STRATHCONA COUNTY

Municipal Emergency Plan (MEP)

Revised November 2020
EAC Copy

This page reserved

Table of Contents

Community Overview 1

Executive Summary 2
- Introduction
  - Purpose
  - Authority
  - Activation
  - Strategic Priorities
  - Continuous Improvement
  - Definitions
  - Annexes

Program Management 4
- Leadership and commitment
  - The Emergency Advisory Committee (EAC) 4
    - Role and responsibilities
    - Activation
  - Executive Team (ET) 5
    - Role and responsibilities
  - Director of Emergency Management (DEM) 5
    - Role and responsibilities
  - Program Coordinator (DDEM / AC EM) 6
    - Role and responsibilities
  - Program Committee (SCEMA) 7
- Policy 7
- Goals, Objectives and Performance Measures
- Integration
- Budget and Schedule 8
- Records Management
- Review 8
- Compliance with laws and authorities
- Financial Management 8
  - Controls
  - Decisions
  - Resources

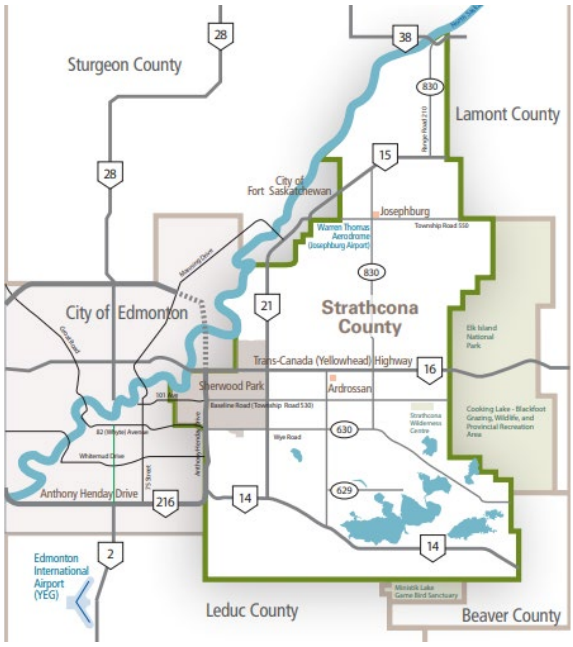
Planning 9
- The Planning Process
- Common Plan Requirements
- Risk Assessment
- Impact Analysis 10
- Strategies

Implementation 11
Prevention and Mitigation
Preparedness
Incident Management System (ICS)
Response Plan
Communication Systems and processes
Public Awareness and Education..... 12
Emergency Communication and Warning capability
Emergency Information
Continuity..... 13
Resource Management
Mutual Aid / Mutual Assistance
Facilities
Training..... 14
Response 14
Operational Procedures
Situational Analysis
Continuity 15
Transfer of Leadership
Communications
Emergency Information
Recovery.....15
Recovery Procedures
Recovery Assessment
Communications
Re-evaluation
Restoration

Evaluation 17
Exercises and Tests
Audit and Review
Corrective Action

Management Review..... 18

Community Overview



Ranked among Alberta's nine largest municipalities, Strathcona County is a unique blend of rural, urban and industrial development located in the Edmonton Metropolitan Region on the eastern boundary of the City of Edmonton.

Occupying an area of 1,265 square kilometres with a population of 98,381 (as of the 2018 Census), the County consists of the urban area of Sherwood Park and an extensive rural area which includes eight rural hamlets, Antler Lake, Ardrossan, Collingwood Cove, Half Moon Lake, Hastings Lake, Josephburg, North Cooking Lake and South Cooking Lake.

Strathcona County residents live and work in diverse agricultural, rural, parkland, urban and industrial settings. To provide for the unique needs of a municipality that includes both a large urban centre and a significant rural territory and population, the County was classified as a specialized municipality in 1996, one of only five in the province. This means that the Sherwood Park Urban Service Area is recognized as the equivalent to a city by the Government of Alberta, and the Rural Service Area (meaning the territory of Strathcona County excluding the Sherwood Park Urban Service Area) for the purposes of enactments, is treated as a municipal district.

Set in the center of Alberta's energy and agricultural heartland, Strathcona County is home to Canada's largest oil refining complex and North America's third largest petrochemical complex. The County is traversed by one Trans Canada Highway, three major provincial highways, and several secondary routes; two national commuter and freight railways and two small airports.

A natural, human-caused or technological incident can occur anytime, anywhere. This Municipal Emergency Plan (MEP) is intended to help guide Strathcona County through all types and all phases of disruptions, utilizing a risk-based approach, based on the Canadian Standard CSA Z1600-17. According to CSA Z1600-17, "implementing an emergency and continuity management program as specified in this Standard can improve the likelihood that an organization will survive and recover from a major event, thereby enhancing organizational resilience and contributing more broadly to community resilience".[1]

[1] CSA Z1600-17 Emergency and continuity management program, p.9

Executive Summary

Introduction

Purpose

The purpose of the Strathcona County MEP and its functional annexes is to provide the basis for a coordinated response before, during and after a large-scale emergency incident or planned event occurring within the County's designated geographic boundaries.

This MEP (the Plan) and associated documents were developed to align with industry best practices and the Canadian Standard CSA Z1600-17: Emergency and continuity management program to specifically address all four phases of disaster: Prevention/Mitigation, Preparedness, Response, and Recovery.

Authority

The Plan derives its Legal authority from:

1. Alberta Emergency Management Act (EMA)[2]
2. Alberta Local Authority Emergency Management Regulation (LEMR)[3]
3. Strathcona County Emergency Management Bylaw 17-2018 (EM Bylaw)

Activation

It may be activated in whole or in part at the discretion of:

- the Emergency Advisory Committee (EAC), comprised of Mayor and Council
- the Director of Emergency Management (DEM)
- the Deputy Director of Emergency Management (DDEM); or
- any authorized member of the Strathcona County Emergency Management Agency (SCEMA), comprised of all Strathcona County Directors

Strategic Priorities

Strategic priorities of this plan include the following:

- save lives, reduce personal injuries, and prevent illnesses
- protect property and the environment
- stabilize the incident and minimize the impact on the County and its inhabitants
- maintain law, order and security
- maintain public confidence in the municipal governance function
- reduce economic and social vulnerability and increase community resilience
- provide for the continuation and/or restoration of essential services in a coordinated and prioritized manner for a quick return to the "new normal" post-incident

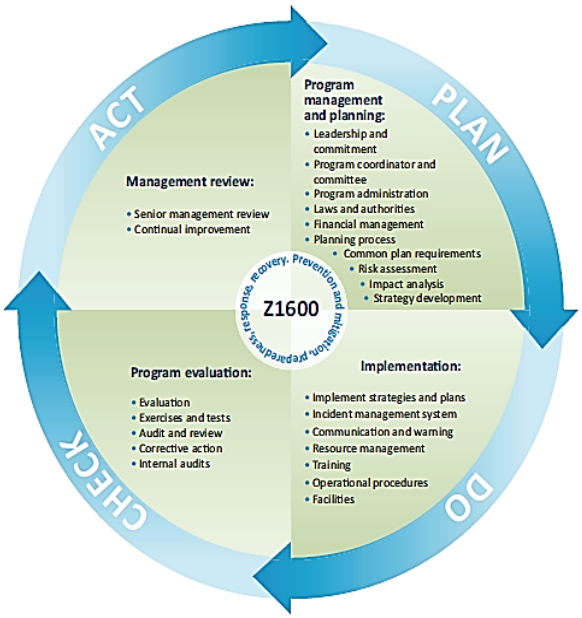
[2] EMA (R.S.A. 2000, c. E-6.8),
[3] LEMR (AR 203/2018)

Continuous Improvement

The Strathcona County MEP is aligned with the Plan-Do-Check-Act (PDCA) continual improvement model (see Figure 1[4]), including the following elements:

a) Program Management
b) Planning
c) Implementation
d) Program evaluation; and
e) Management review

Figure 1
CSA Z1600 as structured in the "Plan-Do-Check-Act" (PDCA) continual improvement model
(See Clause 0.1.)



Definitions

Definitions of acronyms and terms are found in the Glossary of Acronyms and Terms appended to this plan.

Annexes

The overarching plan is supported by various adjunct documentation, plans, manuals, policies and procedures, organized into the following annexes (listed in alphabetical order). For a detailed listing of the MEP and all supporting adjunct annexes, refer to the MEP Index. For a quick reference of the annexes and their individual contents, see the MEP Annex Plan.

- **Communications and Warning Plan (Crisis Communications)**
  Includes Crisis Communications Plan, Alert System Information and other related resources
- **Contact Directory**
  includes federal, regional, stakeholder, vendor and staff personal emergency contact lists
- **County Recovery Plan**
- **County Risk Assessment Plan**
- **Emergency Management Program Training Plan**
- **Emergency Operations and Response plan (EOP)**
  Includes Strathcona response criteria and level of response guidance, EOC and IMT notification, activation and operation procedures, rosters and resources, including templates and related plans, as well as the Alberta Provincial Operations Centre (POC) Activation Criteria
- **Emergency Social Services Plan (ESS OPS)**
- **Glossary of Acronyms and Terms**
- **Governance**
  Includes overarching provincial, regional and municipal governing documentation, including legislation, Bylaws, and other County-specific policies
- **Strathcona County BCP**

[4] CSA Z1600-17 Figure 1, p.11

Program Management

Leadership and Commitment

The Emergency Advisory Committee (EAC)

The EAC shall provide leadership, commitment and assume overall program responsibility, accountability and authority. The EAC is comprised of the Mayor and Council.

Roles and responsibilities

Before the event (preparedness/mitigation and prevention phases):

- Conduct an annual review of the MEP, associated plans and programs, and the overall County state of readiness

During the event (response phase):

- provide legislative authority and ensure the continuity of government
- authorize the expenditure of municipal funds, as required.
- act as the public spokesperson, provide information to the community in concert with County officials.
- Declare, renew or terminate a State of Local Emergency (SOLE), as appropriate during times of disaster, in consultation with SCEMA, in accordance with the Strathcona County EM Bylaw 17-2018.

After the event (recovery phase):

- provide legislative authority to enable recovery efforts including application for government Disaster Recovery Program (DRP) Grants
- Conduct a review of the After-Action Report (AAR) and authorize implementation of recommendations and continuous improvement measures

Activation

The EAC is activated upon recommendation from the DEM, DDEM or any authorized member of SCEMA

When activated, the EAC is advised and assisted by:

- SCEMA
- Executive Administration (ET)
- Legislative and Legal Services (LLS)
- Corporate Communications (COMC)
- Mayor's and Elected Officials' Office staff

Executive Administration Team (ET)

The ET shall provide leadership, commitment and decisions on policy and service level adjustments. The ET is comprised of the Chief and Associate Commissioners.

Roles and responsibilities

Before the event (preparedness/mitigation and prevention phases):

- Participate in an annual review of the MEP, associated plans and programs, and the overall County state of readiness

During the event (response phase):

- advise the EAC of any necessary actions that are not covered in the MEP
- recommend the expenditure of municipal funds, as required.
- support the activities of the DEM, EOC, and/or IMT operations.

After the event (recovery phase):

- provide direction and enable recovery efforts including application for government Disaster Recovery Grants
- participate in a review of the After Action Report (AAR) and authorize implementation of recommendations and continuous improvement measures

Director of Emergency Management (DEM)

The Fire Chief acts as the DEM as per the Strathcona County EM Bylaw.

Roles and responsibilities

Before the event (preparedness/mitigation and prevention phases):

- provide guidance and direction to the DDEM and the EM Program
- In collaboration with the DDEM, Activate the EAC and submit an emergency preparedness report on an annual basis.

During the event (response phase):

- make recommendation to the EAC on the declaration or termination of a SOLE, based on the severity of the situation and the necessity of using additional executive powers
- In collaboration with the DDEM and/or SCEMA, activate the County's EAC and/or applicable IMT/EOC teams
- Act as liaison between the EAC and the EOC and/or IMT and provide guidance and support as required

After the event (recovery phase):

- provide direction and enable recovery efforts including application for government Disaster Recovery Program (DRP) Grants
- In collaboration with the DDEM, conduct a post-disaster (after action) review, and prepare and submit an AAR to the EAC with recommendations for continuous program improvement

Program Coordinator

The Assistant Chief, Emergency Management and DDEM (AC EM / DDEM), under the direction of the DEM and in conjunction with SCEMA, shall act as Coordinator for the County's Emergency Management (EM) Program.

Roles and responsibilities

Before the event (preparedness/mitigation and prevention phases):

- develop, implement, evaluate, coordinate, maintain, and continually improve the County's Emergency Management Program and activities
- act as liaison between the County, regional partners and the Province (i.e. AEMA) for emergency management-related issues; foster partnerships
- maintain and administer the County's emergency warning systems
- maintain and manage the County's EOCs – both primary and alternates
- maintain and manage the County's dedicated EM resources, i.e. personnel, equipment and supplies
- In collaboration with the DEM, prepare and submit an emergency preparedness report to the EAC on an annual basis.

During the event (response phase):

- make recommendation to the DEM on when a SOLE should be declared or terminated, based on the severity of the situation and the necessity of using additional executive powers to respond effectively to the emergency
- In collaboration with the DEM and/or SCEMA, activate the County's EAC and/or applicable IMT/EOC teams
- notify and brief County departments, agencies and other organizations involved in the emergency response.
- Act as the EOC Director and/or facilitate coordination as required between the County EOC and:
    - the Incident Commander
    - regional partners and stakeholders
    - the Alberta Emergency Management Agency (AEMA)
    - private emergency support organizations
    - federal agencies
    - private industry

After the event (recovery phase):

- conduct a post-disaster debriefing.
- In collaboration with the DEM, conduct a post-disaster (after action) review, and prepare an AAR report for council with recommendations for continuous improvement.

Program Committee

The Strathcona County Emergency Management Agency (SCEMA) shall act as the Program Committee.

Membership of the Committee shall include all County Directors, and others who have the required expertise, knowledge of the organization, the capability to identify resources from all key functional areas within the organization, and applicable external representation as required.

Roles and responsibilities

In collaboration with the DEM and/or the DDEM, SCEMA shall:

- provide strategic input and resources as required to participate in the development, implementation, evaluation, maintenance and continual improvement of the program.

Policy

Assumptions and Directives

This MEP is based on the following assumptions and directives:

a) All emergencies and large-scale planned events have the potential for significant impact and rapid escalation.

b) An all-hazards, all-of-county approach enables a holistic and coordinated effort before, during and after a major emergency or planned event.

c) Strathcona County shall implement the Incident Command System in whole or in part for responses to both large-scale emergency or planned events.

d) Strathcona's EM program shall follow the Plan-Do-Check-Act (PDCA) continual improvement model as described in the Executive Summary above and shall align with governing legislation and industry best practice.

e) Strathcona County is responsible to manage all phases of an emergency within its jurisdiction.

f) the governmental jurisdiction most affected by an emergency is required to fully involve its own resources prior to requesting assistance. In the event that Strathcona has fully committed their resources and is unable to cope during the response phase of a particular incident, additional assistance can be requested from mutual aid partners and the Province of Alberta through AEMA and the Provincial Operations Centre (POC).

Goals, objectives and performance measures

The goals and objectives of this MEP are outlined in the Executive Summary above.

Performance measures shall follow the LEMR requirements and comply with AEMA recommendations for improvement.

Integration

The Strathcona County emergency and continuity management program (EM program) goals and objectives shall be integrated into the organization's overarching goals and objectives.

Budget and Schedule

The Strathcona County EM program shall follow Strathcona County's MYPE budget process and schedule under the Emergency Services umbrella.

Records Management

The Strathcona County EM program shall follow Strathcona County's records management process except in times of emergency.

During times of emergency, the records management process shall follow the EM Documentation Plan, which is based on ICS documentation best practices, contained within the Emergency Operations and Response plan (EOP).

All incident-based records, including any AARs and related documentation, shall be archived and permanently retained for historic and reference purposes.

Review

Program validation, evaluation, change management and continual improvement processes will be guided by previous incident AARs, and a series of cumulatively progressive tests and exercises as proscribed by the LEMR. Further details on the process are provided below under ***Exercises and Tests***.

Compliance with laws and authorities

This MEP shall comply with applicable legislation, regulatory requirements, orders, directives and policies as outlined above under "Authorities" in the Executive Summary and contained in the Strathcona County Governance Annex.

Financial Management

Controls

Strathcona County EM Program shall follow ICS best practices and the overarching corporate financial policies and processes of Strathcona County before, during and after an incident.

Decisions

Strathcona County EM Program shall follow overarching corporate financial procedures for expediting decisions in accordance with established accounting principles, governance requirements, fiscal policy, established authorization levels, legislation and policy.

Resources

Strathcona County shall determine, provide and maintain the infrastructure and resources across all departments, needed (and within available budget resources) to achieve conformity to the CSA Z1600-17 standard, including the appropriate human, physical, financial and information resources, and shall ensure the EM program shall have access to persons competent to implement this standard.

Planning

The Planning Process

Strathcona County has established a planning process to develop, evaluate and maintain its EM program. This process is aimed at the continual improvement of this MEP and supporting annexes, including considerations for crises management.

The County shall engage in this planning process on a regularly scheduled basis, or when the situation warrants, to ensure all plans are tested and actionable.

Key stakeholders, as determined by the DEM, DDEM, or SCEMA, are included in this planning process where applicable.

Common Plan Requirements

This MEP and all supporting annexes shall include the following elements:

- Stated purpose, scope and objectives
- Identification and assignment of the County's internal:
  - Functional roles and responsibilities
  - Lines of authority
  - Designated alternates
- Identification of external organizations with mutually agreed-upon:
  - Functional roles and responsibilities
  - Lines of authority
- Logistical and resource requirements and assignments
- Processes for managing communications and the flow of information, both internal and external
- Processes for maintenance and continual improvement

This MEP and applicable sections of supporting annexes shall be made available and communicated with individuals, teams and other stakeholders as appropriate and required.

Risk Assessment

The County shall, on a regular, collaborative basis, conduct an all-of-county risk assessment including the following elements. Full details are contained in the Risk Assessment Annex.

a) risk identification
   - find, recognize, and describe risk sources that could disrupt the County's programs and services. Risks are divided into three broad categories, natural, technological and human-induced (both intentional and unintentional)

b) risk analysis
   - consider the causes and sources of risk, their positive and negative consequences and the likelihood of those consequences should they occur, on business operations, community, stakeholders, related infrastructure and the environment

c) Risk evaluation
   - Compare the results of the risk analysis with internal and external risk criteria to determine whether the risk impact or its likelihood is acceptable or tolerable to the organization

d) processes to monitor the sources of risk

Impact Analysis

The County shall also, on a regular, collaborative basis, conduct an impact analysis to evaluate the potential impact, damage, or loss over time, which might be experienced as a result of a disruption of activities supporting the County's products and services.

This impact analysis shall include the following elements:

a) identification of critical activities

b) prioritized timeframes for resuming activities at a specified acceptable level (minimum continuity objective), taking into consideration the time within which the impacts of not resuming them would become unacceptable (maximum tolerable period of disruption)

c) identification of supporting resources (including people, facilities, suppliers, and technology) required to attain recovery time objectives and to sustain critical activities

Full details on the County's business continuity plans and processes are contained in the Strathcona County BCP Annex.

Strategies

Strathcona County shall use the information obtained through the risk assessment and impact analyses referred to above, to develop and maintain strategies to:

- prevent incidents
- mitigate, limit or control the consequences, extent, or severity of an incident
- prepare for an effective response, continuity and recovery
- respond to incidents that threaten people, property or the environment and/or continuity of operations
- continue critical activities during times of disruption
- recover to an acceptable level
- effectively communicate throughout the components of the County's EM program
- provide and maintain competency-based training and education

These strategies shall be outlined and operationalized throughout this MEP and its various supporting plans and documentation.

Implementation

Prevention and Mitigation Phase

The County's prevention and mitigation strategies, along with related plans and protocols shall be based on the information gained through the planning process identified above and shall be kept current and reviewed on an annual basis at minimum.

All County hazard monitoring activity will be coordinated with and make use of (where available) information obtained from regional partners, private industry, school districts, utility companies and volunteer agencies and individuals, as appropriate. The level of preventative measures shall be adjusted commensurate with the risk, including:

- short- and long-term measures to avoid incidents or stop them from occurring
- a mitigation plan to limit or control consequences, extent or severity of an incident that cannot be reasonably prevented

Preparedness Phase

The County's strategies to prepare for and respond effectively to incidents that threaten people, property, the environment, and/or continuity of operations shall include the following elements.

Incident Management System

Strathcona County shall utilize the Incident Command System (ICS) to direct, control and coordinate response, continuity and recovery activities for both large-scale emergencies and planned events.

Response Plan

The response plan describing the actions to be taken during or immediately after an incident to manage its consequences, shall be based on an all-hazards, all of county basis, including crisis management and decision trees. This plan is broken into manageable elements in the Emergency Operations and Response Plan (EOP) Annex, and additional specific large-scale public event plans (i.e. Canada Day Celebration Response Plan) as appropriate.

ESS Plan

The ESS plan describing the actions to be taken during or immediately after an incident to mitigate the impact on residents and aid in community recovery, shall be based on an all-hazards, all of county basis, including crisis management and decision trees. This plan is broken into manageable elements in the ESS Plan Annex.

Communication Systems and Processes

Strathcona County shall use all available methods to address the needs for communication before, during, and after incidents and planned events, including but not limited to the following technologies:

a) Strathcona County Alerts (SC Alerts)
b) Alberta Emergency Alerts (AEA) / Wireless Public Alerting (WPA)
c) AFRRCS radio system

d) Available telephony (land lines, satellite phones and smart devices)
e) email and various other web-based and social media platforms

The above strategy addresses the need for redundancy and interoperability. It will work in conjunction with County security policies for communication systems and shall be continually reviewed, assessed and updated, along with this MEP, as technology and communication systems evolve. Related policies and processes, including ongoing assessment and maintenance requirements, are outlined in the Communications and Warning Annex.

Public Awareness and Education

The Strathcona EM program shall develop, implement and deliver public awareness and educational programs via all available and/or practical means, to:

a) provide education on emergency preparedness to the public
b) make the public aware of existing threats in their community
c) familiarize public and County staff with protective measures, including warning systems and response expectations
d) publish information on the MEP as necessary and appropriate

Emergency Communication and Warning Capability

Strathcona County has developed the following emergency communications and warning capabilities to advise affected populations of hazards and threats to people, property, the environment, and/or the continuity of services, either directly, indirectly, or through authorized agencies.

a) Strathcona County Alerts (SC Alerts) – Everbridge web-based Notification System
b) Alberta Emergency Alerts (AEA) / Wireless Public Alerting (WPA)
c) Northeast Region Community Awareness Emergency Response (NRCAER) UPDATEline (1-866-653-9959), an automated 24-hour number used for non emergency recorded messages on industrial activity

Activation and implementation of public warning systems will be coordinated by the lead department involved in the event under normal business operations, or in collaboration and consultation with the Public Information Officer (PIO) under the direction of the DEM / DDEM (or his delegate) in times of crisis.

Full details on the policies and processes involved in Strathcona's emergency communications tools are found in the Communications and Warning Annex.

Emergency Information

Strathcona County shall implement and maintain capability to provide emergency and crisis information through enhanced communications with all stakeholders, including:

a) A central point of contact for the social and designated media resources
b) Procedures to gather, monitor and disseminate emergency information
c) Procedures to coordinate and approve information for release
d) Procedures to communicate with special needs populations

e) Pre-scripted information bulletins
f) Protective action guidelines/recommendations

This information shall be outlined and maintained in the Communications and Warning Annex.

Continuity

The County shall implement documented plans that detail how the various departments will manage a disruptive event and recover or maintain its critical activities to a predetermined level, based on management approval. These plans and processes are contained in the Strathcona County BCP Annex.

The County shall develop, maintain and exercise disaster recovery plans for the recovery of technology used to support the organization. Such plans and processes will be contained within the County's *Information Technology Disaster Recovery Plan* contained within the Emergency Operations and Response Plan (EOP) Annex.

In collaboration with this MEP, Strathcona's Business Continuity Management structure, outlined in the County's BCP, provides for capabilities to:

a) Confirm the nature and extent of an incident
b) Implement appropriate actions
c) Have processes and procedures for the activation, operation, coordination, and communication of continuity strategies and plans
d) Have identified resources available to support the processes and procedures to manage an incident
e) Communicate with stakeholders

Resource Management

Strathcona County shall ensure that adequate human, physical, financial and information resources are available as required, to implement the plans and procedures outlined in this MEP and supporting documents, subject to normal resource limitations.

Mutual Aid / Mutual Assistance

The County shall implement Mutual Aid, mutual assistance, reciprocal, and/or service level agreements as required. A listing of current such agreements is appended to this MEP in the Emergency Operations and Response Plan (EOP) Annex.

Facilities

The County has established both primary and alternative EOC / ECC[5] / work locations (physical and virtual) capable of supporting the management of emergency and continuity response operations.

The Strathcona County Primary EOC is located in the basement of Strathcona County Hall. Should the primary EOC be unavailable, a secondary / alternate EOC has been designated in the Station 6 Training Rooms. Should neither the permanent nor secondary EOCs be available, further alternate locations may be identified and communicated to responders as required.

The EM Program shall maintain the primary EOC in a state of operational readiness and shall maintain supplies at Station 6 as required to activate the secondary EOC in an efficient and timely fashion.

Policies and procedures regarding EOC maintenance, activation and operation are contained in the Strathcona EOC Activation Guide and supporting documentation in the Emergency Operations and Response Plan (EOP) Annex.

Training

The County shall implement training and educational strategies via the EM Program Training Plans, found in the EM Program Training Annex. These plans outline competency-based training and educational curriculum to support the program, the frequency and scope of training, and the processes for maintenance of both the plans and associated training records.

Strathcona EM Division shall be responsible for development, implementation and maintenance of these plans and all associated records.

Response Phase

Operational Procedures

The Strathcona County EOC may be activated for major preplanned community events (i.e. Canada day) as well as for emergency events.

- The decision to activate for a **planned** event will be made by the lead department involved, in consultation with the DEM / DDEM (or designate).
- The decision to activate for an **emergency** event will be made by the DEM / DDEM (or designate) in consultation with SCEMA and the EAC, based on the severity and estimated duration of the incident.

Detailed operational procedures, policies and decision trees to support the activation and execution of the Strathcona MEP are outlined in the various annexes appended to this MEP.

Situational Analysis

[5]An Emergency *Operations* Centre (EOC) and an Emergency *Coordination* Centre (ECC) are slightly different concepts, but both provide for the centralized coordination of activities or support an incident site. To avoid confusion with the Strathcona County Emergency *Communication* Centre (9-1-1 Dispatch), this MEP will continue to use the EOC acronym to refer to both concepts.

Strathcona has implemented procedures to conduct a situational analysis. These procedures, based on ICS practices, include a damage and impact assessment and identification of resources needed to support and manage emergency and continuity operations.

The following assumptions will apply when assessing incident complexity and criteria for activation:

a) an emergency is defined as a present or imminent event that threatens the public health, safety, property and/or environment and requires the prompt coordination of action.
b) an emergency may require special regulation of persons or property to protect the health, safety, environment and/or welfare of people or property.
c) Strathcona County has adopted the five incident type categories as identified in ICS, with Type 5 being the least serious and Type 1 being the most serious. Incident Type can be escalated or de-escalated, depending on circumstances.
d) the MEP is not routinely activated in direct response to Type 5 incidents but may be activated on a full or partial level for Types 1 to 4 events.

Continuity

Supporting plans and processes allow for continuity and mitigation activities to be carried out concurrently during response.

Transfer of Leadership

Strathcona County will follow the ICS Transfer of Command procedures for transfer of leadership during an incident.

Communications

Strathcona County shall provide communications during a response by implementing the systems and procedures developed during the preparedness phase and documented in the Emergency Management Operations Plan (EOP) Annex and the Crisis Communications Plan in the Communications and Warning Annex.

Emergency Information

Strathcona County shall provide emergency information during a response by implementing the systems and procedures developed during the preparedness phase and documented in the response plan and related annexes.

Recovery Phase

Recovery Procedures

Strathcona County shall execute procedures to restore and return operations from the temporary measures adopted during the incident to support normal business / operations requirements after an incident. These procedures are outlined in the Strathcona County Recovery Annex.

Recovery Assessment

Strathcona County shall identify and assess emerging risk / hazard, incident impact and capability assessment responsibilities and processes, as documented in the Recovery and other related Annexes.

Communications

Strathcona County shall provide communications during the recovery phase of a response by implementing the systems and procedures developed during the preparedness phase and documented in the recovery and other related annexes.

Re-evaluation

Strathcona County shall continually re-evaluate the recovery plans and strategies to ensure that prevention and mitigation strategies remain valid and effective throughout an incident and via the AAR process.

Restoration

Strathcona's Recovery and BCP Annexes document various plans and strategies for short- and long-term priorities for restoration of functions, services, resources, facilities, programs, and infrastructure.

Evaluation

Exercises and Tests

Exercises

Strathcona County shall, on an annual basis, conduct a tabletop or functional exercise on an individual and collective training level, culminating in a full scale exercise every four years as required by the LEMR, to assist in the identification of emergency management shortfalls. Exercise results shall be documented in an AAR as noted above, and used to identify plan gaps and limitations, and improve and revise the plans.

Full details on exercise planning and procedures and timelines are documented in Strathcona's *EM* and *BCP Training Plans* contained in the EM Program Training Annex.

Tests

Strathcona County shall use exercises along with various other standard methods to conduct tests and confirm functionality and interoperability of critical systems, equipment and technology on a regular basis, as documented in the various supporting plans and user guides.

Audit and review

Strathcona County shall conduct an in-depth, documented After Action Review (AAR) after every incident or activation, to validate conformance to strategies, plans, and procedures. These reviews shall specifically document:

1. What went right (*Sustain*)
2. What went wrong (*Correct*) and provide recommended solutions
3. What could be improved (*Improve*) and provide suggestions for improvement

Strathcona County shall conduct other audits and reviews on an annual basis at minimum, to determine conformance and effectiveness of the implementation and maintenance of the program and its component parts. Such audits and reviews shall include, but not be limited to, the Strathcona County Emergency Services Quality Management annual internal and external ISO audits, and the annual AEMA audit as required under the LEMR.

Corrective Action

Strathcona County shall take corrective action on identified deficiencies, gaps, and limitations, to ensure that lessons documented in the various program evaluations, exercises, tests, and audit review processes become lessons learned and implemented.

Management Review

Senior Management Review

The County's Senior Leadership, including members of the EAC and SCEMA, shall review the emergency and continuity management programs plans and documentation on an annual basis, at minimum, as outlined and confirmed in the Executive Summary above.

Continual Improvement

The program review process shall incorporate ongoing analysis and evaluation, as well as corrective action planning and review as outlined above.