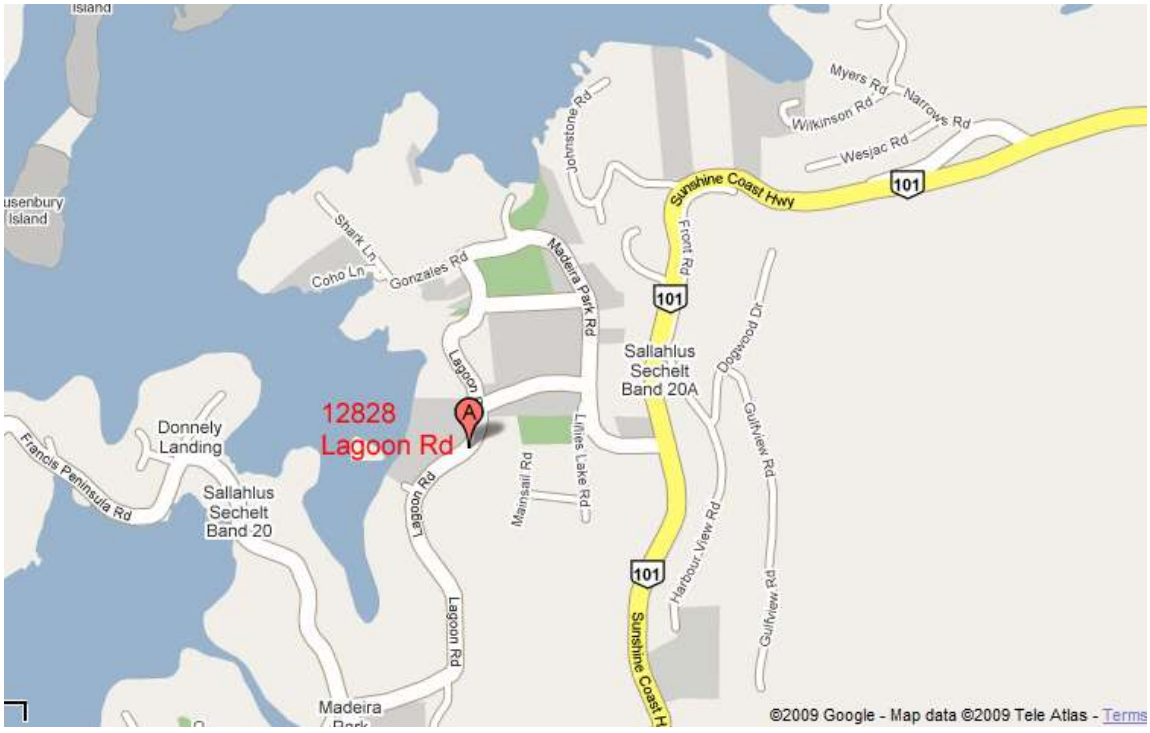


Figure 2-3: Egmont/Pender Harbour EOC

Figure 2-4: Map of Egmont/Pender Harbour EOC location



Role of the EOC Management Team

The management of the initial phases of a major emergency is the most critical. Actions and decisions taken early on will dictate the success or failure of future emergency activities.

It is the role of the EOC management team to ensure that site support activities are coordinated and that agencies have sufficient resources and direction to accomplish their missions.

EOC Organization

The EOC management team is comprised of the EOC Director, Management Staff and the General Staff.

The team must also ensure that response agencies are cooperating and that an early exchange of information is occurring prior to a major mobilization of resources.

First In

NOTE: The first individual to enter the EOC upon activation is automatically deemed to be the EOC Director and must be prepared to establish command. If the individual is not qualified to fill this position, they must prepare to transfer command to the first qualified person to arrive. In order to assist this person, see the EOC Activation and Set-up checklist.

EOC Security

During a major emergency, it is important to provide a secure workplace for the staff of the EOC. There is a natural tendency for many people to congregate and learn the latest information on the event. This can be very disruptive to the people operating in the EOC.

It is the responsibility of the Facilities Unit Coordinator to provide security services to all aspects of the EOC.

Employees, contractors, or volunteers may provide these services. A sign in / sign out system and identification tags should be initiated for any long-term operation.

First Aid

First Aid services that meet WorkSafe BC regulations must be provided for all EOC staff.

An ambulance should be called in all cases while first aid is being administered if there is any doubt about the seriousness of the case.

EOC Staff Care

EOC management must consider the circumstances of each emergency and make suitable provisions for the rest and rehabilitation of personnel under their control. Each EOC staff member should receive a copy of "Welcome to the SCRD EOC".

At an EOC, these provisions should include the ability to access medical attention quickly, food and fluid replenishment and an area of quiet and rest.

During an activation lasting more than a day or two, consideration should be given to providing a nutritious variety of food and beverages rather than relying upon items such as fast food and coffee. Additionally, each meal should offer a vegetarian option.

All supervisory personnel shall maintain an awareness of the physical and mental condition of personnel operating within their span of control and shall ensure that adequate measures are taken to provide for their safety and health. Supervisory staff will ensure that fatigued or stressed personnel are put on out-of-service status until safe to return to their position.

Critical Incident Stress

In addition, supervisors will ensure critical incident stress services are available to staff in the EOC as needed. Disaster Stress and Trauma Response Services (DSTRS) volunteers provide psycho-social response services for citizens and emergency responders impacted by emergency and disaster situations. To activate DSTRS, make a request through your EOC or the PREOC.

See the SCEP, Critical Incident Stress Management Guidelines.

Also see the Guide for Maximizing Stress Resilience

CISM helpful information handout.

EOC Administration

Staffing

The EOC must function on a 24/7 basis from activation until de-mobilization. The EOC Director will determine appropriate staffing for each activation level based upon an assessment of the current and projected situation. While the immediate solution may be to establish several complete shifts for the duration of operations, there are seldom the resources or facilities to sustain this approach. General and Management Staff positions in the organization should be filled by designated qualified individuals. Initially, all positions may be staffed by the available individual most qualified in the function to be performed.

Transfer of Responsibilities

When a staff member transfers their responsibilities to another, a simple but formal transfer briefing will be required. Shifts, therefore, should overlap by 15 minutes or so to prevent a staff position from being inadequately relieved. A transfer briefing should summarize the activities of the past shift, identify "open" incidents or activities, and if time permits, be accompanied by a short written summary of the same information for later use during the operation or at a post-operation debriefing.

Reduced Staffing

Based on the previously described **Activation Levels**, all positions required will be staffed to allow 24 hr. operation, after which reduced-strength options can be considered for implementation on a section by section basis, such as:

- Duty Officer(s) - a reduced staff of one or two persons handles all incidents affecting a section. This system requires experienced personnel and is particularly useful during periods of reduced activity.
- Reduced Staffing- the branch staff work longer shifts or with fewer people than would usually be attempted in order to provide relief to some others. This is appropriate to allow short breaks for meals, etc. Reduced staffing can also be used to permit other staff activities to occur, such as a VIP briefing or a field visit.
- Partial Stand-down- a branch or section within a branch may be left unmanned temporarily to suit reduced activity levels. This approach may be possible during night hours when supported (or supporting) functional organizations cannot operate, and as response operations cease.

- Other Considerations
  - ***Staff Rest***. Time must be allowed for rest, meals, etc.
  - ***Labour Relations***. Rules and regulations regarding safety and over-time, etc. are not suspended during the emergency.

EOC Evacuation

In the event that the EOC must be evacuated, all staff is responsible for ensuring sensitive materials are properly secured before evacuating the building. However, in life-threatening situations, safety shall take precedence over other priorities.

Meals/Overtime

In the event that a portion or all of the EOC is activated, employees may be required to work regular hours during non-regular shifts (i.e. evening, night or weekend instead of a regular weekday shift). Depending on operational requirements, personnel may be required to work overtime as well.

If an emergency requires employees to be called in on short notice they should be compensated in accordance with the provisions of the appropriate collective agreement.

In accordance with the provisions of the appropriate collective agreement, employees are usually entitled to a meal break during their shift. Therefore, managers should make every effort to ensure staff have an opportunity to rest and eat meals AWAY from their workstation.

Theft/Vandalism

All incidents of theft or vandalism must be reported immediately to the Risk Management Officer.

Media and Public Relations

Information Demand

During major emergencies, demand for information is often overwhelming. Local media require information to provide emergency instructions and situation reports to the public. Provincial and national media will demand information and will play a role in informing distant relatives of the situation. It is therefore imperative to work cooperatively with the media to achieve the goals of all concerned.

See Sunshine Coast Emergency Program's, SCEP Emergency Information Plan.

Information Officer

In a major emergency, the Information Officer in the EOC plays a vital role. This function manages and coordinates all public and media information needs. This position may have several assistants from various agencies/jurisdictions. **The EOC may request through EMBC, a media specialist from the Provincial Affairs Bureau to assist in the EOC.** It is important to remember, there is only one Information Officer. Multiple sources of information may confuse the public and could lead to serious life threatening consequences. The Information Officer must ensure that the Policy Group is kept informed and utilized whenever possible. The Information function is responsible for media relations, public information and internal information.

During major emergencies, the Information Officer should coordinate with the Information Officer at the PREOC and any other local governments for the release of all public information.

Public Notification

The Sunshine Coast Emergency Program has an agreement with Coast-FM (91.7) Radio to provide public notification broadcasts during a disaster**.**

Coast radio is physically located at 1877 Field Road just a few blocks from the SCRD office/Primary EOC thus reducing any communication problems between the two agencies.

To view the 24 hour contact information for the radio station, see Coast FM 24 hour emergency contacts.doc.

3 EOC Activation and Response

Three Levels of Response Activation

This Plan recognizes three levels of potential activation. The term "event" is used to describe an occurrence based on one of the 57 identified hazards in BC. An "incident" defines one or more occurrences that happen as the direct result of an event. For example, an earthquake is the event; any resulting fires, explosions etc. are incidents within the event.

Level 1

Level 1 reflects events that are normally managed by agencies on a regular basis, however there is potential for the event to escalate and requires monitoring only. There is little or no need for site support activities and the event will be closed in a relatively short time.

Level 2

Level 2 events are emergencies that are of a larger scale or longer duration and may involve limited evacuations, additional or unique resources or similar extraordinary support activities.

This level requires the notification of the EOC management team and possibly a limited activation of the EOC.

Level 3

Level 3 events are of large magnitude and/or long duration or may have multiple sites that involve multi-agencies and multi-government response.

This level requires the notification of the EOC team, and activation of the EOC.

Response Goals

The BCEMS supports a prescribed set of response goals, set out in priority as follows:

1) Provide for the safety and health of all responders
2) Save lives
3) Reduce suffering
4) Protect public health
5) Protect critical infrastructure
6) Protect property
7) Protect the environment
8) Reduce economic and social losses

All Action Plans will take these goals into consideration.

Management by Objectives

The management by objectives feature of ICS means that each BCEMS level establishes objectives to be achieved for a given time frame, known as an "operational period." These objectives always relate to the response goals stated earlier. An objective is an aim or end of an action to be performed. It is commonly stated as "what" must be done. Each objective may have one or more strategies and performance or tactical actions needed to achieve the objective. Strategies are commonly stated as "how" actions should be performed. The EOC does not concentrate on tactics. It does however; concentrate on establishing priorities that objectives may be based on.

Operational Periods

An operational period is the length of time set by Command at the site level, and by Management at the EOC, to achieve a given set of objectives. The operational period may vary in length and will be determined largely by the dynamics of the emergency situation. In the early stages of an event when information is sketchy, the operational periods tend to be relatively short such as a few hours. An operational period should not exceed 24 hours at the EOC level.

Action Planning

There are two general types of action plans in BCEMS. At the site level, verbal or written incident action plans contain **objectives**, **strategies** and **tactics** for one operational period. At the site support level, action plans address the **policies** and **priorities** that support the Incident Commander at the site.

For small incidents of short duration at the site level, an action plan does not have to be written. However, when several jurisdictions are involved, resources from multiple agencies are required or the incident will require changes in shifts of personnel over another operational period, the action plan should be written.

At the site support level (EOC), the use of action plans provides personnel with knowledge of the policies and priorities to be achieved and the steps required for achievement. Action plans are an essential and required element in achieving objectives under BCEMS.

Action Planning Process

Sound timely planning is the foundation of effective incident and emergency management. The planning process is an established method of strategic planning that includes all steps taken by the EOC Director and their staff to produce an Action Plan.

The planning process begins with the rapid planning effort of an initial response IC and can be improved over the life of the event by implementing the formalized steps at all levels.

Planning goals and five primary steps can guide the systematic mental process of the EOC Director and of the various members responsible for developing the written plan.

Planning Goals

Clear planning goals are essential in guiding the decision process of individuals as well as the collective planning activities of incident/emergency management teams. The planning process should provide:

1. Current information that accurately describes the situation
2. Predictions of the probable course of events in incident/disaster dynamics and mitigation actions.
3. Alternate strategies for all vital incident objectives
4. An accurate, realistic Action Plan for the next Operational Period.

Planning Steps

Five primary steps must be followed in sequential order to ensure a comprehensive action plan. Managing this information process in a systematic way is as important to the initial IC as it is to the EOC Director. These five steps include:

1. Understand the Situation
2. Establish Priorities, Objectives and Strategies
3. Develop Plan
4. Prepare Plan
5. Evaluate the Plan

Planning Meeting

The Planning Section Chief has the primary responsibility to conduct the planning meeting. The following steps will assist in conducting the meeting.

Step 1 Provide a Situation Report and conduct the meeting: Planning Section Chief.

Step 2 State the emergency priorities, policies and objectives: EOC Director.

Step 3 State primary and alternative strategies to meet objectives: Operations Section Chief with contributions from the Planning Section and Logistics Section.

Step 4 State assignments and actions necessary to implement the strategies: Operations Section Chief with contributions from Planning and Logistics sections.

Step 5 Consider additional support plans such as evacuation, traffic, etc. Planning Section Chief with support from appropriate Sections.

Step 6 Finalize, approve and implement the Action Plan: Planning Section Chief finalizes the plan. The EOC Director approves it and the General Staff implement the plan.

The time allotted for the meeting will vary depending on the emergency; however it should be kept as short as possible. All participants must come prepared for the meeting and able to commit their section or agency to the plan requirements. Radios and telephones should be silenced for the duration of the meeting.

Plan Components

The EOC Action Plan may consist of some or all of the following:

- EOC Priorities and Objectives
- Organization Chart
- Assignment Lists
- Communications Plan
- Air or Special Operations Summary
- Traffic Plan
- Risk Management Plan
- Maps, weather reports, etc.

Once the plan is approved, it is the Documentation Unit's responsibility to compile and distribute the Action Plan.

Plan Implementation

The General Staff and Management Staff will assume responsibility for implementing their respective portions of the plan.

Action Plan Evaluation

The planning process should include a way to provide for ongoing evaluation of the plan's effectiveness. It is not enough to simply complete the plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the EOC Director approving the plan for release, the General Staff should review the plan's contents to ensure it accurately reflects the current situation. This is done because some time may have elapsed between plan development and release.
2. During the Operational Period, The EOC Director, the Planning and Operations Section Chiefs should regularly assess work progress against the priorities, objectives and strategies called for in the plan. If deficiencies are detected, they should be immediately rectified.
3. The Operations Section Chief may make expedient changes to the plan if required to protect or save lives.

4 EOC Functions

The BCEMS states that:

An Emergency Operations Centre (EOC) is the location from which site support level activities take place. The EOC is activated by incident commanders or by senior officials within the jurisdiction as named in the jurisdiction's emergency Plan.

An EOC shall be capable of serving as the central point for:

Coordination of all the jurisdiction's emergency operations, information gathering and dissemination, and Coordination with other jurisdictions and the provincial regional coordination level of BCEMS. An EOC shall provide for the following five functions: management, operations coordination, planning, logistics, and finance/administration. These functions are to be the basis for structuring the EOC organization. The chart below summarizes the roles that are served by these five *functions.*

EOC Function	Role in EOC
Management	Responsible for overall emergency policy and coordination through the joint efforts of government agencies and private organizations.
Operations	Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the jurisdiction's action Plan.
Planning	Responsible for collecting, evaluating, and disseminating information; developing the jurisdiction's action Plan in coordination with other functions; maintaining documentation.
Logistics	Responsible for providing facilities services, personnel, equipment and materials.
Finance/ Administration	Responsible for financial activities and other administrative aspects.

Span of Control

Span of Control is the number of personnel being supervised by any one individual. The recommended ratio is 5 to 7 for each supervisor. When span of control is exceeded in planning, logistics, and finance / administration, ICS organization elements may be activated. If span of control in operations becomes a problem, then a Deputy Operations Section Chief may be appointed. Functional branches, groups, and units may also be established.

Titles

The supervisor of each organizational element in the EOC has the following titles:

EOC Director
Section Chief
Branch Coordinator
Group Coordinator
Unit Coordinator

General Staff

The Chiefs for operations, planning, logistics and finance / administration constitute the EOC General Staff. The EOC Director and General Staff function as the EOC management team. The General Staff are responsible for:

- Overseeing the internal functioning of their section
- Interacting with each other, the EOC Director, and other entities within the EOC to ensure the effective functioning of the EOC organization.

Management Staff

The EOC Director may appoint persons to fill the EOC staff positions of Risk Management Officer, Information Officer, and Liaison Officer.

Policy Direction

A Policy Group, consisting of elected officials of the Sunshine Coast Governments may be established to provide policy direction to the EOC Director.

The EOC also communicates information, seeks clarification of provincial policy, and resource needs with the next higher level of BCEMS, which is the PREOC.

EOC Structure

The EOC structure for a fully developed response organization is shown in Figure 4-1: EOC Organization Chart on page 4-4. Also see Figure 4-2: Blank EOC Organization Chart on page 4-5.

It is important to remember that not every function will be filled or addressed in every emergency.

The situation at hand will dictate the functions required. As a minimum, an active EOC requires only an EOC Director. Other functions will be staffed as needed.

The Emergency Program Coordinator ensures that the EOC is ready for use on short notice by establishing a regular maintenance and testing schedule.

The EOC should contain information display materials, telecommunications and any additional supporting equipment, materials, and supplies required to ensure efficient operations and effective emergency management on a 24-hour per day basis. In addition, power generation capabilities and other such special facilities to allow continuous operations apart from normal public utilities and services may be installed.

Position Checklists

There are checklists for all functional positions required to staff the EOC in a major emergency.

It is important to note that not all positions are required for all emergencies.

Only those positions that are needed to effectively handle the emergency should be staffed. The checklists are to be used in conjunction with the hazard-specific checklists provided in Hazard-Specific Roles and Procedures that start on page 8-1

Checklists have been proven to be an effective tool during emergencies. They help guide staff that may not be familiar or practiced in their function, and provide useful reminders of items that should be done during an emergency. It is important that the entire checklist be read through once first before initiating action items.

Position-specific checklists are provided on the USB computer memory storage sticks that are provided at time of activation. A printed copy of the checklist is included in each of the EOC position plastic bins that are maintained by the Emergency Coordinator.

Figure 4-1: EOC Organization Chart

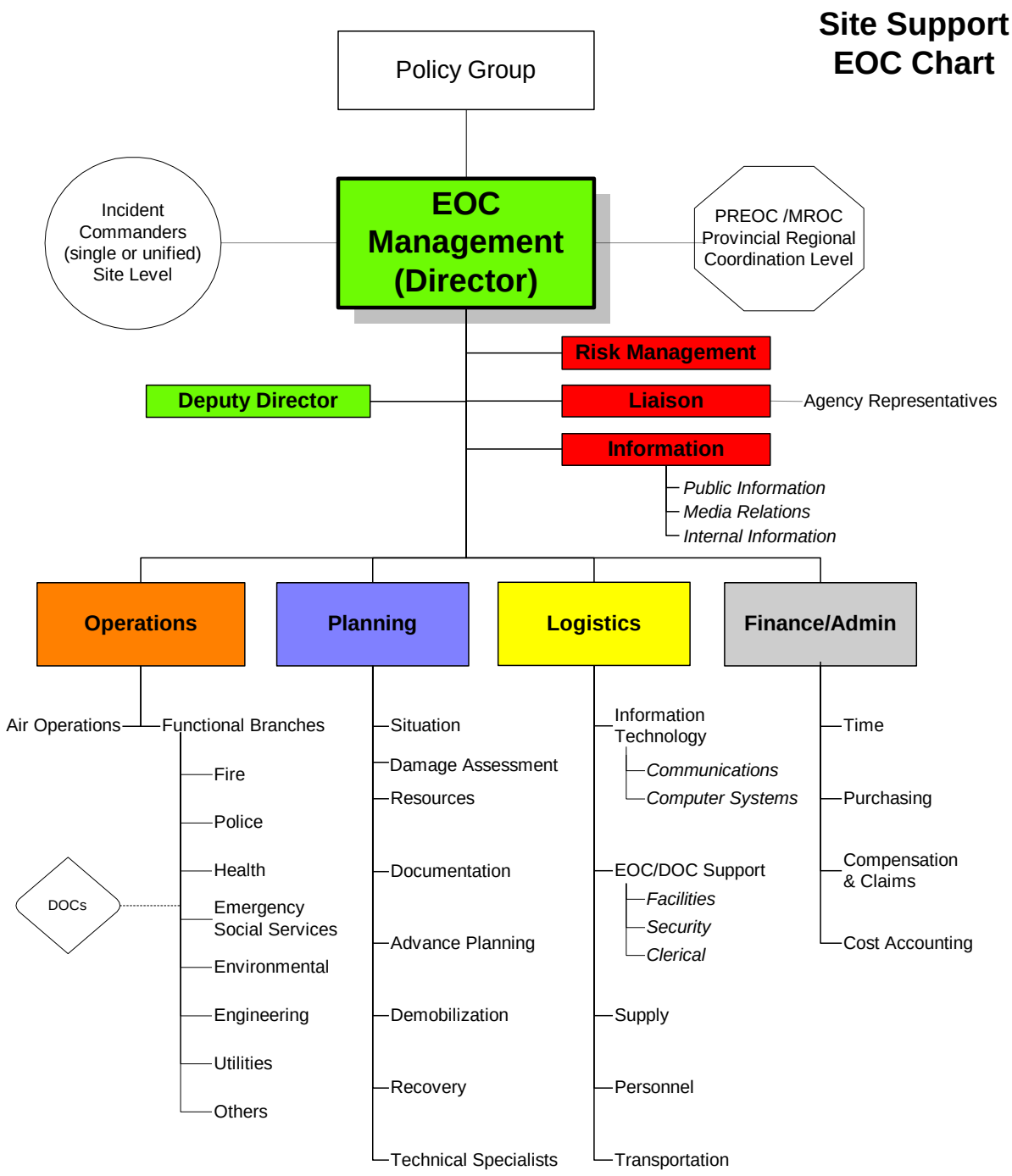
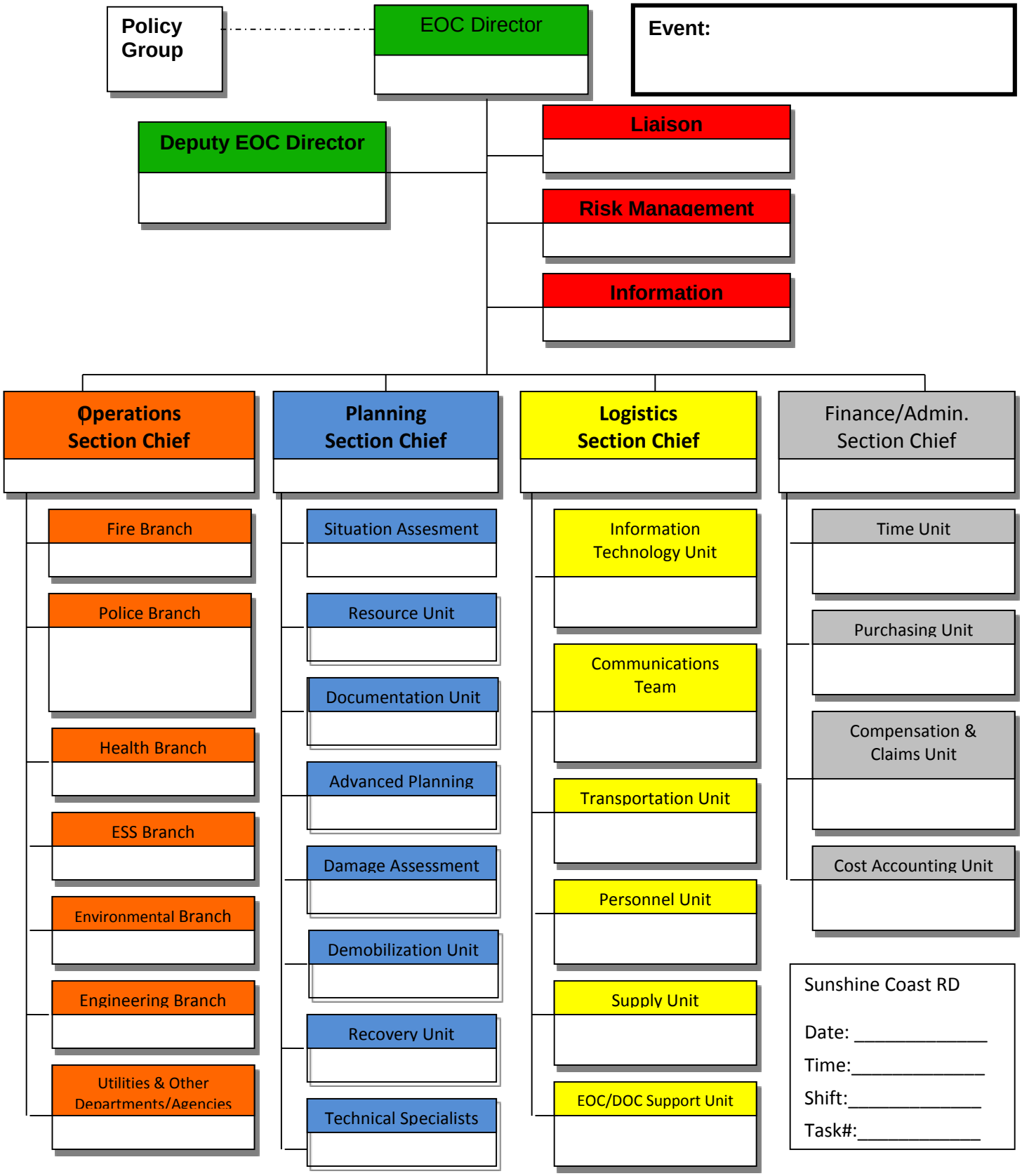


Figure 4-2: Blank EOC Organization Chart



Initial Reports

It is expected that the respective emergency services dispatch centres will receive the initial reports of major emergencies or disasters.

These dispatch centres in turn should contact the Sunshine Coast Emergency Program Coordinator, who after receiving the report will determine whether or not the EOC management team should be notified and which other agencies should be notified.

Call Out

When requested by any of the people authorized to activate this Plan, the emergency program coordinator or designate will coordinate the contacting of the members of the EOC management team. See the initial call out sequence at Call Out Sequence.

Plan Activation and Termination

Who Can Activate the Plan

The following people are delegated authority to implement this *Emergency Response and Recovery Plan*, in whole or in part:

- SCRD Board Chair, Mayor of Sechelt, Mayor of Gibsons, Chief of the Sechelt Indian Government District.
- Chief Administrative Officers
- Emergency Program Coordinator (also known in the SCRD bylaw as the Emergency Measures Coordinator.
- Any Incident Commander from the RCMP, any local area fire department, public works, or the BC Ambulance Service.
- Director of the Emergency management BC after a Provincial Declaration of State of Emergency.

Termination

The Emergency Operations Centre Director will terminate the EOC activity for the current incident and notify all participants. The Director must consider the requirements of termination virtually from the outset. This should not be a hurried process but a methodical reduction in staffing. As individual functions are no longer required at the EOC, their individual (now dormant) responsibilities are passed "upwards" to their immediate supervisor, and so on.

The Demobilization Unit Leader supervises and administers this process, staying behind if necessary after the EOC is closed.

Upon departure, all deployed personnel will participate in an exit interview in order to improve future activations. All EOC staff will complete an SCRD EOC operational debriefing form.

5 Resource Management

The Sunshine Coast Emergency Program has created a comprehensive list of resources that are contained in the Vital Services Directory (VSD). This document is on the USB computer memory storage stick provided to all positions upon EOC activation.

Personnel Accountability

Check In

Each agency shall verify the presence and functional assignment of all personnel involved in the emergency. This will ensure that proper safeguards are in place to account for all personnel at any level at any time.

This accountability is accomplished by several means, including hierarchy of command or management, check-in lists, position logs or any other status-keeping system. Each agency is required to adopt and routinely use a system for personnel accountability.

All supervisors shall maintain a constant awareness of the position, function and location of all personnel assigned to operate under their supervision. This awareness will serve as the basic means of accountability that is required for operational safety.

The location and function of all resources deployed under BCEMS shall also be accounted for at all times. All personnel who arrive at the EOC must check-in at designated locations, receive their assignments, and are recorded in the accountability system.

Check-in will be recorded on SCEP's EOC Form 511.

The system shall include specific means to identify and track personnel entering and leaving hazardous areas, such as confined spaces or areas where special protective equipment is required.

Agencies must establish site-specific operational guidelines to evacuate personnel from an area where an imminent hazard exists and to account for their safety. These guidelines will also include a method for notifying all personnel in the affected area.

Resource Management

Resource Management

Resources managed by the EOC will usually be in a transit mode, to an affected area, or at a Marshalling Area awaiting disbursement to a Staging Area closer to the scene of the incident (s). Resources assigned to an incident or emergency at any level may be managed in three ways:

- Single Resource
- Task Force
- Strike Teams

Resource Status

These resources will always be in one of three status conditions:

- Available
- Assigned
- Out of Service

Resources will be tracked to ensure accountability. It is the responsibility of the Resource Unit to track resources.

Information Flow / Directions

Types of Information

Information within BCEMS must be managed carefully both within a response organization at a single level and among the four BCEMS levels. In broad terms, there are four types of information transactions common to emergencies:

- Command and Managerial Direction
- Situation Reporting
- Resource Requests
- General Information

Managerial Direction

Managerial directions must follow the lines of authority established for the response organization. These lines are represented in the function and organization charts for Incident Command, EOC / DOC, PREOC, and PECC presented in BCEMS. Among different levels, command decisions and priorities are communicated between the Incident Commander and Directors of each level.

Situation Reports SITREPs

Situation reporting is a function most commonly managed through the Planning Section. All personnel must forward incident situation information to the Situation Unit in the Planning Section. Collecting situation data may involve a number of sources, including the Operations Section, Logistics Section, and the Information Officer at a given level. Situation information is also received from lower levels. Following analysis, the Planning function supports operational decisions and summarizes situation information for delivery to the Information Officer and higher levels in the BCEMS structure. In all respects, the Director reviews and approves situation information before transmittal.

The EOC should compile, within a reasonable time from receipt of the periodic Incident Commander situation reports, an amalgamated EOC SITREP for any PREOC that may be established in the operational area.

Verbal or message SITREPs from Section Chiefs to the EOC Director or Deputy, following the general format of the formal SITREP above, should be submitted at stated intervals during the day. The EOC Director should take steps to brief all the staff on the collective situation. A short conference may be most appropriate.

SCEP's EOC Sitrep Forms (501) are on the USB Memory drives and hard copies are in the EOC file boxes**.**

Incident Reports

Any newly developed major emergency or serious incident (i.e., loss of life, mass evacuation) should be communicated as an immediate Incident Report without waiting for routine SITREP times.

These may be received from Incident Commanders or a dispatch centre, particularly if it is an incident whose reporting cannot wait until the next periodic SITREP. The EOC Director may, in turn, instruct that an EOC-level Incident Report be drafted for the PREOC.

Resource Requests

Resource requests normally flow from site responders to the Operations Section Chief at the Site Level, who then shares the request through the Planning Section to the Logistics Section for resolution. If the Site Logistics Section cannot fill the need with available resources, through purchasing, or through agency agreements, the Logistics and Operation Section Chiefs forward requests to the Incident Commander for approval. The Incident Commander may pass the request to the Operations Section of the EOC, if activated, or to the EOC Director.

The EOC follows a similar process and forwards resource requests that cannot be filled at the Site Support Level to the PREOC, and further to the PECC, if required. At each level, Operations, in consultation with the Planning Section, sets priorities for multiple requests with the respective Commander or Director. When required resources are obtained, they are directed to the location identified in the original request, with confirmation among the affected Logistics and Operation functions.

General Information

General information may be exchanged among members of the EOC. BCEMS encourages lateral information flow between functions. In addition, a representative of a function at one level may wish to exchange information with a similar function one level above or below them. Verifying general information is an important step before taking action.

Standard three-part "round-trip" memorandum forms should be used for all internal written communications. These communications must be clearly marked with an originator's message number, originating date and time, and identify the originator's name and functional position. A reply requires the same information.

Information Tracking

Resource Information

The EOC must have a manual or automated process for recording and tracking directions and decisions originating from the policy group and management team.

Resource requests frequently require coordination amongst a variety of sections and agency representatives. Multiple requests will be received at the emergency operations centre by a wide variety of means and without tracking there is a danger that a critical request could be lost.

Requests must be vetted, prioritized, assigned, tracked and signed off by management when closed. Requests should be assigned one of the following priority levels:

- High
- Medium
- Low

The EOC management team must be able to determine the current status of all requests, the sections assigned responsibility for action and the details of any action taken or planned. This information is critical during the briefing and hand over process.

The tracking documents constitute a component of the documentation of the emergency operation and are critical as a risk management tool.

Telecommunications

Terminology

Among all BCEMS levels, there must be a dedicated effort to ensure that telecommunications systems, planning and information flow are being accomplished in an effective manner.

Standard protocols and terminology will be used at all levels. Plain English for all telecommunications will be used to reduce the confusion that can be created when radio codes are used. Standard terminology shall be established and used to transmit information, including strategic modes of operation, situation reports, logistics, tactical operations and emergency notifications of imminent safety concerns.

Normal site communications typically involve two-way radio and cellular telephones. For the EOC, telecommunications methods should consider the following priorities:

E-mail
Fax
Telephone (land line)
Radio Telephone (cellular, satellite)
Two-Way Radio (amateur, commercial)
Video-Conferencing

Communications Centre

An EOC Communications Centre should be established by the Communications Unit to provide all modes of telecommunications services. This Centre, while established and operated by the Communication Unit in Logistics, is often physically located near Operations and receives operational direction from the Section Chief. The Field Road EOC does have a dedicated Radio Room located next to the office of the Emergency Program Coordinator.

Communications Forms

The EOC communications systems should provide reserve capacity for unusually complex situations where effective communications could become critical. An integrated communications plan should be developed as part of each action plan.

EOC message forms (Radiogram 412) should be used for all radio communications. These forms must be clearly filled out by the originator in the areas provided, and then subsequently by the radio operator. At times it may be necessary to use the same form and procedure for telephone messages where the originator cannot personally use the telephone.

In drafting messages to be transmitted by an operator, be CLEAR and CONCISE. Once the message form leaves the originator's desk, consider it transmitted "as is"; the operator will not be in a position to understand what you are trying to say, and will simply read it to the destination addressee.

Priority Messages

Priority shall be given to the transmission of emergency messages and notification of imminent hazards over routine communications.

Communications Plan

The EOCs critical telecommunication requirements are (at a minimum) to:

- Communicate with each activated Incident Command Post; and
- Communicate with a PREOC if established

Federal agencies attending the EOC provide their own telecommunications link if they need it.

Operational Instructions

See the Sunshine Coast's, Emergency Communications Plan that is currently under development. The plan will contain information specific to the emergency operation and the communications resources available to the EOC. The information that should be incorporated includes:

- net diagram(s);
- frequency assignment (permanent and temporary frequencies);
- telephone directory, and;
- control arrangements.

Telephone

The telephone, both land line and wireless can become a hindrance to an effective EOC if certain restrictions are not imposed from the outset.

Where at all possible, all incoming operational calls should be routed through an exchange established by the Communications Unit. The use of wireless cellular and satellite phones must be monitored to avoid loss of critical emergency information and avoid "freelancing".

Another important consideration is to assign a number as a public "hotline", and operate that number from the Public Information area. Several phones and operators can be assigned to the hotline if necessary, and the Information Officer should regularly brief those operators so that they can answer the majority of public enquiries without interrupting other busy EOC Staff members. **ONLY** the hotline number should be made known to the public. Collect calls will be accepted.

Telephone numbers for the EOC Staff, as well as other important external numbers, should be published in an EOC Telephone Directory as soon as possible after activation. The directory, which should be updated almost daily, should receive limited circulation to those involved in the response operation (local authorities, agencies, etc.), but not to the media or the public.

Satellite

The EOC may establish satellite communication capability utilizing their INET VU dish, Iridium, MSAT or other service provider. Satellite communications provides the capability to rapidly transfer a wide variety of voice as well as data information between the EOC and a PREOC. The intent of a satellite link should be to provide disaster-resistant communications between levels of BCEMS.

VSAT

The trailer-mounted INET VU is located in the sea container at the SCRD offices at 1975 Field Road, Sechelt.

The INET VU Owner's Manual and controller is stored in the Radio Room adjacent to the Emergency Program Coordinator's office.

MSAT

The MSAT handset is located in the EPC office. The magnetic mounted auto locating antenna is located on the roof north of the SCRD office on the north side.

See MSAT Mobile Operations Guide

See MSAT Users guide

See MSAT Quick Guide

See the MSAT Emergnet Directory for the direct ID numbers.

Iridium

The SCEP Iridium satellite phone is located in the Mobile Command Unit (MCU). The SCRD Public Works Department also has an Iridium phone.

Portable Iridium Satellite phone user guide.

See: Iridium Hints

Personnel and Facility Identification

Common Identification

In conjunction with the application of common terminology within BCEMS, it is essential to have a common identification system for facilities and personnel filling positions. The following identifying colours for specific functions must be used by all agencies that work within an EOC.

Green	Director and Deputy Director
Red	Management Staff
Orange	Operations
Blue	Planning
Yellow	Logistics
Grey	Finance / Administration

EOC's and the designated areas within the facility will be marked with appropriate signage.

Identification usually takes the form of a coloured vest or armband. These identifiers do not preclude any personnel from wearing their agency's insignia or uniform.

Documentation

Importance

Copies of all blank EOC forms are available on the USB Memory storage sticks provided to all EOC positions at time of activation. Printed copies are available in the position specific EOC file boxes.

It is extremely important to accurately document actions taken during emergencies. There must be a documented record of all policy and EOC decisions and direction. Resource requests must also be logged and tracked to insure the response provided is documented. BCEMS requires all positions to keep a personal and functional position log during events. This will assist in tracking and monitoring the effectiveness of the response and action plans. Documentation is also important for tracking expenditures for cost accounting.

All completed forms, logs and notebooks are the property of SCEP and must be turned into the Documentation Unit as each person terminates their assignment.

Position Logs

Logs are required to maintain a record of events, the time at which they occurred, and the actions taken to deal with them. Normally, each functional position in the organization will maintain separate logs, which may be consolidated and typed into a master log by clerical staff.

Logs are hand-written and contain sufficient information to provide the gist of *important* telephone calls, messages, and actions taken. Written messages received are filed separately and referred to by a message number in the log. Log entries are sequentially numbered.

Log sheets are to be photocopied in duplicate. One copy remains at the originator's desk, and the other is passed to the clerical staff for consolidation in the master log maintained by the Documentation Unit.

It is important that log keeping not become verbatim recording of all telephone calls and conversations. Only the important matters need be recorded. During periods of intense activity, it may be necessary to temporarily suspend log entries or to abbreviate them to note form, for later expansion.

Note that these procedures will remain essentially the same with the arrival of various emergency management software systems, such as EM2000 that may facilitate electronic logging.

Action Reports After

The EOC Director is responsible for preparing after-action evaluation reports on all aspects of emergencies under their control. In addition

the Director is responsible that the document record is complete and available in the event of a public inquiry.

Time / Date

Time recording will utilize the 24 - hour clock and be stated as local time to account for the time zone differences in BC. All dates will be written as **YYYYMMDD**. All measurements will use the System International (metric) format, except where law or convention dictates that some responders, such as mariners and aviators, use other systems.

Risk Management

Principles

Risk management is the process of planning and implementing decisions that will minimize the adverse effects of accidental and business losses on an organization.

The EOC shall incorporate the principles of risk management in the development of all Action Plans and:

- Include a policy statement supporting risk management
- Specify risk management procedures

The EOC Director shall ensure that good risk management practices are applied in all incidents throughout the response organization, and that every function contributes to the management of risks. The Director may activate the function of Risk Management Officer to assist in this function.

The scope of risk management extends to all losses, all victims, and all entities participating in mitigation, preparedness, response, and recovery.

The Risk Management Officer shall provide personnel with basic knowledge of risk management and the objectives to be achieved. The Risk Management Officer informs the Director of all significant risk issues and provides factual information as and when appropriate.

Risk Management Strategies

The EOC shall apply risk management based upon the following strategies:

1. Assess damage and loss. Identify and analyze loss exposures in the categories of:
    - Personnel
    - Property
    - Liability

2. Examine feasible alternative risk management techniques in the following general categories:
    - Exposure avoidance
    - Loss prevention
    - Loss reduction
    - Segregation of exposures:
        - Separation
        - Duplication
    - Contractual risk transfer
    - Risk financing
3. Select the apparently best techniques
4. Implement the chosen techniques
5. Monitor and adjust as necessary
6. Provide for the overall safety and health of personnel.
7. Advise on action to reduce loss and suffering.
8. Advise members of the response organization.

Risk to Personnel

Management shall evaluate the risk to personnel with respect to the purpose and potential results of their actions in each situation. In situations where the risk to personnel is excessive, activities shall be limited to defensive and protective operations.

6 Declarations & Evacuations

Declaring State of Local Emergency

Declaration Not Needed To…

A Local Authority **NEED NOT** declare a state of local emergency for the following:

- To implement part or all of their Emergency Response and Recovery Plan
- To gain liability protection under the BC Emergency Program Act
- To qualify for disaster financial assistance (DFA) under the *BC Emergency Program Act*

Declaring for Evacuation

Once it is apparent to the local emergency response organization that, in their best judgment, emergency conditions warrant an enforced evacuation, they should advise the heads of the Local Authority. The briefing to the heads of the Local Authority should include a recommendation that they issue a declaration, as well as the nature, extent, probability of loss, resources at risk, and geographic area.

Time permitting, prior to the declaration, consultation should occur between the local government authorities and the Director of Emergency management BC (EMBC) through the PREOC. The Director of EMBC is responsible for briefing the Solicitor General.

Additional Powers of Declaring

In addition to the power to order an enforced evacuation, declaring a state of emergency brings with it eight **other** powers, enabled by the BC Emergency Program Act, and listed in Section 10 (1) (d-l) of the Act.

Only those powers that are required for the situation should be enacted. The enabling of all extraordinary powers when not required could be construed as an abuse of power. The local authority must monitor the implementation of these powers very closely for any possible misuse.

Steps in Declaring State of Local Emergency

Section 12 of the Emergency Program Act allows a local authority, or head of a local authority (Municipal Council or Mayor; or Regional District Board or Chair) to declare a state of local emergency if extraordinary powers are required to deal with the effects of an emergency or disaster. Steps to consider:

1. The local authority must be satisfied that an emergency exists or is imminent.

2. Declarations can be made in two ways:

   - By bylaw or resolution if made by a Local Authority, e.g., Municipal Council or Board of Directors of a Regional District that has powers granted under the Act.
   - By order, if made by the head of the local authority, e.g., Mayor, Chief or Regional District Chair

3. Before issuing a Declaration by order, the Mayor, Chief or Chair must use their best efforts to obtain the consent of the other members of Council or Board to the Declaration.

4. As soon as practical after issuing a Declaration order, the Mayor, Chief or Regional District Chair must convene a meeting of Council and/or Board to assist in directing response to the emergency.

5. The Declaration of State of Local Emergency form must identify the nature of the emergency and the area where it exists or is imminent. The Mayor, Chief or Chair, immediately after making a Declaration of State of Local Emergency, must forward a copy of the Declaration to the Solicitor General, and publish the contents of the Declaration to the population of the affected area. A coordinated public information communications plan should be available for immediate implementation, following the declaration.

6. A State of Local Emergency automatically exists for seven (7) days unless cancelled earlier. An extension of a State of Local Emergency beyond seven days must have the approval of the

Solicitor General. Steps 2, 3, and 5 above must be followed for each 7-day extension.

7. Once it is apparent to the head of the response organization that extraordinary powers are no longer required and that the State of Emergency may be cancelled, they should advise the Mayor, Chief or Chair as soon as possible. If the Declaration is cancelled by resolution or order, the Solicitor General (EMBC) must be promptly notified.

8. The Mayor, Chief or Chair must cause the details of the termination to be published by a means of communication most likely to make the contents of the termination known to the population of the affected area.

9. Where a local declaration is in place, should a provincial declaration be made, the local declaration is subject to the provincial declaration.

10. A provincial declaration automatically lasts for 14 days unless cancelled earlier, as opposed to a local declaration that is of 7 days duration.

Emergency Bylaws

Bylaw 564

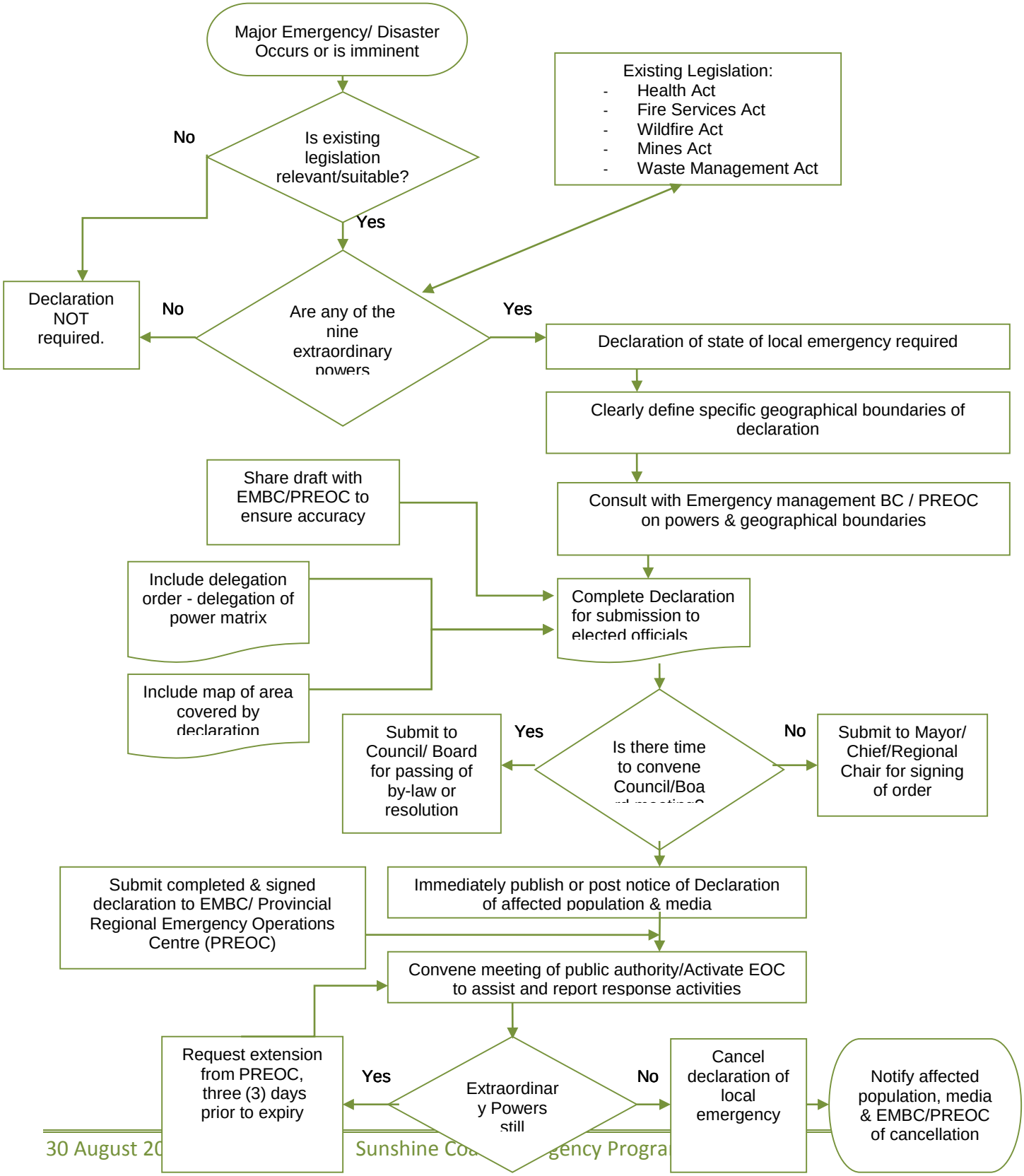
- Emergency Measures Bylaw No 565
- See Town of Gibsons Bylaw No. 1030, 2005
- District of Sechelt Emergency Measures Bylaw No. 319, 2005
- Sechelt Indian Government District Bylaw No. 2007-01

- See SCRD Declaration1 or SCRD Declaration2
- See Gibsons Declaration
- See Sechelt Declaration
- See Sechelt Indian Government District Declaration

- See Delegation of Powers Matrix

SCRD Enabling Bylaw

Figure 6-1: Declaration - Decision Maker



Evacuation

Stages in Evacuation

There are a number of ways to order an evacuation in BC and these vary from hazard to hazard. It is very important to understand the various methods and legal authorities.

Wildfire Evacuation

In wildfire emergencies, the BC Wildfire Services may order an evacuation for tactical firefighting reasons, however for large scale evacuations, the Office of the Fire Commissioner or a Local Authority, (after a declaration of a state of local emergency) may order evacuations.

Flooding

During threat of flooding, enforced evacuations may only be ordered by:

- A local authority **AFTER** declaring a state of local emergency, or
- The Province **AFTER** declaring a state of Provincial Emergency

In all emergencies, regardless of the threat, the community is the first line of defense. The BC government supports community response in all areas of the Province.

Local Authority Evacuation Orders

To order an evacuation, a local authority must declare a "state of local emergency," as enabled under Section 12 of the *BC Emergency Program Act.*

When it is determined that an evacuation is required, the warning must be timely and accurate. While the main concern is the preservation of life, those displaced from their homes or businesses may be experiencing inconvenience, anxiety and fear.

A notification process has been developed with the Sunshine Coast Search and Rescue; therefore see the SCSAR operation pre-plan. As well, the RCMP "E" Division has an evacuation plan in place. Standardized survey flagging tape colours will be used to identify the status of homes as they are contacted.

Provincial Evacuation Orders

Several agencies and jurisdictions have the legal authority to close areas and order evacuations. The Hazard Specific Checklists detail which agency has authority for specific incidents.

Evacuation Stages

Regardless of who orders an evacuation, this Plan follows the provincial standard of a three-staged evacuation process.

Stage 1 Evacuation Alert

A consistent format and process will be used to alert the population at risk of potential need for evacuation. The alert highlights the nature of the danger and that people should be prepared to evacuate the area. This Evacuation Alert may allow for the population at risk to begin an orderly preparation to voluntarily leave the affected area, within a specified time frame. However, the reality of the situation may require immediate action with very short notice.

Stage 2 Evacuation Order

The population at risk is ordered to evacuate the area specified in a formal written order. This is an order and as such does not allow for any discretionary decision on the part of the population at risk. They must leave the area immediately.

A statement must be included in all bulletins, pamphlets, warnings and orders that makes it very clear to all that, while the evacuation order is in effect, the area in question will have controlled access and that a pass may be required to regain access to the area.

Stage 3 Rescind (All Clear)

The population at risk is allowed to return to the area previously evacuated, having been advised that the danger has passed. There is the possibility that the danger may re-manifest itself and the Evacuation Alert or Evacuation Order might need to be reissued.

It is the responsibility of the Planning Section to plan evacuation routes at the direction of the EOC or EOC Director if pre-designated routes and plans do not apply.

Removing people from their homes and livelihoods must not be taken lightly. People will already be under duress during an emergency; however public safety must be first so it is a delicate balancing act.

7 Recovery

Recovery Begins at Impact

1. Experience has shown that planning recovery operations during the response will speed recovery time and reduce losses. The Recovery Unit leads the recovery effort, and should commence activities early in response.
2. There are three phases to the recovery period.

Initial Response

Initial Response, usually within 72 hours of impact, includes the following activities:

- Debris removal and clean up
- Emergency, short-term repair of lifeline utilities
- Emergency repair of transportation systems
- Building safety inspections
- Coordination of provincial/federal damage assessments
- Re-occupancy of structures
- Formation of initial recovery task force

Short-Term Recovery

Short-Term Recovery, 72 hours to 4 weeks, includes the following:

- See SCEP's Donations & Convergence Working Paper
- Provision of interim housing
- Restoration of lifeline utilities
- Restoration of social and health services
- Restoration of normal civic services
- Economic recovery, including sites for business resumption
- Recovery task force
- Building demolition

Long-Term Recovery

Long-Term Recovery, 4 weeks to several years, includes:

- Hazard mitigation
- Reconstruction of permanent housing
- Reconstruction of commercial facilities
- Implementation of long-term economic recovery

The provincial government has developed a comprehensive guide to assist local governments and first nations in recovery. See Community Disaster Recovery Guide.

Recovery Roles and Procedures

Recovery operations in the EOC utilize the same ICS functions as in response, but may involve different tasks. This section summarizes the core functions in recovery to assist the effort. **After a demanding or protracted response, it may not be suitable to have the same persons filling roles in recovery.**

EOC Director

Responsibilities

The EOC Director is responsible for leading the overall recovery effort. If the response actions are substantially completed, the person filling the function of EOC Director may change to a person from a more appropriate agency or department. During prolonged recovery efforts, consideration should be given to staffing this position with a dedicated employee or contractor.

Recovery Phase

- ❑ Checklist items for the EOC Director during recovery include:
  - Inform and brief elected officials
  - Provide leadership for policy decisions
  - Issue public information releases
  - Ensure safety of recovery activities

Operations Section

Responsibilities

This section is responsible for operations that restore the community services and utilities to normal day-to-day operations.

Recovery Phase

- Checklist tasks for recovery under the Operations Section include:
  - Provide building and public safety inspections
  - Remove debris
  - Restore medical facilities and services
  - Restore government facility functions
  - Demolish buildings
  - Provide emergency housing
  - Restore utilities

Planning Section

Responsibilities

This section documents and provides management with direction for recovery activities. Planning also involves consideration of long-term hazard mitigation as part of the recovery Process.

Recovery Phase

- Planning Section tasks in recovery include
  - Provide documentation of response and recovery for disaster assistance
  - Provide after-action reports consistent with BCEMS requirements
  - Provide direction in land use and zoning issues
  - Issue building permits
  - Develop alternative building regulations and code enforcement
  - Review and revise the Community Plan, as needed
  - Provide an action plan for recovery operations
  - Prepare redevelopment plans
  - Prepare recovery situation reports
  - Document recovery operations
  - Recommend mitigation plans

Logistics Section

Responsibilities

The Logistics Section is responsible during the recovery phase for obtaining resources necessary to carry out recovery operations. This includes coordination of volunteers and staging areas for heavy equipment.

Recovery Phase

- Logistics Section recovery tasks include:
  - Allocate office space
  - Provide recovery supplies and equipment
  - Provide vehicles and personnel

Finance/Administration Section

Responsibilities

Finance/Administration handles the community's recovery financial transactions, including the recovery of funds associated with assisting other agencies.

Recovery Phase

- Recovery tasks for the Finance / Administration Section include:
  - Facilitate application Process for Emergency Response Funding and Disaster Financial Assistance
  - Manage public finances
  - Prepare and maintain the recovery budget
  - Develop and maintain contracts
  - Process accounting and claims
  - Collect taxes
  - Manage insurance settlements
  - Ensure correct EMBC task number and authorization by contacting the Emergency Coordination Centre at EMBC in Victoria (1-800-663-3456).
  - Complete appropriate EMBC claims and task forms.
  - Submit forms to EMBC Regional Manager within 60 days of authorized emergency response task.

Non-Government Organizations (NGO's)

Though some of these organizations do provide services during response, they are listed here primarily for their vital recovery phase services. Many of them, especially those that are broad-based, have much experience in assisting local governments in the rebuilding process.

Those which are bold and marked with an asterisk (*) are represented on the Sunshine Coast while the others are based in the Lower Mainland area of B.C.

Buddhist Compassion Relief Tzu-Chi

Canadian Disaster Child Care

Canadian Red Cross Society

Christian Reformed World Relief Committee

***Happy Cat Haven**

Mennonite Disaster Services

***Renaissance Animal Rescue Society**

***Salvation Army**

Society of Saint Vincent de Paul

St. John Ambulance

***Sunshine Coast Animal Disaster Response Program**

***Sunshine Coast Community Foundation**

***Sunshine Coast Community Services Society**

Disaster Financial Assistance

This is a topic that is not well understood by the public and thus can lead to considerable confusion and frustration. It would be wise to be proactive on this topic to reduce negativity and criticism.

Those impacted by a disaster may apply to the province for Disaster Financial Assistance (DFA) where the losses could not be insured or where other programs are not available. Disaster financial assistance helps to replace or restore essential items and property that have been destroyed or damaged to pre-disaster condition. Assistance is available to qualifying home owners, residential tenants, small businesses, farm operators, and not-for-profit charitable organizations. Applicants should be aware of the following:

- Financial assistance is available only when an event has been declared eligible for DFA. Check the EMBC website or call toll-free 1-888-257-4777 to confirm that there is a DFA Eligible Event.
- Financial assistance is provided for each accepted claim at 80 percent of the amount of total eligible damage that exceeds $1,000, to a maximum limit of $300,000.
- Claims may be made in more than one category (e.g., home owner and farm operation).
- A home owner or residential tenant must show that the home is their principal residence. Seasonal or recreational properties, hot tubs, patios, pools, garden tools, landscaping, luxury items (like jewellery, fur coats and collectibles), or recreational items (like boats), are not eligible for assistance.
- Small business and farm owners must demonstrate it is their primary source of income. Owners of damaged rental property must apply and qualify as a small business.
- Not-for-profit Charitable Organizations must provide a benefit of service to the community at large.

Applications for DFA must be submitted to the Emergency Management BC (EMBC) within 90 days of the date that DFA was authorized.

- Assistance is also available **to local governments** for:
  - Emergency response measures authorized by EMBC, including incremental costs associated with their Emergency Operations Centre.
  - Financial assistance is provided for each accepted response claim at 100 percent.

- Recovery measure to replace essential materials and rebuild or replace essential public infrastructures to the condition it was in before the disaster. Assistance is provided for each accepted recovery claim at 80 percent of the amount of total eligible damage that exceeds $1,000.

- To apply for DFA, the form and information for individuals and communities is available at EMBC Regional Offices, EMBC Recovery Office in Victoria at toll-free 1-888-257-4777, or on the EMBC website.

8 Hazard-Specific Roles and Procedures

Aircraft Crashes

Policies

1. Primary responsibility for aircraft crashes rests with the RCMP, airport authority (if on airport property) and the Transportation Safety Board (TSB). The Police will provide security and assist the Coroner. The TSB conducts the investigation.
2. An EOC is not commonly activated for an aircraft crash. However in the event of a catastrophic incident, an EOC may be activated to provide support as needed and requested.

Hazard Specific Checklists

EOC Director

- ❑ Consider RCM Police or alternate as Operations Section Chief.
- ❑ Make contact with air carrier and request representative to attend EOC.
- ❑ Ensure Transportation Safety Board and Rescue Coordination Centre contacted.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.
- ❑ Establish news release system (Information Officer).
- ❑ Establish family inquiry system (Information Officer).

Operations

- ❑ Establish a Registration and Inquiry Centre (ESS / Red Cross).
- ❑ Support Incident Commander in defining working area, establishing control perimeter, and securing the scene for subsequent investigation (Police Branch).
- ❑ Coordinate routes for emergency vehicles (Police Branch & Planning Section).
- ❑ Coordinate traffic and crowd control (Police Branch).
- ❑ Notify hospital of casualties, including number and type (Health Branch).
- ❑ Establish temporary morgue (Police Branch, Coroner Unit).
- ❑ Coordinate elimination of hazards from damaged utilities (Engineering / Utilities).

Planning

- Consider possible major effects (Advance Planning Unit):
  - Injuries and fatalities
  - Fire
  - Explosion
  - Damage to property
  - Involvement of dangerous goods, e.g., fuels
  - Special cargo problems
  - Sudden hospital requirements
  - Disruption of traffic and communications
  - Disruption of utilities
  - Convergence of media, photographers, politicians
  - Convergence of friends and family members and need for grieving
  - International considerations
- Logistics
- Prepare to support long-term recovery and investigation operations.
- Facilities Unit should be identifying potential temporary morgue facilities.
- Consider equipment needs and sources (Supply Unit):
  - Fire-fighting and rescue equipment
  - Fire / Engineering / SAR
  - Ambulances
  - BCAS
  - Communication Equipment
  - Ambulance / RCMP / Amateur Radio
  - Auxiliary lighting
  - Engineering / Utilities
  - Barricades
  - Engineering
  - Mobile public address system
  - RCMP / Fire / Radio stations
  - Chemical response team
  - EMBC / Fire / Industry

Atmospheric Hazards

Policies

1. When and where possible, the EOC will endeavour to warn citizens of impending severe weather, working with meteorological services and news media.
2. First priority is snow/debris removal for emergency services and transportation of essential staff.
3. Police should consider waiving enforcement of on-road use of snowmobiles, quads, and ATV's.

Hazard Specific Checklists

EOC Director

- ❑ Ensure snow/debris removal activities are coordinated throughout the area.
- ❑ Advise public of status and what self-help measures they can take (Information Officer).
- ❑ Establish news release system (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Coordinate working area and establish control perimeter (Police Branch).
- ❑ Coordinate routes for emergency vehicles (Police Branch & Planning Section).
- ❑ Establish temporary morgue, if required (Police Branch, Coroner Unit).
- ❑ Coordinate the protection of property (Police Branch).
- ❑ Assist emergency agencies with special transport problems (Transportation Unit).
- ❑ Coordinate the elimination of hazards from damaged utilities (Engineering Branch).
- ❑ Coordinate provision of auxiliary power (Engineering Branch).
- ❑ Coordinate clearing and disposal of debris (Engineering Branch).
- ❑ Coordinate SAR and checks for stranded motorists (Police Branch).
- ❑ Coordinate search for trapped persons (Police Branch).
- ❑ Notify hospitals of casualties, including type and number (BC Ambulance Unit).
- ❑ Coordinate transport of food, fuel, pharmaceutical supplies, medical personnel and others to points of need (ESS Branch).
- ❑ Supervise ESS accommodation and feeding of stranded persons (ESS Branch).

Planning

- ❑ Provide Operations Section with updated meteorological data.
- ❑ Provide Operations Section with updated transportation route problems.
- ❑ Track and relay highway condition reports and closures.
- ❑ Consider possible major effects (Advance Planning Unit):
    - ○ Injuries and fatalities
    - ○ Disruption of community
    - ○ Disruption of utilities
    - ○ Closure of traffic routes
    - ○ Damage to property, e.g., roof collapse from weight of snow, ice
    - ○ Disruption of communications

Logistics

- ❑ Contact all snow/debris clearing apparatus available.
- ❑ Contact all over-snow and ATV vehicle owners and clubs.
- ❑ Contact food suppliers and determine on-hand supplies.
- ❑ Consider equipment needs and sources (Supply Unit):

○ Rescue equipment	Police / EMBC
○ Fire equipment	Fire
○ Ambulances	BCAS
○ Road clearing equipment	Engineering
○ Auxiliary generators	Various sources
○ Barricades	Engineering
○ Mobile public address system	RCMP / Fire / Radio

Administration

- ❑ Prepare equipment contracts for snow/debris removal.

Chemical, Biological, Radioactive or Nuclear Terrorism (CBRN)

See the CBRN Consequence Management Plan.

Disease and Epidemics

In case of a major outbreak of human disease: See BC Pandemic Influenza Consequence Management Plan and also see Vancouver Coastal Health Sunshine Coast Emergency Response Plan and the Public Health and Medical Services Annex.

In the event of mass fatalities see the BC Coroners Service Response Plan

For animal disease, see FADES Plan (Foreign Animal Disease Eradication Support) Plan for BC.

Policies

1. In the event of a wide spread outbreak of disease, regardless of cause, the EOC should consider an automatic level 3 response.
2. Should the operational area of this EOC not be affected, it is our policy to provide support and assistance to other areas affected as needed and requested. This may include providing resources or receiving evacuees.

Hazard Specific Checklists

EOC Director

- ❑ Notify PREOC when EOC is activated.
- ❑ Select Medical Health Officer (or Veterinarian) or alternate as Operations Chief.
- ❑ Ensure all agency representatives contacted and requested to attend the EOC.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Staff ESS positions for possible reception centres (ESS Branch).
- ❑ Coordinate the evacuation of personnel, (Police Branch).
- ❑ Coordinate traffic control (Police Branch).
- ❑ Coordinate the provision of potable water supplies (Engineering Branch).
- ❑ Coordinate water quality monitoring (Health Branch).
- ❑ Coordinate emergency public health measures (Health Branch).
- ❑ Liaise with BC Centre for Disease Control (Health Branch)
- ❑ Coordinate investigation and mitigation of disease source (Health, Environment and Engineering Branches)
- ❑ Coordinate EHO's, PHN's, Family MD's and RN's.

Planning

- Obtain and disseminate current epidemiological data.
- Deploy field observers to gather intelligence as soon as possible (Situation Unit).
- Consider possible major effects (Advance Planning Unit):
    - Overloading of health care facilities
    - Medical personnel affected
    - Morgue facilities overwhelmed
    - Panic
    - Contamination of normal water supplies
    - Dangers to public health
    - Adjacent communities may be affected as well, slowing assistance
    - Losses to local economy

Logistics

- Anticipate long term support of field workers.
- Consider equipment needs and sources (Supply Unit):

Transportation	Road / Air carriers/ BC Ferries
Face Masks/gloves	Safety / medical supply companies
Isolation equipment	Safety / medical supply companies
Communication Equipment	EMBC / RCMP / Ham Radio
Medical and health supplies	Health
Food and lodging	Emergency Social Services
Tankers for potable water supplies	Utilities / Industry
Mobile public address system	RCMP / Fire

Drought Policies

1. The EOC will ensure water supplies are identified for potable water, firefighting, and agricultural use, in that order.
2. We will keep the public informed by releasing all confirmed drought information through local media sources.
3. See the BC Drought Management Plan

Hazard Specific Checklists

EOC Director

- ❑ Ensure representatives from Ministry of Environment and Environment Canada (as appropriate) are contacted and requested to attend the EOC.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Ensure the various Water Management Districts are involved.
- ❑ Consider Engineering Branch Coordinator as Operations Section Chief.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Establish emergency public health facilities (Health Branch).

Planning

- ❑ Obtain and disseminate current meteorological forecasts by working with Environment Canada.
- ❑ Deploy field observers to gather drought impact intelligence (Situation Unit).
- ❑ Consider possible major effects (Advance Planning Unit):
    - ○ Disruption of agricultural operations
    - ○ Need for water rationing
    - ○ Contamination of normal water supplies
    - ○ Possible business closures due to lack of water
    - ○ Dangers to public health
    - ○ Losses to local economy
    - ○ Sources of other water supplies

Logistics

- Identify and locate alternative water supplies in anticipation of field requests (Supply Unit).
- Consider equipment needs and sources (Supply Unit):
  - Water storage tanks — Local Businesses, Truck Operators
  - Pumps — Engineering
  - Transportation for moving livestock — EMBC / Agriculture Associations

Administration

- Establish Compensation and Claims Unit and Cost Accounting Unit.

Earthquake and Seismic Hazards

In case of a major earthquake: See British Columbia Earthquake Immediate Response Plan. Also see British Columbia Tsunami Notification Process Plan.

Policies

1. In the event of a major earthquake, the EOC should consider an automatic level 3 response.
2. Should the operational area of this EOC not be affected, it is our policy to provide support and assistance to other areas affected as needed and requested. This may include providing resources or receiving evacuees.

Hazard Specific Checklists

EOC Director

- ❑ Notify PREOC when EOC is activated.
- ❑ Select Fire Chief or alternate as Operations Chief.
- ❑ Ensure all agency representatives contacted and requested to attend the EOC.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Request outside assistance, including military from PREOC if required.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- Coordinate rescue of trapped, injured persons (Fire Branch).
- Staff ESS positions for possible reception centres (ESS Branch).
- Coordinate the evacuation of personnel, (Police Branch).
- Coordinate traffic control (Police Branch).
- Coordinate temporary morgue (Police Branch, Coroner Unit).
- Coordinate the protection of property and relocate resources where necessary (Police Branch).
- Coordinate salvage operations of essential items (Fire Branch).
- Coordinate the elimination of hazards from damaged utilities (Engineering Branch).
- Coordinate emergency public health facilities (Health Branch).

Planning

- Obtain and disseminate current seismic data.
- Deploy field observers to gather damage intelligence as soon as possible (Situation Unit).
- Consider possible major effects (Advance Planning Unit):
    - Injuries and fatalities
    - Trapped persons
    - Damage to property
    - Damage to roads, bridges, utilities, buildings
    - Fire hazards and explosions
    - Escape of dangerous gases, e.g., natural gas
    - Flooding from broken water mains
    - Hypothermia if event occurs in winter
    - Landslides
    - Panic
    - Contamination of normal water supplies
    - Dangers to public health
    - Adjacent communities may be affected as well, slowing assistance
    - Losses to local economy

Logistics

- Anticipate long term feeding / accommodation support of field workers.
- Consider equipment needs and sources (Supply Unit):
  - Transportation — Road / Air carriers / BC Ferries
  - Rescue equipment of all kinds — All agencies
  - Public service maintenance vehicles — Engineering / Utilities
  - Communication Equipment — EMBC / RCMP / Ham Radio
  - Heavy equipment (bulldozers, etc.) — Engineering / Industry
  - Auxiliary lighting — Engineering / Utilities
  - Auxiliary power facilities — Engineering / Utilities
  - Medical and health supplies — Health
  - Food and lodging — Emergency Social Services
  - Piping for water, sewer repairs — Engineering / Industry
  - Tanks cars for potable water supplies — Utilities / Truck Operators
  - Mobile public address system — RCMP / Fire / Radio

Administration

- Establish Compensation and Claims Unit and Cost Accounting Unit.

Explosions

Policies

1. In the event of a major explosion, regardless of the cause, life safety of both responders and impacted people will be the first priority.
2. The EOC will support the Incident Commander, regardless of agency filling that role.
3. It is our policy to assist in securing the site of the explosion to preserve evidence, ensure safety, and enhance privacy.
4. Consider act of terrorism.

Hazard Specific Checklists

EOC Director

- ❑ Notify Office of the Fire Commissioner that EOC is activated.
- ❑ Select Police or alternate as Operations Section Chief.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.
- ❑ Establish news release system (Information Officer).
- ❑ Establish public inquiry system (Information Officer).

Operations

- ❑ Establish a Registration and Inquiry Centre (ESS / Red Cross).
- ❑ Support Incident Commander in defining working area, establishing control perimeter, and securing the scene for subsequent investigation (Police Branch).
- ❑ Coordinate routes for emergency vehicles (Police Branch & Planning Section).
- ❑ Coordinate traffic and crowd control (Police Branch).
- ❑ Notify hospital of casualties, including number and type (BC Ambulance Service Unit).
- ❑ Establish temporary morgue (Police Branch, Coroner Unit).
- ❑ Coordinate the elimination of hazards from damaged utilities (Engineering / Utilities).

Planning

- Consider possible major effects (Advance Planning Unit):
  - Injuries and fatalities
  - Panic and need for stress debriefing
  - Fire
  - Chance of secondary explosions
  - Damage to property
  - Release of toxic smoke, fumes
  - Disruption of traffic and communications
  - Disruption of utilities
  - Convergence of media, photographers

Logistics

- Prepare to support long-term recovery and investigation operations.
- Identify potential temporary morgue facilities (Facilities Unit).
- Consider equipment needs and sources (Supply Unit):

Fire fighting and rescue equipment	Fire / Engineering / SAR
Ambulances	Medical / Transportation / Police
Communication Equipment	Ambulance / RCMP / Ham Radio
Auxiliary lighting	Engineering / Utilities
Barricades	Engineering
Equipment to repair public utilities	Engineering / Utilities
Special equipment	Chemical Supplier
Mobile public address system	RCMP / Fire / Radio
Chemical response team	EMBC / Fire / Industry
Emergency feeding facilities	Emergency Social Services

Flooding

In case of a major flood see British Columbia Flood Plan.

Policies

1. Ministry of Environment Water Stewardship Division, Ministry of Transportation, and EMBC are the key provincial agencies.
2. Private property owners are responsible for protective works on their property.
3. We will keep the public informed by releasing all confirmed flood warning information through local media sources.
4. A state of local or provincial emergency **must** be declared to cause an evacuation due to flooding.

Hazard Specific Checklists

EOC Director

- ❑ Select MOT or alternate as Operations Chief.
- ❑ Ensure representatives from DFO are contacted and requested to attend the EOC if needed.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Ensure various Water Management Districts are involved.
- ❑ Establish proper jurisdiction.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Staff ESS positions for possible reception centres (ESS Branch).
- ❑ Coordinate the evacuation of personnel (Police Branch).
- ❑ Coordinate the evacuation of livestock (Ministry of Agriculture).
- ❑ Coordinate traffic control (Police Branch).
- ❑ Coordinate the establishment of dikes as required (Engineering Branch).
- ❑ Identify the priority areas for sand bag deployment.
- ❑ Coordinate the elimination of hazards from damaged utilities (Utilities Branch).
- ❑ Establish emergency public health facilities (Health Branch).

Planning

- Obtain and disseminate current meteorological data and flood forecasts from Water Stewardship Division's River Forecast Centre.
- Deploy field observers to gather flood intelligence as soon as possible (Situation Unit).
- Consider possible major effects (Advance Planning Unit):
    - Disruption of community
    - Damage to property
    - Contamination of normal water supplies
    - Casualties
    - Evacuation of population
    - Dangers to public health
    - Losses to local economy

Logistics

- Contact Province, Canada Employment Centres for personnel.
- Identify and locate additional sandbags / heavy equipment resources in anticipation of field requests (Supply Unit).
- Anticipate long term feeding / accommodation support of field workers.
- Consider equipment needs and sources (Supply Unit):

Transportation	Road / Air carriers / BC Ferries
Communication Equipment	EMBC / RCMP / Ham Radio
Equipment for constructing dikes	Engineering / Industry
Heavy equipment (bulldozers, etc.)	Engineering / Industry
Auxiliary lighting	Engineering / Utilities
Auxiliary power facilities	Engineering / Utilities
Medical and health supplies	Health
Food and lodging	Emergency Social Services

○ Pumps	Engineering
○ Storage facilities for equipment furnishings and livestock	Province
○ Mobile public address system	RCMP / Fire / Radio

Administration

- Establish Compensation and Claims Unit and Cost Accounting Unit.

Hazardous Spills - Land

In case of a major hazardous goods spill at Howe Sound Pulp & Paper, see Howe Sound Pulp & Paper Emergency Response Plan.

If the spill is chlorine and related to the SCRD Water Treatment Plant then see:

- SCRD Water Treatment Plant Agreement,
- Brenntag, and
- Chlorine Gas Emergency Response.

For inland oil spills see the BC Inland oil Spill Response Plan.

Policies

1. Responders should take defensive role until product and actions are identified.
2. Spiller is responsible for clean-up and restoration. Engage them early on.
3. The community has a right to know both the hazard and risk.
4. Provincial use of Fire Departments for hazmat response.

Hazard Specific Checklists

EOC Director

- ❑ Select Fire Branch Coordinator or alternate as Operations Chief.
- ❑ Ensure Sechelt Fire Department Hazmat team is contacted.
- ❑ Call for the MOE Fast Action Response Trailer (FART) stored at Mason Rd.
- ❑ Ensure Safety Officer appointed at scene.
- ❑ Ensure Ministry of Environment and other appropriate agencies notified.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Request representative from carrier/owner attend the EOC.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- Ensure Environmental Health Officer and Fire Commissioner are notified.
- Confirm Hot / Warm / Cold zones established and communicated to all agencies.
- Coordinate traffic control and or evacuation routes (Police Branch).
- Activate ESS for possible evacuation.
- Coordinate evacuation of high-hazard zones, considering responder safety (Police Branch).
- Notify hospitals of casualties (BC Ambulance Unit).
- Establish temporary morgue, if needed (Police Branch, Coroner Unit).

Planning

- Ensure appropriate technical specialists contacted and available.
- Determine nature of substance spilled and possible effects and inform Operations Section Chief, EOC Director, and Incident Commander.
- Define area of risk.
- Commence evacuation planning, if required, and warn adjacent areas.
- Establish identification of spiller for cost recovery purposes (Recovery Unit).
- Consider possible major effects (Advance Planning Unit):
    - Injuries and fatalities
    - Tendency of people to disperse
    - Damage to property
    - Disruption of traffic
    - Subsequent explosions and fire
    - Need to decontaminate site responders, equipment, and vehicles
    - Contamination of normal water supplies
    - Need to evacuate population
    - Dangers to public health and livestock
    - Disruption of business and industrial activities

Logistics

- Check on availability of specialized hazardous material supplies and consultants.
- Consider support of long-term field operations.
- Consider equipment needs and sources (Supply Unit):

○ Ambulances	BCAS
○ Fire and rescue equipment, e.g. respirators and resuscitators	Fire Depts. / Industry
○ Communication Equipment	EMBC / RCMP / Amateur Radio
○ Decontamination equipment	Industry
○ Barricades	Engineering
○ Mobile public address system	RCMP / Fire / Radio stations
○ Advisory services	Canutec, M of E.

Administration

- Ensure cost accounting is taking place for charge back to spiller.

Hazardous Spills – Marine

Contact Canadian Coast Guard Pollution reporting number:

1-800-889-8852

See MOE's, Marine Oil Spill Response Plan.
Contact Western Canada Marine Response Corporation(WCMRC) at: **1-855-294-9116** to access their spill supply trailers.

Also refer to file folder, "Oil Spills" on the USB Computer Memory Storage device.

Policies

1. Responders should take defensive role until product and actions are identified.
2. If on tidal water, notify the Canadian Coast Guard who have jurisdiction. Also advise Dept of Fisheries and Oceans.
3. The Ministry of Environment is the key provincial agency. Also notify other appropriate agencies.
4. Spiller is responsible for clean-up and restoration so engage them early on.
5. The community has a right to know both the hazard and risk.

Hazard Specific Checklists

EOC Director

- ❑ Select Fire Branch Coordinator or alternate as Operations Chief.
- ❑ Ensure Safety Officer appointed at scene.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Request representative from carrier/owner attend the EOC.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Ensure Environmental Health Officer is notified.
- ❑ Notify Sechelt Indian Band or any other First Nations that may be impacted.
- ❑ Coordinate traffic control and evacuation routes (Police Branch)
- ❑ If applicable, activate ESS for possible evacuation.

Planning

- Ensure appropriate technical specialists contacted and available including Sechelt FD Hazmat team if applicable.
- Determine nature of substance spilled and possible effects and inform Operations Section Chief, EOC Director, and Incident Commander.
- Define area of risk and include near-shore protection.
- Commence evacuation planning, if required, and warn adjacent areas.
- Establish identification of spiller for cost recovery purposes (Recovery Unit).
- Consider possible major effects (Advance Planning Unit):
    - Injuries and fatalities
    - Damage to property
    - Disruption of marine traffic
    - Subsequent explosions and fire
    - Need to decontaminate site responders, equipment, and vehicles
    - Contamination of wells and water supplies
    - Need to evacuate population
    - Dangers to public health
    - Wildlife rescue and decontamination
    - Disruption of business and industrial activities
    - On-shore cleanup and oily waste management

Logistics

- Check on availability of specialized hazardous material supplies and consultants such as Burrard Clean Operations.
- Consider support of long-term field operations.
- Consider equipment needs and sources (Supply Unit):

Ambulances	BCAS
Fire and rescue equipment, e.g. respirators and resuscitators	Fire Depts. / Industry
Communication Equipment	EMBC / RCMP / Amateur Radio

- Decontamination equipment — Industry
- Barricades — Engineering
- Mobile public address system — RCMP / Fire / Radio stations
- Advisory services — M of Environment.

Administration

- Ensure cost accounting is taking place for charge back to spiller.

Landslides

Policies

1. Regardless of where the incident occurs, responder safety will be considered first.
2. Many landslides / slips involve multiple agencies and jurisdictions.

Hazard Specific Checklists

EOC Director

- ❑ Ensure representatives from Provincial Highways, Environment, and EMBC are contacted and if appropriate requested to attend the EOC.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Coordinate search and rescue of victims (Fire Branch, Police Branch).
- ❑ Staff ESS positions for possible reception centres (ESS Branch).
- ❑ Coordinate the evacuation of personnel, (Police Branch).
- ❑ Coordinate the evacuation of livestock (Ministry of Agriculture).
- ❑ Coordinate traffic control (Police Branch).
- ❑ Coordinate the protection of property and relocate resources where necessary (Police Branch).
- ❑ Coordinate removal and disposal of slide material as required (Engineering Branch).
- ❑ Coordinate the elimination of hazards from damaged utilities (Engineering Branch).

Planning

- Deploy field observers to gather damage intelligence as soon as possible (Situation Unit).
- To consider further slide potential, obtain current meteorological data.
- Consider possible major effects (Advance Planning Unit):
  - Casualties
  - Damage to property
  - Closure of roads and highways
  - Damage to utilities and communication systems
  - Contamination of normal water supplies
  - Evacuation of population from danger areas
  - Dangers to public health
  - Possible convergence of families and friends to help with search
  - Disruption of community
  - Losses to local economy

Logistics

- Identify additional heavy equipment in anticipation of field requests (Supply Unit).
- Anticipate long term feeding / accommodation support of field workers.
- Consider equipment needs and sources (Supply Unit):

Transportation	Road / Air Carriers / BC Ferries
Communication Equipment	EMBC / RCMP / Amateur Radio
Heavy equipment (bulldozers, etc.)	Engineering / Industry
Auxiliary lighting	Engineering / Utilities
Auxiliary power facilities	Engineering / Utilities
Medical and health supplies	Health
Food and lodging	ESS

Administration

- Establish Compensation and Claims Unit and Cost Accounting Unit.
- Establish Disaster Financial Assistance Unit.

Marine Accidents

Policies

1. The Master of the Vessel is the Incident Commander, if not incapacitated.
2. The Canadian Coast Guard is the responsible agency.
3. The RCMP is responsible for **inland** water SAR.
4. It is our policy to provide support and assistance as needed and requested.
5. If oil spill results, refer to Hazardous Spills -Marine.

Hazard Specific Checklists

EOC Director

- ❑ Select RCMP or alternate as Operations Chief
- ❑ Ensure representatives from Coast Guard and EMBC are contacted and if necessary, requested to attend the EOC
- ❑ Establish adequate communications and news release systems (Information Officer)
- ❑ Establish public inquiry system (Information Officer)
- ❑ Establish proper jurisdiction

Operations

- ❑ Coordinate shore rescue teams from all jurisdictions (Police Branch)
- ❑ Arrange for ground transportation of victims
- ❑ Staff ESS positions for possible reception centres (ESS Branch)

Planning

- ❑ Obtain and disseminate current meteorological forecasts
- ❑ Deploy field observers to gather damage intelligence as soon as possible (Situation Assessment Unit)
- ❑ Consider possible major effects (Long-Term Planning Unit):
    - ○ Injuries and fatalities
    - ○ Hypothermia among victims and rescuers
    - ○ Convergence of families and friends
    - ○ Vessels may require towing
    - ○ Release of fuel oil and hazardous chemicals

Logistics

- Contact local marinas for support from vessels of opportunity.
- Anticipate long term feeding / accommodation support of field workers.
- Consider equipment needs and sources (Supply/Procurement Unit):

○ Communication Equipment	EMBC / RCMP / Ham Radio
○ Auxiliary lighting	Engineering / Utilities
○ Auxiliary power facilities	Engineering / Utilities
○ Medical and health supplies	Health
○ Food and lodging	Emergency Social Services
○ Pumps	Engineering

Power Outages – Extended Duration

Policies

1. BC Hydro is responsible for restoration of electrical power.
2. The EOC may assist indirectly with such actions as coordinating the clearing of fallen trees from routes used by utility line crews, and providing priorities for energy restoration.
3. Under no circumstances should non-utility responders handle power lines, as they may still be energized.

Hazard Specific Checklists

EOC Director

- ❑ Select Engineering Branch Coordinator as Operations Chief.
- ❑ Request BC Hydro representative attend at the EOC.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Assist utility crews where possible.
- ❑ Coordinate the elimination of hazards from damaged utilities (Engineering Branch).
- ❑ Coordinate provision of auxiliary power (Engineering Branch).
- ❑ Coordinate transport of food, fuel, pharmaceutical supplies, medical personnel and others to points of need (Transportation Unit).
- ❑ Supervise ESS accommodation and feeding of stranded persons (ESS Branch).
- ❑ Establish ESS Reception Centres for the aged/infirm.
- ❑ Staff Engineering Branch Coordinator.

Planning

- ❑ Identify critical power needs (i.e., nursing homes, water pumps, etc.).
- ❑ Identify if alternate suppliers available.
- ❑ Provide Operations Section with updated meteorological data.
- ❑ Consider possible major effects (Advance Planning Unit):
    - Injuries and fatalities, indirectly due to lack of power
    - Panic, particularly in crowded areas
    - Persons trapped in elevators and other powered devices
    - Disruption of traffic
    - Disruption of utilities and communications

Logistics

- Locate and stage any power generation equipment.
- Locate and stage any fuel for power generation equipment.
- Ensure EOC and public safety facilities have auxiliary power.
- Contact food suppliers and determine on-hand supplies.
- Consider equipment needs and sources (Supply Unit):
    - Auxiliary generators — Various sources
    - Auxiliary heaters — Various sources
    - Auxiliary lighting — Fire Depts.
    - Mobile public address system — RCMP / Fire / Radio
    - Welfare equipment — Emergency Social Services

Administration

- Establish manual timekeeping / payroll system.

Satellite Re-entry

See, Government of Canada, Entry of Satellite USA 193 Contingency Plan

Structural Collapse

Policies

1. Regardless of the cause, safety of the responders will be the first priority.
2. The EOC will ensure technical advice is available and Heavy Urban Search and Rescue (HUSAR) experts (if available) are provided to the Incident Commanders.
3. Immediately secure the site to preserve evidence, ensure safety, and enhance privacy.
4. Also see: Shoring Operations Guide

Hazard Specific Checklists

EOC Director

- ❑ Notify PREOC if EOC is activated.
- ❑ Select Fire or alternate as Operations Chief.
- ❑ Make contact with building owner and request attendance at EOC if appropriate.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.
- ❑ Establish news release system (Information Officer).
- ❑ Establish family inquiry system (Information Officer).

Operations

- ❑ Establish a Registration and Inquiry Centre (ESS / Red Cross).
- ❑ Support Incident Commander in defining working area, establishing control perimeter, and securing the scene for subsequent investigation (Police Branch).
- ❑ Coordinate rescue (Fire Branch).
- ❑ Coordinate routes for emergency vehicles (Police Branch).
- ❑ Coordinate traffic and crowd control (Police Branch).
- ❑ Notify hospital of casualties, including number and type (BC Ambulance Unit).
- ❑ Establish temporary morgue (Police Branch, Coroner Unit).
- ❑ Coordinate the elimination of hazards from damaged utilities (Engineering / Utilities).
- ❑ Obtain plans/blueprints of buildings involved.

Planning

- Consider possible major effects (Advance Planning Unit):
  - Injuries and fatalities
  - Fire
  - Trapped people
  - Involvement of dangerous goods, e.g., fuels
  - Sudden hospital requirements
  - Disruption of traffic and communications
  - Convergence of media, photographers

Logistics

- Prepare to support long-term recovery and investigation operations.
- Identify potential temporary morgue facilities (Facilities Unit).
- Consider equipment needs and sources (Supply Unit):

Fire-fighting and rescue equipment	Fire / Engineering / SAR
Ambulances	BCAS
Communication Equipment	Ambulance / RCMP / Amateur Radio
Auxiliary lighting	Engineering / Utilities
Barricades	Engineering
Power cranes	Contractors
Mobile public address system	RCMP / Fire / Radio stations

Tsunami

See BC Tsunami Notification Process Plan

See Tsunami Awareness Project that includes maps and communication strategies.

Also refer to Earthquakes and Seismic Hazards on page 8-13.

Volcanic Ash Fallout

Policies

1. In the event of a major eruption, the EOC should consider an automatic level 3 response.
2. Should the operational area of this EOC not be affected, it is our policy to provide support and assistance to other areas affected as needed and requested. This may include providing resources or receiving evacuees.

Hazard Specific Checklists

EOC Director

- ❑ Notify PREOC when EOC is activated.
- ❑ Select Fire Chief or alternate as Operations Chief.
- ❑ Ensure all agency representatives contacted and requested to attend the EOC.
- ❑ Establish adequate communications and news release systems (Information Officer).
- ❑ Establish public inquiry system (Information Officer).
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.

Operations

- ❑ Coordinate the elimination of Ash from roads (Engineering Branch).
- ❑ Coordinate emergency public health facilities (Health Branch).
- ❑ Coordinate removal of ash from ventilation systems of critical buildings.
- ❑ Identify and assist people with respiratory difficulties.

Planning

- ❑ Obtain and disseminate current plume data.
- ❑ Deploy field observers to gather intelligence as soon as possible (Situation Unit).
- ❑ Consider possible major effects (Advance Planning Unit):
    - Respiratory difficulties
    - Non-functioning combustion engines
    - Panic
    - Contamination of normal water supplies
    - Dangers to public health
    - Adjacent communities may be affected as well, slowing assistance
    - Losses to local economy

Logistics

- Anticipate long term air quality problems.
- Consider equipment needs and sources (Supply Unit):

○ Transportation	Road / Air carriers/ BC Ferries
○ Public service maintenance vehicles	Engineering / Utilities
○ Communication Equipment	EMBC / RCMP / Ham Radio
○ Heavy equipment (bulldozers, etc.)	Engineering / Industry
○ Auxiliary lighting	Engineering / Utilities
○ Auxiliary power facilities	Engineering / Utilities
○ Medical and health supplies	Health
○ Food and lodging	Emergency Social Services
○ Tankers for potable water supplies	Utilities
○ Mobile public address system	RCMP / Fire

Administration

- Establish Compensation and Claims Unit and Cost Accounting Unit.

Wildfires

In case of a wild land / urban interface fire: See British Columbia Wild land/Urban Interface Fire Consequence Management Plan.

Also see the following Structural Protection Units (SPU) deployment policies:

- SPU deployment,
- SPU development,
- SPU Inventory, and
- SPU request form.

Policies

1. Interface fires will be managed using unified command with Incident Commanders supplied by the Ministry of Forests and the Fire Department having jurisdiction. The EOC will provide support and assistance to the Ministry of Forests and local fire departments as and when requested.
2. In the event of a pure wildfire, The EOC will provide support and assistance to the Ministry of Forests as and when requested.

Hazard Specific Checklists

EOC Director

- ❑ Select Fire or alternate as Operations Chief.
- ❑ Notify PREOC that EOC is established.
- ❑ Monitor that the interface fire command is unified.
- ❑ Staff Liaison Officer, Information Officer, and Risk Management Officer positions.
- ❑ Establish news release system (Information Officer).
- ❑ Establish public inquiry system (Information Officer).

Operations

- ❑ Establish communication link with MROC and PREOC as appropriate.
- ❑ Determine need for evacuation through Fire Commissioner or declaration (Fire Branch).
- ❑ Notify Fire Commissioner (Fire Branch).
- ❑ Ensure Utilities are advised (Fire Branch).
- ❑ Monitor potential spread of fire and need for fire breaks (Fire Branch).
- ❑ Coordinate the evacuation of personnel, (Police Branch).
- ❑ Coordinate the evacuation of livestock (Ministry of Agriculture).
- ❑ Coordinate in defining working area and establish control perimeter (Police Branch).

- Secure disaster scene for subsequent investigation (Police Branch).
- Coordinate traffic control and routes for emergency vehicles (Police Branch).
- Coordinate the protection of property and relocate resources where necessary (Police Branch).
- Coordinate the elimination of hazards from damaged utilities (Engineering Branch).
- Notify hospital of casualties (BC Ambulance Service Unit).
- Establish emergency public health facilities (Health Branch).
- Establish temporary morgue, if needed (Police Branch, Coroner Unit).
- Establish ESS (ESS Branch).
- Staff ESS positions for possible reception centres (ESS Branch).

Planning

- Supervise damage assessment.
- Ensure risk management activities are being conducted.
- Consider possible major effects (Advance Planning Unit):
    - Injuries and fatalities
    - Fire
    - Explosions of propane tanks and other hazards
    - Damage to property
    - Collapse of buildings and other structures
    - Sudden hospital requirements
    - Release of toxic smoke, fumes
    - Disruption of traffic and communications
    - Disruption of utilities
    - Convergence of media, photographers, politicians
    - Possible need to relocate any EOCs

Logistics

- Anticipate requests for additional supplies.
- Anticipate requests for food / porta-potties.
- Consider equipment needs and sources (Supply Unit):

○ Fire-fighting and rescue equipment	Fire / Engineering / SAR
○ Ambulances	BCAS
○ Water tankers (street cleaners)	Engineering
○ Relay pumps	Engineering
○ Communication Equipment	Ambulance / RCMP / Amateur Radio
○ Auxiliary lighting	Engineering / Utilities
○ Blankets and food	Emergency Social Services
○ Mobile public address system	RCMP / Fire / Radio stations
○ Chemical response team	EMBC / Fire / Industry

Administration

- Anticipate compensation/claims.

9 Acronyms & Definitions

Acronyms

Though not all of these acronyms are referred to in the plan, they may be mentioned during an emergency and are thus listed here as a reference.

BCAEM	BC Association of Emergency Managers
BCAS	BC Ambulance Service
BCEMS	British Columbia Emergency Management System
CANUTEC	Canadian Transportation Emergency Centre
CCG	Canadian Coast Guard or Central Coordination Group (BCEMS)
DFA	Disaster Financial Assistance
DFO	Department of Fisheries and Oceans
DSTRS	Disaster Stress & Trauma Response Services
EOC	Emergency Operations Centre
EERO	Environmental Emergency Response Officer (BC)
ERRP	Emergency Response and Recovery Plan
ESS	Emergency Social (Support) Services
GIS	Geographical Information System
GPS	Global Positioning System
ICS	Incident Command System
JEPP	Joint Emergency Preparedness Program
JRCC	Joint Rescue Coordination Centre (Victoria)
LNG	Liquid Natural Gas
MCTS	Marine Control Traffic Service (Federal)
MROC	Ministry Regional Operations Centre

MZOC	Ministry Zone Operations Centre
NGO	Non-Government Organization
NOAA	National Oceanic and Atmospheric Administration (U.S.)
EMBC	Emergency management BC
PECC	Provincial Emergency Coordination Centre (Victoria)
PERCS	Provincial Emergency Radio Communications Service
PREOC	Provincial Regional Emergency Coordination Centre , i.e., Surrey
RC	
SAR	Search and Rescue
SITREP	Situation Report
WCB	Workers' Compensation Board, now Worksafe BC

Definitions

Area Command	An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.
Base	The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.
Branch	The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.).
Chain of Command	A series of management positions in order of authority.
Command	The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.
Command Staff	The Command Staff consists of the Information Officer, Risk Management Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Division	Divisions are used to divide an incident into geographic areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Emergency Program (or Measures) Coordinator	The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.
Emergency Operations Centre (EOC)	A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.
Finance/Administration Section	The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.
Function	In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function).
Group	Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.
Incident	An occurrence, caused either by human action or natural phenomena that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.
Incident Action Plan	Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).
Incident Commander	The individual responsible for the management of all incident operations at the incident site.

Incident Command System (ICS)	A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Logistics Section	The Section responsible for providing facilities, services, and materials for the incident.
Management By Objectives	In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategies to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments, and performance monitoring.
Operational Period	The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.
Planning Section	Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.
Unified Command	In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability. Though not common, this is most likely to occur on the Sunshine Coast when another level of government also has jurisdiction.