



Community Emergency Management Plan (CEMP)



This document may not be reproduced or transmitted in any form or by any means, including photocopying, without the written permission of The City of St. Albert.

TABLE OF CONTENTS

Plan Version History.....	4
Acronyms & Abbreviations.....	5
1. Administration	6
1.1 Purpose	6
1.2 Key Terms	6
1.3 Scope.....	9
1.4 The city's Emergency Management Program & CEMP Components	10
1.4.1 Emergency Management Program	10
1.4.2 CEMP Components.....	10
1.5 Distribution.....	11
2. Governance	11
2.1 Regulation and Standards	11
2.1.1 Legislation, Regulation, and Authority	11
2.1.2 Standards	12
2.2 Emergency Management IMT	12
2.3 Approval, Maintenance and Amendments.....	12
2.4 Mutual Aid Agreements.....	12
3. Emergency / Disaster Phases	13
3.1 Comprehensive Emergency Management Model	13
Phase A: Hazard Identification, Risk Assessment, and Emerging Risk Prevention, Mitigation and Preparedness.....	13
3.1.1 Response	15
3.1.2 Initial recovery and stabilization	16
3.1.3 Community restoration and rehabilitation.....	16
4. Roles and Responsibilities.....	16
4.1 Municipal Elected Officials.....	16
4.1.1 Mayor and City Councillors	16
4.1.2 The Mayor	17
4.1.3 City Councillors	18
4.2 Administration	18
4.2.1 The Multiagency Coordination Group (MAC).....	18
4.2.2 Chief Administrative Officer (CAO).....	19
4.2.3 Directors	20
4.3 DEM Roles and Responsibilities	21
4.3.1 Director of Emergency Management (DEM)	21
4.4 IMT Member Roles and Responsibilities	23

4.4.1	General	23
4.4.2	State of Readiness	23
4.4.3	Response and Recovery	23
4.4.4	IMT Members	24
5.	Activation of the CEMP	25
5.1	CEMP Activation Levels	25
5.1.1	Scheduled Activations	25
5.1.2	Emergency Activations	25
5.2	Activation	25
5.2.1	Requests for Activation of the CEMP	25
5.2.2	Decision to Activate the CEMP	26
5.3	Notification	26
5.4	Operational Changes and Decisions During a CEMP Activation	27
5.4.1	Crisis Communications	27
5.4.2	Emergency Social Services (ESS)	27
5.4.3	Financial Coding	28
5.4.4	Purchasing and Supply	28
5.4.5	Management Exempt Staff Overtime Rate	28
5.5	Operational Levels	29
5.6	Demobilization and Deactivation	30
5.6.1	Demobilization	30
5.6.2	Official Records	31
5.6.3	Deactivation	31
6.	The city's Incident Command Post (ICP)	31
6.1	Types of ICP Openings	31
6.2	ICP Attendance	32
6.3	Notification	32
6.4	Operational Staffing	32
6.5	Concept of Operations	32
6.5.1	Concept of Operations – Operational Structure	32
6.5.2	Concept of Operations – Command and General Staff	33
6.6	Health, Safety and Wellness	34
7.	State of Local Emergency	35
7.1	Overview	35
7.2	Emergency Advisory Committee	35
7.3	Operational Changes During a SOLE	36
8.	Communication	36
8.1	Communication Methods	36
8.1.1	Alberta Emergency Alert	36
8.1.2	Media Availabilities & Media Releases	36
8.1.3	Operational Briefings to Mayor, Council, and ELT	37
8.2	Communications Fatigue	37

9.	Operational Annexes.....	38
9.1	Approval of Operational Annexes.....	38
9.2	List of Operational Annexes.....	38

Plan Version History

Version Number	Description of Change	Effective Date
Initial	Complete revision of the St. Albert Community Emergency Management Plan (CEMP)	2025 July 8

Acronyms & Abbreviations

AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management IMT
AIMS	<i>Alberta Incident Management System</i>
ANSI	American National Standards Institute
CAO	Chief Administrative Officer
CBCP	<i>Corporate Business Continuity Plan</i>
CEMP	Community Emergency Management Plan
CRCRS	<i>Corporate Records Classification and Retention Schedule</i>
CSA	Canadian Standards Association
SAEMA	St. Albert Emergency Management IMT
DEM	Director of Emergency Management
DDEM	Deputy Director of Emergency Management
HIRA	<i>Hazard Identification Risk Assessment</i>
ECC	Emergency Coordination Center
ELT	Executive Leadership Team
EMCS	Emergency Management & Community Safety
ESS	Emergency Social Services
ICP	Incident Command Post
ICS	Incident Command System
LEMR	<i>Local Authority Emergency Management Regulation</i>
MGA	<i>Municipal Government Act</i>
CEMP	Municipal Emergency Plan
NFPA	National Fire Protection Association
PECC	Provincial Emergency Coordination Center
RSA	<i>Revised Statutes of Alberta</i>
SOLE	State of Local Emergency
The Act	The Alberta <i>Emergency Management Act</i>
The Bylaw	The City of St. Albert's <i>Emergency Management Bylaw 20 2024</i>
The City	The City of St. Albert
Note: <i>italicized</i> indicates a stand-alone document outside of the CEMP	

Introduction

The City of St. Albert is no stranger to emergencies and disasters. Over the past decade, St. Albert has faced several events, including its activation in 2023 to support evacuees from the Northwest Territories, one of the most extensive emergency support operations in the city's history.

This version of the Community Emergency Management Plan (CEMP) is based on St. Albert's Hazard Identification Risk Assessment (HIRA), its own emergency management experience, and the lessons learned from recent activations. It incorporates best practices from across Alberta and Canada, while grounding those strategies in the unique risks, geography, and operational realities of St. Albert.

The St. Albert Emergency Management Agency (SAEMA) Incident Management Team (IMT) remains committed to excellence in all phases of emergency management. Through continuous learning, collaboration, and innovation, SAEMA is prepared to lead effective responses to future emergencies and disasters affecting the community

1. Administration

1.1 Purpose

The City of St. Albert's CEMP outlines how the City of St. Albert (The City) responds to and recovers from emergencies and disasters impacting St. Albert.

The CEMP is one element of the city's Emergency Management Program, which overall addresses the functions of mitigation, preparedness, response, and recovery.

1.2 Key Terms

Key terms used throughout this document are defined below:

- **IMT:** as defined by the Government of Alberta's *Local Authority Emergency Management Regulation (LEMR)* and as set out in The City's *Emergency Management Bylaw 4/2020 (the Bylaw)*, SAEMA is established as the local authority's emergency management IMT. Throughout this document, SAEMA is also referred to as the IMT.
- **IMT member:** The City of St. Albert maintains a roster of approximately 150 trained staff who form the Incident Management Team (IMT). This cross-departmental team is equipped to support all phases of emergency management and is activated to lead coordinated responses during large-scale emergencies and disasters. The St. Albert Emergency Management IMT (SAEMA) continues to

support this team through ongoing training, exercises, and continuous improvement, ensuring a high state of readiness.

- **External IMT member:** An invited external organization
- **Internal IMT member:** A City of St. Albert employee rostered on an IMT.
- **St. Albert Emergency Management IMT (SAEMA):** SAEMA is the local authority's emergency management IMT, as defined by the *LEMR* and set out in the *Bylaw*. On behalf of the city, SAEMA is responsible for coordinating emergency and disaster response efforts within the City of St. Albert.
- **Core plan:** The core plan of the CEMP outlines its scope and purpose, and how it fits overall into the city's Emergency Management Program. It includes information on governance, as well as the roles and responsibilities of elected officials, the Administration, the DEM, and IMT members. It also provides information on the activation of the CEMP, the city's ICP, a State of Local Emergency (SOLE), and the communications tools used.
- **SAEMA Incident Management Team:** The SAEMA IMT is made up of employees from the city's business units who have been identified, rostered and trained to fill the Command and General Staff roles.
- **Director of Emergency Management (DEM):** The DEM is the individual appointed by the local authority to direct emergency management activities as defined by the Government of Alberta's *Emergency Management Act* (the *Act*). Under the *Bylaw*, the Manager of Emergency Management is the DEM for SAEMA. The Director may appoint a designate, another qualified individual, to act as the DEM, and/or Deputy Director of Emergency Management (DDEM) in their absence.
- **Deputy Director of Emergency Management (DDEM):** The DDEM is an individual who is appropriately trained and capable of assuming the DEM role when the DEM is unavailable.
- **Disaster:** An event that results in serious harm to the safety, health, or welfare of people or widespread damage to property or the environment, as defined by the *Act*, *RSA 2000 c. E-6-8, Section 1(e)*. A disaster may also include threats to the safety, health or welfare of residents, staff, property or the environment.

- **Emergency:** A sudden and temporary event that requires prompt coordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property or the environment, as defined by the *Act*, RSA 2000 c. E-6.8, Section 1(f).
- **Emergency Management Committee:** Appointed by the local authority and established by the *Bylaw*, the Emergency Management Committee is the emergency advisory committee appointed to advise on the development of emergency plans and programs, and to exercise any powers delegated to the committee under section 11.1 of the *Act*.
- **Incident Command Post (ICP):** The ICP is the physical, hybrid or virtual location at which SAEMA coordinates IMT members, information and resources to support an emergency or disaster.
- **Executive Leadership Team (ELT):** ELT is the most senior group of officials in the city's organization.
- **Incident:** AIMS has adopted the term "incident" to reflect an occurrence, natural or artificial, that requires a response to protect life, property or the environment. Incidents can include major disasters, emergencies, terrorist attacks, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, tornadoes, war-related disasters, public health and medical emergencies, and other occurrences that require an emergency response. In alignment with the city's *Hazard Identification and Risk Assessment (HIRA)*, the city has elected to use the terms "emergency," "disaster," and "incident."
- **Local Authority:** The local authority is "where a municipality has a council within the meaning of the *Municipal Government Act (MGA)*, that council," as defined by the *Act*.
- **Emergency Management Committee (EMC):** Through the *Bylaw*, the EMC has delegated authority to declare a state of local emergency. The EMC consists of the mayor and two other members of Council, as designated by the mayor.
- **Multiagency Coordination Group (MAC):** The MAC Group is made up of three Managing Directors and the CAO, convened at the request of the DEM. The objective of the MAC group is to assemble when

requested to provide additional political, financial and resource advice and support for the DEM.

- **Operational Annexes:** The operational annexes of the CEMP include corporate plans, operational guidance, procurement and supply procedures, functional plans, incident-specific plans, and specific IMT member roles and responsibilities.
- **Reference Documents:** These legislative documents and related regulations provide a broader legal framework for the CEMP. This group of documents also includes the city's HIRA, which provides an analysis of underlying risk factors that drive disaster risk management in St. Albert.
- **State of Local Emergency (SOLE):** A SOLE provides a municipality with a wide range of powers within its municipal boundaries that are typically unavailable or limited under the *MGA*, as per the definition in the *Act*.

1.3 Scope

The CEMP provides an overview of the City's emergency management structure, policies, roles, and responsibilities. It outlines the legal authority for emergency management operations and the elements of the city's Emergency Management Program, addressing the functions of mitigation, preparedness, response, and recovery. As part of the city's Emergency Management Program, the CEMP is intended to:

- a) Meet all legislative and regulatory requirements under the *Act*.
- b) Meet the needs for the city to respond effectively to all hazards.
- c) Provide prompt coordination of the city's resources where the consequences of an identified emergency or disaster and subsequent recovery are outside the scope of normal operations.
- d) Document the roles and responsibilities of SAEMA, City Administration, the Mayor, City Councillors, and IMT members during an emergency or disaster.
- e) Detail how the CEMP will be activated, deactivated, and maintained, and
- f) Provide guidelines for the operations of the city's ICP.

1.4 The city's Emergency Management Program & CEMP Components

1.4.1 Emergency Management Program

The city's Emergency Management Program is built on the provincial legislation, municipal bylaw, the CEMP and associated operational annexes, and activities that take place during the four phases of the emergency/disaster cycle:

- Prevention and Mitigation
- Preparedness
- Response
- Recovery

The foundation of the city's Emergency Management Program is made up of:

- The applicable legislation and regulation that defines the requirements for emergency management in the province and The City: the *Act*, the *LEMR*, and the *Bylaw*.
- The *HIRA* provides an analysis of hazards and underlying risk factors that drive disaster risk management in St. Albert. It identifies trends and risk factors, raises awareness and provides education, and supports investment/planning decisions.

These items and the associated activities in the emergency/disaster cycle are explained in more detail in Section 3.

1.4.2 CEMP Components

The CEMP is comprised of the core plan, reference documents, and operational annexes:

- Core plan

The core plan provides an overview of:

- The purpose and scope of the CEMP and how it fits overall into the city's Emergency Management Program.
- Governance
- Roles and responsibilities of elected officials, Administration, DEM, and IMT members.

- Activation of the CEMP
- The city's ICP/ECC
- A SOLE
- Communication plan
- *Reference Documents*

These documents include:

- Applicable Legislation and Regulation
- Corporate Policies and Standards
- The *HIRA*
- *Operational Annexes*
The *Operational Annexes* include corporate plans (business continuity and recovery), operational guidance, procurement and supply procedures, functional plans, incident-specific plans, and specific roles and responsibilities for IMT members.

Note: Activation of the city's Corporate Business Continuity Plan and/or the city's *Corporate Recovery Plan* may occur concurrently or separately from activation of the CEMP.

1.5 Distribution

The CEMP will be shared on the City of St. Albert's public website.

2. Governance

2.1 Regulation and Standards

2.1.1 Legislation, Regulation, and Authority

The CEMP adheres to and is issued under the authority of:

- the *Act (Emergency Management Act)*,
- the *LEMR (Local Authority Emergency Management Regulation)*,
- the *Municipal Government Act*, and,
- the *Bylaw*.

2.1.2 Standards

The CEMP reflects the standards set out in:

- CSA-Z731-03: Emergency preparedness and response,
- CSA-Z1600:17 (R:2022): Emergency and continuity program,
- NFPA 1660: *Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response and Recovery (2024)*,
- *2022 Emergency Management Standard: Emergency Management Accreditation Program ANSI / EMAP 5-2022*, and
- *AIMS, 2024*.

2.2 Emergency Management IMT

In accordance with the *Bylaw* and established by the local authority, SAEMA is the emergency management IMT for St. Albert. SAEMA acts on behalf of the local authority to exercise powers and duties under the *Act*, and is responsible for the city's Emergency Management Program, coordinating preparedness, mitigation, response, and recovery related to emergencies and disasters.

2.3 Approval, Maintenance and Amendments

The Emergency Management Committee advises on the CEMP and receives annual updates on review and amendments of the CEMP, as outlined in the *Act*.

The St. Albert City Council approves the CEMP as the local authority under the *Act*.

SAEMA manages the CEMP and its annexes. SAEMA reviews the CEMP and its components on an annual basis and/or after emergencies and disasters where the CEMP is activated.

In alignment with *the LEMR*, on behalf of the IMT, the DEM will provide an annual update to the Emergency Management Committee on SAEMA's review of the CEMP and the status of the IMT's activities.

2.4 Mutual Aid Agreements

The city is part of the Capital Region Emergency Preparedness Partnership (CREPP). This agreement was entered into under Section 6 and Section 54(a) of the *MGA* and Section 11 of the *Act*. The *CREPP Agreement* is a

voluntary arrangement entered into by several municipalities in Alberta to assist the parties of the agreement.

3. Emergency / Disaster Phases

3.1 Comprehensive Emergency Management Model

The CEMP guides actions and roles specific to the response and recovery phases of SAEMA's comprehensive emergency management model, illustrated in Figure 1.

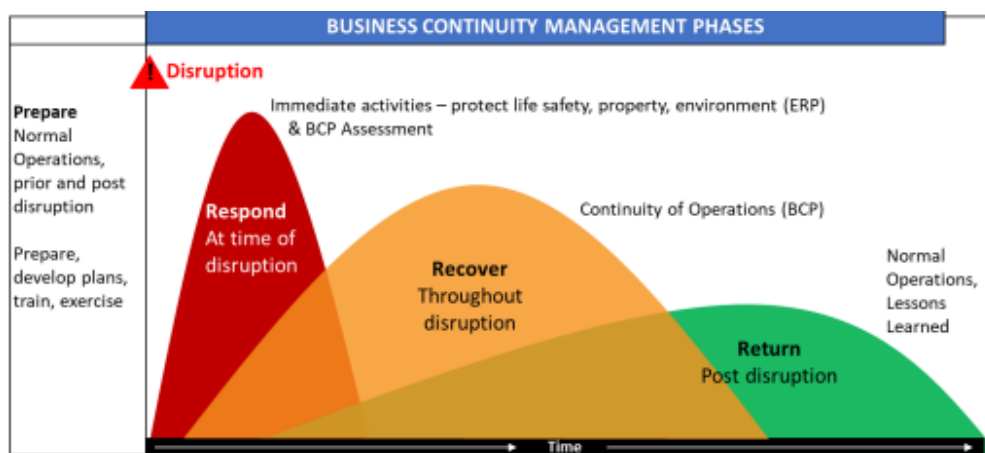


Fig 1

Phase A: Hazard Identification, Risk Assessment, and Emerging Risk Prevention, Mitigation and Preparedness

While the scope of the CEMP is focused on the response and recovery phases of an emergency or disaster, the information and understanding gained in the preparedness phase of the business continuity management process provides essential situational awareness and advanced knowledge. The actions, programs, and initiatives in this phase are vital to reducing the overall impact of emergencies and disasters.

Hazard Identification, Risk Assessment, Prevention and Mitigation

SAEMA conducts city-wide disaster risk assessments to understand the disaster risk environment, communicate and educate about disaster risk, and prioritize activities aimed at reducing disaster risk. The HIRA is reviewed annually to account for significant changes that impact the evaluation of identified risks and to identify any emerging new risks. A comprehensive review is conducted every four years in line with the business planning cycle.

Overall Preparedness

SAEMA undertakes various preparedness and operational readiness activities with IMT members. These include developing hazard-specific plans, conducting training, exercises, and implementing corrective actions based on after-action reports.

Standard All-Hazards Functions and Hazard-Specific Plans

Aligned with identified risks in HIRA, SAEMA collaborates with IMT members to develop, allocate resources for, and implement standard all-hazard plans and specific procedures for emergencies and disasters that require specialized response.

Training

To promote a shared understanding of fundamental emergency management concepts, all city rostered IMT representatives are asked to complete the following core courses:

- Basic Emergency Management
- Incident Command System 100-200-300-Planning P
- ICS Position-Specific Courses

Exercises

SAEMA facilitates at least one exercise annually and is responsible for exercising the emergency response procedures and business continuity plans, following specific applicable legislation and associated policies.

After-Action Reporting (AAR)

Following an activation of the CEMP, and/or an opening of the ICP/ECC, SAEMA conducts a debrief with all participating IMT members, SAEMA employees and other identified parties. The goal of the AAR is to identify strengths and opportunities for improvement in the coordination of response and recovery activities.

Upon completion of the AAR, SAEMA identifies and assigns corrective actions as necessary to address gaps and opportunities for improvement. These corrective actions are part of a comprehensive AAR report that provides an overview of the response to the emergency or disaster.

3.1.1 Response

The response consists of immediate actions taken to minimize the impacts of an emergency or disaster, reduce loss of life, and prevent further damage to the affected areas. The following SAEMA priorities guide decision-making during this phase:

1. **Life safety:** Save lives and alleviate suffering for both responders and the public.
2. **Critical infrastructure/property:** Protect essential infrastructure and municipal property.
3. **Environment:** Maintain environmental integrity.
4. **Economy:** Minimize social and economic losses.
5. **Cultural heritage:** Safeguard culturally significant infrastructure and items.

Reputational risk is integrated into all five priorities. It involves managing potential threats to the city's reputation and ensuring actions to uphold public trust in the IMT.

Response efforts during an emergency or disaster will be prioritized through ICP processes and consultation with IMT members. Examples of response actions may include, but are not limited to:

- Determining incident objectives aligned with priorities.
- Identifying and managing consequences and impacts.
- Creating a shared situational picture of the emergency or disaster to ensure overall situational awareness for the city.
- Coordinating operational plans, decision-making, and policy direction.
- Activating Emergency Social Services (ESS) to support affected individuals.
- Facilitating consistent and collaborative communication with the public, media, other ICPs, and supporting organizations.
- Ensuring business continuity and resuming the City's essential and support services.
- Collecting, analyzing, and sharing information.
- Prioritizing, tracking, and allocating resources.

3.1.2 Initial recovery and stabilization

Recovery efforts commence shortly after the initial response. Recovery is the coordinated process through which the city and its partners rebuild infrastructure and restore the social, emotional, economic, and physical well-being of individuals, communities, and businesses following an emergency or disaster.

The goals of initial/short-term recovery are to continue minimizing the impact, achieve overall stabilization, and ensure the continuity of essential City services. This phase typically involves damage assessments, debris removal, and provision of social support.

3.1.3 Community restoration and rehabilitation

Long-term recovery does not begin until well after the response phase ends and can take several months to years. The focus of long-term recovery is on large-scale community rebuilding, rehabilitation, and resilience. The city's recovery priorities, governance, and coordination of activities are managed by the Corporate Recovery Plan.

4. Roles and Responsibilities

4.1 Municipal Elected Officials

This section outlines the roles and responsibilities for the Mayor and City Councillors when the CEMP is activated.

4.1.1 Mayor and City Councillors

The Mayor and City Councillors together will:

- Participate in refresher training of roles and responsibilities annually.
- Instill public confidence that an emergency or disaster is being managed effectively.
- Support the actions of SAEMA and its IMT members, communities, and local organizations.
- Amplify and share the approved, accurate, and consistent key messages provided by the DEM to the public.

- Maintain situational awareness of the emergency or disaster by receiving situation updates and briefings provided by the DEM or CAO.
- Participate in Council agenda items requiring approval related to the emergency or disaster.
- Complete the provincial course in person of the Local Authority Elected Official course within 90 days of assuming office, as required by the *Act*.
- Ensure contact information is updated in notification systems used by SAEMA and respond to any test or real emergency notifications to confirm receipt.

The roles and responsibilities of the Mayor and City Councillors do not include attending the ICP or an emergency/disaster site unless specifically requested by the DEM, or in the event of a complete failure of the entire communications system.

4.1.2 The Mayor

The Mayor will:

- Assist in coordinating the assembly of Councillors for emergency updates.
- Chair the Emergency Advisory Committee as per the *Bylaw*.
- Represent Council for St. Albert as the spokesperson at media availabilities when an emergency or disaster affects multiple wards and/or when a State of Local Emergency (SOLE) is declared, building trust with communities and encouraging community empowerment and calls to action.
- Demonstrate unified leadership in collaboration with the impacted City Councillors.

In consultation with the DEM, the Mayor will:

- Provide a political conduit to other orders of government, including other jurisdictions, to request support, resources, and/or funding as needed.
- With the Emergency Advisory Committee, declare, renew, or rescind a SOLE.

4.1.3 City Councillors

City Councillors will:

- Provide approved key messages to constituent contacts.
- Use formal and informal community networks to help disseminate information provided by the DEM.
- Maintain connection with constituent businesses and organizations.
- Share pertinent issues and concerns with SAEMA through SAEMA's CAO or MAC Group.
- Ensure alignment of any community outreach activities with the ICP through SAEMA's CAO.
- Support the Mayor as the Council spokesperson for the emergency or disaster when a SOLE is declared, for an emergency or disaster.

Emergency Advisory Committee

- The Emergency Advisory Committee consists of 3 members of Council with the mayor as chair.
- The Emergency Advisory Committee's role is to provide an approval pathway to the City Council for approval of the City's CEMP.
- If the Mayor and Deputy Mayor cannot be contacted promptly during an emergency, a quorum of the Emergency Advisory Committee may declare a State of Local Emergency (SOLE) under the Emergency Management Act and municipal procedures.

4.2 Administration

This section outlines the roles and responsibilities of the Chief Administrative Officer and Managing Directors.

4.2.1 The Multiagency Coordination Group (MAC)

The MAC group is convened at the request of the DEM. The objective of the MAC group is to assemble when requested to provide additional political, financial and resource advice and support for the DEM.

When convened at the request of the DEM, the MAC group will:

- Determine financial policies and funding sources for response and recovery activities.

- Advise on complex issues escalated by the DEM.
- Act as a resource and provide subject matter expertise for complicated issue consultation and guidance.
- Support and resource the activation of aligned corporate plans, including the city's *Corporate Business Continuity Plan* and the city's *Corporate Recovery Plan*.
- Help ensure key messages are disseminated as provided by the DEM.
- Support the city's overall response with the release and/or transition of employees into emergency roles in operations, the ICP, and/or the Emergency Social Services team.

4.2.2 Chief Administrative Officer (CAO)

During an activation of the CEMP, the CAO remains the administrative leader of the city. As a member of SAEMA and under the leadership of the DEM, the CAO may be required to provide overall strategic direction for emergency or disaster management.

The CAO will:

- Receive situation updates from the DEM.
- Activate the city's Corporate Business Continuity Plan (BCP) with department directors.
- Provide a timely review of any extraordinary response and recovery requests from the DEM for additional City resources to support efforts accordingly.
- Support administrative connections with other orders of government as needed during the emergency or disaster.
- Communicate with the City's boards, commissions, and committees that are impacted by the emergency or disaster.
- Provide oversight and guidance in the development of a long-term strategy for the City in response to an emergency or disaster.
- Continue a regular reporting relationship with the mayor and escalate relevant city issues and concerns accordingly.

- Ensure the continuity of essential and support services throughout the emergency or disaster.
- Provide the full resources of the city in support of the emergency or disaster through the DEM

At the request of the DEM, the CAO will:

- Attend media availabilities and fulfill a speaking role.
- Support the well-being and morale of staff by attending the ICP or emergency/disaster site periodically.

4.2.3 Directors

Directors will:

- Maintain situational awareness with the CAO concerning business continuity, response and recovery activities.
- Support the continuity of operations and the resumption of the city's essential services.
- Participate in and support the city's *Corporate Business Continuity Plan* and/or the city's *Corporate Recovery Plan* if activated.
- Amplify and communicate ELT's support on the city's overall response with the release and/or transition of employees into emergency roles in the ICP/ECC, and/or the ESS team.
- Amplify messaging and direction from the DEM to respective business areas.
- Support participating in the after-action reporting process and integrating insights into work plans and programs to improve overall preparedness and future response effectiveness.
- Attend the ICP for an in-person briefing on the event of a catastrophic failure of the communications system.

At the request of the DEM, Directors will:

- Provide a spokesperson, in a subject matter expert capacity, related to the emergency or disaster.

- Support the well-being and morale of staff by attending the ICP or emergency/disaster site periodically.

In consultation with the DEM, directors will

- Implement corporate response strategies.

4.3 DEM Roles and Responsibilities

This section outlines the general roles and responsibilities for the DEM.

4.3.1 Director of Emergency Management (DEM)

By the *Act*, the local authority appoints a director of the emergency management IMT, known as the DEM. On behalf of the IMT, the DEM will:

- Prepare and coordinate emergency plans and programs for the city.
- Act as director of emergency operations on behalf of the emergency management IMT.
- Coordinate all emergency services and other resources used in an emergency.
- Perform other duties as prescribed by the local authority.
- Oversee the administration of the city's Emergency Management Program.
- Submit to the Council annually through the Emergency Management Committee a report on the IMT's activities and the IMT's review of the CEMP.
- Ensure the command, control and coordination system prescribed by the Managing Director of the Alberta Emergency Management Agency, adapted where necessary to align with the city's concept of operations, is used in the ICP.
- Activate and deactivate the CEMP.
- Review and approve SAEMA's operational level and structure for the situation.
- In consultation with the CAO, determine which IMT members will be requested to report to the ICP if opening.

- Notify all provincial and regional partners about the activation and deactivation of the CEMP, of the emergency, and of the actions being taken by SAEMA.
- Begin financial spending, outside of normal approved budgets, to mitigate an unfolding emergency or disaster.
- Accept or decline provincial requests for assistance to other jurisdictions.
- As the subject matter expert for emergencies and disasters, act as the primary operational and technical spokesperson, supported by IMT members as requested.
- Recommend the declaration of a State of Local Emergency to the EAC when there is an anticipated need for use of additional powers under the *Act*. Upon acceptance of this recommendation by the EAC, work with legal and communications, if time permits, to prepare documentation for the EAC to sign.
- Determine the scope of Crisis Communications needed to support the situation.
- Approve the messaging developed by the Communications Team and the mediums for release.
- Address conflicts related to the distribution of limited resources across multiple concurrent emergencies and/or disaster situations.
- Consult with the Mayor, the Emergency Advisory Committee, and the CAO as needed regarding any issue arising from an emergency or disaster.
- Liaise with the CAO to assess the need to convene with the Crisis Management Team (CMT) and/or the Recovery Steering Committee.
- Evaluate the necessity of activating emergency management mutual aid agreements.
- Where necessary, call an emergency meeting of the Emergency Advisory Committee if the DEM determines that an emergency or disaster exists or may occur in the city.
- Make a request to the Provincial Emergency Coordination Centre (PECC) for additional resources if an emergency or disaster exceeds

the available resources. If the PECC lacks access to necessary resources or if the city needs federal support, the PECC can request assistance from the Government of Canada's Government Operations Centre.

4.4 IMT Member Roles and Responsibilities

This section outlines the general roles and responsibilities for IMT members.

4.4.1 General

- Perform IMT member-specific duties.

4.4.2 State of Readiness

- Participate in the city's Emergency Management Program, including training, annual exercises, plan development and after-action reporting as requested by the DEM.
- Ensure any updates or changes to the IMT members' representatives are communicated promptly through the designated pathway or individual at SAEMA. Also, provide a 24/7 contact number for the IMT member if applicable.
- Perform routine checks of IMT member-specific software and equipment at the IMT member's ICP workstation(s) to ensure reliability and operability.
- Ensure access to information needed for IMT members' decision making and operations, including databases, documents, policies, procedures, legislation, and applications. Contingency plans should be in place to ensure access to essential decision-making and operational information in the event of a telecommunications or system outage.
- Ensure that the most recent versions of applicable operational plans owned by the IMT are provided to SAEMA. If the plan outlines roles and responsibilities for SAEMA, confirm that SAEMA is engaged annually to review and validate their role in the relevant sections.

4.4.3 Response and Recovery

- Determine, when notified and requested, which IMT representative will attend the ICP or virtual ICP.
- Share current information for situational awareness at the ICP.

- Maintain strict confidentiality of all emergency and disaster information shared by SAEMA and other IMT members.
- Coordinate any communications about the emergency or disaster with those developed by the city's Communications department.
- Attend media briefings to provide subject matter expertise to the public as requested by the DEM.
- Collaborate with SAEMA and other IMT members in decision-making for response and immediate recovery priorities, objectives, and strategies to reduce impacts.
- Aid the DEM as needed.
- Enact mutual aid agreements as necessary to support the capacity of their IMT members to provide an adequate response in consultation with the DEM.
- Ensure all official documents and logs of operational decisions and actions related to the emergency or disaster are uploaded into SAEMA's Incident Management System, or as otherwise directed by the Documentation Unit Lead.
- Use the requisition system for purchases directly related to a SAEMA priority or ICP objective only.
- Transfer information from previous operational shifts to the next IMT representative.
- Attend and participate in Situation Reports at the ICP/ECC, either in person or virtually, providing updates on assigned objectives.
- Provide information on IMT member metrics, such as status of critical services, resource status and requests, and other notable impacts to operations.
- Use the command, control and coordination system prescribed by the Managing Director of the AEMA, adapted where necessary to align with the concept of operations, as directed by the DEM.

4.4.4 IMT Members

There are four additional general roles and responsibilities for IMT members:

- Participate in the *Corporate Business Continuity Plan* and/or the *Corporate Recovery Plan* if or when these plans are activated.
- Track time and finances related to the emergency or disaster using coding provided by Finance and disseminated by SAEMA.
- Order supplies and resources related to the ICP/ECC objectives through ICP processes.
- Support the city's overall response with the release and/or transition of employees into emergency roles into operational centers, the ICP, ECC, or Reception Center (RC).

5. Activation of the CEMP

5.1 CEMP Activation Levels

The CEMP may be activated for scheduled events, incidents, emergencies/disasters.

5.1.1 Scheduled Activations

Scheduled activations are planned events that require coordination and may cause significant disruptions, potentially affecting public safety, such as special events, state visits, ceremonies, and festivals. IMT members will collaborate with SAEMA in advance of an activation to enhance interoperability and ensure a timely and adequate response.

5.1.2 Emergency Activations

Emergency activations are unexpected and unpredictable events or disasters that require immediate action or special regulation of people or property to protect the safety, health, or well-being of individuals, critical infrastructure, the environment, the economy, and cultural heritage, while safeguarding the city's reputation. This may include situations that develop over time or demand a phased, specialized response.

5.2 Activation

5.2.1 Requests for Activation of the CEMP

While the ultimate decision to activate the CEMP rests with the DEM, the following individuals may request an activation of the CEMP:

- a) The Mayor,
- b) Chair of the Emergency Advisory Committee,

- c) The Chief Administrative Officer

5.2.2 Decision to Activate the CEMP

The CEMP may be activated by the DEM when:

- a) A State of Local Emergency is declared under the *Act* and the *Bylaw*.
- b) A provincial State of Emergency is declared under the *Act*.
- c) A federal State of Emergency is declared under the *Canada Emergency Management Act S.C. 2007, c.15*.
- d) An emergency or disaster, or the threat of an emergency or disaster, requires:
 - Coordination among multiple agencies.
 - Centralized decision-making to reduce impact.
 - Clear communication and messaging.
 - A one-window approach with other levels of government.
 - Activation of the Corporate Business Continuity Plan.
 - City service support for affected individuals through Emergency Social Services.
 - Gathering and analyzing information from multiple sources.
- e) A pre-planned event requires active coordination and management to ensure public safety. The CAO will be the source of activation.

During the CEMP activation, the DEM will lead the coordination of IMT members to provide a collaborative, integrated emergency response, initial recovery, and stabilization activities.

5.3 Notification

The DEM will notify the following parties via a combination of email, text message and/or telephone call of the CEMP activation:

- Members of the Council,
- The Chief Administrative Officer,

- The city's Executive Leadership Team,
- Internal and external IMT members, and
- The PECC.

5.4 Operational Changes and Decisions During a CEMP Activation

The following changes and decisions take place when the CEMP is activated.

5.4.1 Crisis Communications

The DEM consults with the Communications Team and selects one of two options for the scope and scale needed for communications about emergencies or disasters:

Localized

When an emergency affects a small number of individuals in a localized area, the scope and scale of crisis communications coordination are limited to the impacted individuals, City services, and IMT members. Regular internal and external communications processes and approvals apply.

City-wide

When an emergency or disaster is more widespread, with multiple IMT members and/or City services impacted, all internal and external communications will be coordinated through the Communications Team and approved by the DEM. In this case, all other City communications cease until further direction is provided for regular communications to resume. This larger scope ensures the focus of all communication channels remains on the emergency or disaster.

For both localized and city-wide coordination of communications:

- Communications will activate the Crisis Communications Plan and establish a Communications Team.
- All media inquiries about emergencies or disasters are directed to the Communications Team.

5.4.2 Emergency Social Services (ESS)

The Emergency Social Services (ESS) team comprises more than 50 City employees and volunteers who may be activated to support the

immediate physical and psychosocial needs of individuals affected by an emergency or disaster, for up to 72 hours or the duration of an evacuation order.

The province has established an *ESS Standard of Care*, which outlines the services provided to evacuees to ensure their survival, health, and safety during an emergency or disaster. Evacuated individuals will be asked to leverage their insurance. Services will be provided in alignment with the Standard of Care when personal insurance is not available or applicable to provide for basic needs. The Standard of Care provides consistency and transparency for all evacuees hosted by The City.

To support the coordination of City services, the activation of the ESS team triggers both the activation of the CEMP and the opening of the ICP/ECC. This prompts the creation of specific financial coding, ensuring associated time and costs related to the emergency or disaster are tracked. The opening of the ICP enables overall information sharing and the coordination of IMT members who are involved in the response.

5.4.3 Financial Coding

The City monitors financial costs and losses related to emergencies and disasters. When the CEMP is activated, Finance creates specific financial coding for the activation, which is then distributed through SAEMA's notification process. Using this coding ensures an accurate record of costs associated with the emergency or disaster, facilitating cost recovery from other government bodies or third parties.

5.4.4 Purchasing and Supply

IMT members are expected to adhere to all relevant regulations and standard practices governing procurement for the city. Supply Management has an emergency procurement process that assists internal IMT members in expediting supply and equipment requirements while maintaining control, eliminating unnecessary purchases, and reducing the possibility of conflicting priorities between IMT members. This process also ensures adherence to the New West Partnership Trade Agreement, which outlines the policies, procedures and thresholds for procurement for the city.

5.4.5 Management Exempt Staff Overtime Rate

The payment and processing of overtime for Unionized and Management-Exempt City employees will be based on their current collective agreement and/or the Emergency Management Activation

Directive, respectively. In some circumstances, specific letters of understanding may be negotiated by Labour Relations with Unions to facilitate the resolution of the emergency or disaster.

As outlined in the *Emergency Management Activation Protocol*, the DEM will determine the appropriate level of activation, taking into consideration:

- If the event is preplanned.
- Whether the event or incident is eligible for reimbursement from the Province of Alberta through financial assistance programs.
- Whether staff are being directed to respond outside of regular working hours.
- If the event or incident has direct impacts on the City of St. Albert.

5.5 Operational Levels

SAEMA's operational level is set by the DEM and used to determine the level of resources and coordination necessary to ensure timely, effective response and recovery efforts.

SAEMA has four operational levels:

Level One-The ICP may be activated with limited hours and skeletal staffing to allow for centralized communication, situational monitoring, decision-making, and contingency planning. Key personnel include the Director of Emergency Management or Incident Commander (DEM/IC), Information Officer, Section Chiefs, and the Situation Unit Leader.

Level Two - The ICP may be activated at an enhanced level to support low-to medium-impact incidents that require increased situation monitoring, centralized communication, planning, and resource coordination. This level promotes front-line response, particularly when there is an actual or potential need for evacuation or Emergency Social Services (ESS) support. Operations typically run 8–12 hours during the day, with after-hours on-call coverage. Staffing levels are scalable and based on operational objectives.

Level Three- The ICP activation is initiated when responding to complex, evolving incidents involving multiple objectives, large-scale evacuations, ESS needs, or significant risks to public safety. This level supports multiple simultaneous incidents and addresses resource scarcity or widespread impacts. The ICP operates 24/7 in multiple operational periods with a full

staffing complement, including scribes for Command and General Staff, as well as fully expanded Planning, Logistics, and Finance sections.

Level Four- A sustained full ICP activation is implemented for incidents with widespread impact, high risk to public safety, and the need for prolonged operations transitioning from response to recovery. This level involves coordination across multiple agencies, managing resource scarcity, increased public and political sensitivity, and may require expanding the ICP space. The ICP operates 24/7 through numerous operational periods, with staffing support sustained over several days, augmented by mutual aid and/or provincial resources.

The “Response” level indicates that an emergency or disaster has occurred or is occurring that threatens the priorities of:

- Life Safety
- Critical Infrastructure
- Environment
- Economy
- Cultural Heritage

Alternatively, the situation may pose a reputational risk to the City of St. Albert. A “Response” level typically requires a multi-IMT, coordinated response, and may result in potential resource requests from other jurisdictions.

5.6 Demobilization and Deactivation

5.6.1 Demobilization

The demobilization process involves the release of resources, including personnel, equipment and facilities, and returning to a state of readiness. Some of the essential elements of the demobilization process include:

- Removing equipment from activated facilities.
- Ensuring completion of logs and documents in the Incident Management System or as directed by the Documentation Unit Lead.
- Completion of a hotwash and scheduling of debrief / after-action reporting meetings.
- Coordination of transition to recovery, specific IMT members.

5.6.2 Official Records

All official records related to response and recovery from an emergency or disaster follow the city's *Corporate Records Classification and Retention Schedule (CRCRS)*. CRCRS provides coding, item descriptions, alignment of responsibility, and retention/disposition schedules for official documents and copies.

All official records from IMT members must be uploaded into the Incident Management System or as directed by the Documentation Unit Lead. This ensures that the city's records management policies are followed and that all records related to an emergency or disaster are available for audit, after-action reviews, and legal proceedings.

5.6.3 Deactivation

The DEM will deactivate the CEMP once the additional coordination of IMT members is no longer required for the emergency or disaster, and the incident has been demobilized. The DEM will notify all parties listed in the Notification section (5.3) by a combination of email, text message and/or telephone call.

Once the CEMP has been deactivated, the following changes take place:

- The specific financial coding created for the activation is no longer applicable to time or expenses after the time of deactivation.
- Purchasing returns to normal City procurement processes.
- Communications return to regular Customer Service & Communications processes.

6. The city's Incident Command Post (ICP)

6.1 Types of ICP Openings

There are four types of ICP opening:

- 1) Physical ICP Opening, which takes place at the city's Incident Command Post.
- 2) Virtual Incident Command Post (VICP), which takes place on a virtual platform such as Microsoft Teams.
- 3) Hybrid ICP Opening, which is a combination of physical and virtual openings.

- 4) Remote ICP Opening – the ICP is open, SAEMA staff and IMT members are operating from another location.

6.2 ICP Attendance

Throughout the activation period, the DEM, in collaboration with the Planning Section Chief, will determine which IMT members are requested to attend the ICP to assist in the response and/or recovery.

6.3 Notification

SAEMA will use its emergency notification system (Everbridge) to alert rostered staff, as designated by each department, to attend the ICP. IMT members will receive a notification via phone call, email, and/or text message indicating that the ICP has been activated and requesting their attendance, provided that communication systems remain operational during an emergency or disaster.

6.4 Operational Staffing

When activated, staffing levels in the ICP will fluctuate based on the operational structure required for an emergency or disaster. Not every activation will require that all positions and functions are staffed, and the Concept of Operations allows the operational structure to be scalable.

6.5 Concept of Operations

6.5.1 Concept of Operations – Operational Structure

During the opening of the ICP, the *Alberta Incident Management System* (AIMS) organizational structure is adapted to coordinate the functioning of the teams and individuals participating in the response. The coordinated response is aligned with SAEMA priorities and ICP objectives. The intent of the coordinated response is to:

- Gather and analyze information related to emergencies or disasters and the impact on life, infrastructure, and the environment.
- Develop situational awareness to ensure all IMT members have a shared understanding of the emergency or disaster.
- Determine objectives in response, initial recovery, stabilization and demobilization.

- Identify and deploy resources to assist in response, initial recovery, stabilization and demobilization.
- Identify gaps in resources and develop strategies for resolution.

The operational structure is designed to be scalable and adaptable. It may be reduced or expanded depending on the nature of the situation and the number of IMT members required in the ICP.

6.5.2 Concept of Operations – Command and General Staff

Upon opening of the ICP, in addition to the DEM, the following positions may be staffed within the ICP organizational structure:

- Information Officer(s): A member of the ICP Command Staff, responsible for enacting the Crisis Communications Plan and coordinating all communications to internal and external audiences, subject to the approval of the DEM.
- Liaison Officer: A member of the ICP Command Staff, responsible for coordinating communications with the PECC, IMT members not represented in the ICP, and other impacted or involved partners.
- Safety Officer: A member of the ICP Command Staff, responsible for monitoring the situation for risk exposures and overseeing the health and wellness of individuals working in the ICP and at the scene. Provides advice on safety issues and has the authority to halt or modify any unsafe operations.
- Finance Section Chief: A member of the ICP Command Staff, responsible for establishing corporate financial coding, tracking response and recovery costs, and managing financial recovery operations, including any financial assistance programs from other orders of government.
- Legal: A member of the ICP Command Staff, or in the planning section, responsible for providing legal, insurance, and risk management advice.
- Planning Section Chief: A member of the ICP General Staff, responsible for facilitating all necessary contingency, deactivation, recovery, re-entry, and demobilization planning.

- Documentation Unit Leader: A member of the ICP General Staff, responsible for the collection, recording, and storage of all emergency or disaster-related documentation.
- Information Management Officer: A member of the ICP Command Staff, responsible for collecting and verifying associated data throughout an emergency or disaster. Develops analytics and situation dashboards to provide key metrics.
- Assistants: A member of the ICP Command or General Staff, responsible for supporting IMT members in the ICP in the use of information collection systems, Incident Management System processes, and other ICP procedures.
- Emergency Social Services Branch Directors: A member of the ICP General Staff, responsible for communicating, collaborating, and cooperating with the ESS Reception Center Manager. The ESS program is designed to address the immediate and short-term needs of individuals affected by an emergency or disaster.
- Reception Center Manager: During activation, the Reception Centre Manager is responsible for setting up and overseeing the operation of the reception center to ensure displaced individuals receive timely support and services. This includes managing staff and volunteers, coordinating registration, ensuring the provision of food, shelter, and basic needs, and serving as the primary liaison between the ICP and reception center operations. The manager provides a safe, organized, and compassionate environment for all evacuees.

6.6 Health, Safety and Wellness

It is recognized that during CEMP activations and ICP openings, staff from across the corporation work incredibly long hours, including weekends and holidays, in a high-stress environment with minimal rest. Every attempt is made to cycle staff through the schedule to provide respite where possible.

The following programs and services will be provided to support staff and IMT members:

- Hosting (meals)
- Safe ride home options
- Access to fitness facilities

In prolonged activations, the following additional programs and services may be provided to support staff and IMT members:

- On-site / on-call access to a dedicated psychologist/psychiatrist or mental health professional
- Paramedical services with licensed therapists
- Canine-assisted emotional wellness support
- Access to additional mental health and wellness support programs

7. State of Local Emergency

7.1 Overview

Suppose a situation evolves into an emergency or disaster that overwhelms local resources or requires extraordinary measures to respond to or mitigate. In that case, a state of emergency may be declared at the local, provincial, or federal level.

In The City, the power to declare a SOLE is authorized by Section 21 of the *Act* and is delegated under Section 13 of the *Bylaw* to the Emergency Management Committee. As the subject matter expert, a SOLE should only be declared at the request of the DEM. Under section 21(2)(c) of the *Act*, a SOLE requires the identification of one or more powers that the city requires to respond to an emergency or a disaster. A SOLE should only be declared as the result of anticipating the need for a specific power or powers.

The powers granted to the local authority under a SOLE are outlined in Section 24 of the *Act*. Additionally, certain powers specified in the *Act* require the City to publicly disclose information, including details of the power and the affected population.

7.2 Emergency Advisory Committee

Through the *Bylaw*, the Emergency Advisory Committee has delegated authority to declare a state of local emergency. The Emergency Advisory Committee consists of the mayor and two other members of the Council, as designated by the mayor.

In the City, the DEM recommends declaring a SOLE based on the nature of the emergency and the powers required by the city. The declaration would then be made by the Emergency Advisory Committee, as set out in Sections 8 and 8.1 of the *Bylaw*.

7.3 Operational Changes During a SOLE

When a SOLE is declared, select additional powers are granted to the local authority. Although there are no changes to the city's operational structure during a SOLE, the city enacts internal purchasing processes that are triggered by the occurrence of a SOLE.

8. Communication

8.1 Communication Methods

Several communication methods are available to disseminate information during emergencies or disasters.

8.1.1 Alberta Emergency Alert

SAEMA may issue an Alberta Emergency Alert (AEA) for emergencies or disasters when there is an immediate and life-threatening danger. Alberta Emergency Alert enables the quick and direct broadcast of emergency alerts to radio and television stations, wirelessly to mobile devices in a designated area, and to individuals who have downloaded the AEA application to their mobile devices.

A broadcast intrusive/critical alert may be issued by an authorized SAEMA Team user through the AEA system when:

- 1) The life or safety of people is at risk.
- 2) The risk is imminent, and
- 3) The alert provides critical and/or life-saving directions.

8.1.2 Media Availabilities & Media Releases

As outlined in the city's Crisis Communication Plan, the Communications Team has established procedures to arrange media availability and issue a media release. In consultation with the DEM, the Information Officer determines key messages and identifies subject matter experts to participate in availability or to contribute to a media release.

The Information Officer will coordinate media availabilities and briefings, with locations determined at the time and place dictated by the Information Officer. At the discretion of the DEM, other locations may also be considered. The coordination of media availabilities and briefings follows ICP procedures to ensure schedules meet the needs of the ICP.

As outlined in the City's *Crisis Communication Plan*, the Information Officer has operational processes to provide messaging via City channels and the City of St. Albert's public website. City channels may include the city's social media channels.

8.1.3 Operational Briefings to Mayor, Council, and ELT

The DEM provides operational briefings as changes to the situation occur, and/or at the end of an operational period. These are provided via email and may include a PDF attachment containing key messages, situational awareness, and contact information, including details about the next operational briefing.

8.2 Communications Fatigue

Communications fatigue can pose a significant challenge, particularly in prolonged emergencies or disasters. The DEM and the Information Officer will use several tools to combat communications fatigue. These include:

- Use of clear and concise key messages.
- Diversification of communication channels and media.
- Scheduling regular updates when information is changing.
- Leveraging technology, imagery, and infographics.
- Community engagement.

These tools offer methods to prioritize critical information, reach different audiences, manage expectations, explain technical information in visual ways, build trust and tailor messages.

9. Operational Annexes

9.1 Approval of Operational Annexes

As outlined in Section 2.3, the DEM approves the annexes containing operational procedures which support the CEMP.

9.2 List of Operational Annexes

Operational Annexes
Annex A – Emergency Contacts
Annex B – Severe Weather
Annex C – Power Outage
Annex D – Recovery
Annex E – Evacuation Plan
Annex F – Damage Assessment/Re-Entry-Debris Removal Plans
Annex G – SOLE Forms
Annex H – Crisis Communication Plan
Annex I – Emergency Social Services Plan
Annex J- City of St Albert Corporate Business Continuity Plan