



# **EMERGENCY MEASURES COMMITTEE**

**Monday, March 25, 2013  
2:00 PM**

**Henry Baker Hall**



Office of the City Clerk

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**Public Agenda  
Emergency Measures  
Monday, March 25, 2013**

**Approval of Public Agenda**

**Adoption of Minutes**

**Administration Reports**

EM13-1      EM13-1 Regina Emergency Management & Business Continuity

**Recommendation**

That this report be received and filed.

AT REGINA, SASKATCHEWAN, DECEMBER 14, 2011

EMERGENCY MEASURES COMMITTEE  
HELD IN PUBLIC SESSION

AT 11:00 A.M.

Present: Mayor Pat Fiacco, in the Chair  
Councillors: Sharron Bryce and John Findura  
City Manager, Glen Davies

Also in Attendance: Committee Assistant, Peggy Roettger  
Deputy City Manager of City Operations, Dorian Wandzura  
Director of Protective Services, Richard McCullough  
Manager of Business Continuity and Emergency Preparedness,  
Jay O'Connor

APPROVAL OF OPEN AGENDA

**Councillor Bryce moved, AND IT WAS RESOLVED, that the open agenda be approved, as submitted.**

ADOPTION OF MINUTES

**Glen Davies moved, AND IT WAS RESOLVED, that the minutes of the meeting held on June 8, 2011 be adopted, as circulated.**

EM11-2      Emergency Management Program End-of-Year Report

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A report dated December 14, 2011 from the Administration read as follows:

RECOMMENDATION

That this report be received and filed.

CONCLUSION

The Emergency Management Program for the City of Regina has progressed substantially during 2011. A great deal of collaboration and innovation has gone into the new corporate emergency plans this year. The progress on the corporate plan and several of the action plans has provided a strong foundation for 2012's departmental planning priority. An internal review and agreement was made this year to align the individual emergency management systems with the Incident Command System, the model currently being adopted nationally. Training and exercise opportunities have been identified for the next three years that will establish a higher level of corporate knowledge and experience in emergency management. Community partnerships have been re-established or re-structured in an effort to build program cohesion and knowledge throughout. The work of 2011 has left the City of Regina with a broad foundation from which to continue advancing the goal of protection and emergency preparedness for the community.

## BACKGROUND

At the beginning of 2011 the Regina Emergency Management office started a comprehensive assessment and evaluation of the Emergency Management Program. The existing Major Emergency / Disaster Plan (MEDP) had undergone revision in 2006, with minor changes occurring in 2010. The plan will require further minor changes to remain current with the present organizational structure which recently changed in November of 2011. The plan, which is quite robust, is a collection of information that supports multiple functional and program objectives. This style of emergency plan is common across North America. The resulting document is rather cumbersome and can be difficult to navigate during emergencies, often resulting in the plan not being used to its fullest potential. Many of the supporting plans need to be updated to support corporate structure changes and the growth and prosperity Regina has experienced in recent years.

For years the City used the Emergency Site Management system to coordinate and support emergency operations during large events. There is a new management tool that is more flexible, scalable and relevant with today's operational styles called the Incident Command System. This is the nationally recommended and supported system that Regina will be adopting.

## DISCUSSION

The MEDP is a large document which contains information for many different 'users' in addition to background information on a variety of subjects. The new format will help to simplify the plans and create more manageable documents for all involved parties. The new emergency plan format, often referred to as the "Corporate 5", will break the emergency plan into five components, each targeting a specific audience. The new plans will be fairly tactical in nature, designed to provide easy-to-follow and process-driven information. This will make the plans smaller and more relevant for the user in the end. The five plans are described below:

1. Emergency Management Plan, is the public plan which is designed to provide information on the Emergency Management Program to the public and City employees who are not directly involved in response.
2. Council Plan, designed specifically for Council, contains information on topics like the Emergency Management Program, emergency legislation and local emergency declarations. A 'Q&A' section provides Council with answers to the more commonly asked questions which Councillors may be asked within their respective Wards.
3. Emergency Information Plan, designed for the various communications staff within the City, is a description of the evolution of the roles and reporting structure of the communications staff as we progress from day-to-day emergencies to full blown disasters.
4. Emergency Response Plan, designed for those people who will staff or support the Emergency Operations Centre (EOC), the focus is to provide the Emergency Planning Committee a quick reference guide through the alerting procedures and

decisions to activate phases of any emergency. The plan outlines the processes used to understand the situation, decide on a course of action and implement that decision.

5. Command Post Plan, designed for the street level emergency response management team, this plan is designed to assist the Incident Commander in effectively establishing a command post around him/her while responding to a large or escalating emergency.

This new plan format was created in consultation with Saskatoon's Emergency Measures Office in an effort to create the additional benefits of a standardized format for Emergency Planning in Saskatchewan, increasing the effectiveness and ease with which communities can support one another during times of emergency.

A further milestone for the Emergency Management Program this year has been the creation of an Incident Command System training strategy for the city. This training strategy incorporates all front line emergency staff, their support staff and those who will be activated in an effort to support their operations. This aggressive two year training plan has been designed to break down the operating silos of our operations departments. In support of the training plan a maintenance plan has been designed to ensure the longevity of the program. Another critical element of this program is the implementation plan which focuses on making sure this becomes a part of departmental culture. The implementation plan is a phased approach involving a peer review process that will build on understanding and helping us transition from where we are to where we need to be.

The Emergency Preparedness & Business Continuity section has also begun work on an exercise schedule for Regina. The Incident Command System strategy for 2012 and 2013 provides training in the first six months of each year reinforcing tabletop exercises taught in the latter six months of each year. These exercises will be built on the same principle of inter-agency cooperation, reinforcing the lessons learned through multi-agency training. The University of Regina is also working with City staff to plan a small mock disaster exercise for May/June 2012. This exercise will involve emergency services but not the City of Regina EOC. In 2013 Saskatoon is planning a large, multi-day, mock disaster exercise that will impact Regina's Emergency Management Program through the Emergency Social Services team. Additionally, the Emergency Preparedness & Business Continuity section has begun planning for a large scale mock disaster exercise in the spring/summer of 2014. This exercise will require a significant investment of time and money to achieve, but will provide the program with a tremendous learning opportunity as it is expected to test many components of the Emergency Management Program.

The anticipated Emergency Management Program goals for 2012 are:

- Complete and recommend for adoption the new emergency plans.
- Complete phase one of the EOC staff training program.
- Complete the supporting EOC position handbooks.
- The creation and implementation of a new departmental planning template.

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- Initiation of a new and innovative public education campaign.
- Successful completion of the first year of the Incident Command System strategy.
- Creation of the Incident Command System implementation plan.
- Start the Grey Cup 2013 planning process.

#### RECOMMENDATION IMPLICATIONS

##### Financial Implications

None with respect to this report.

##### Environmental Implications

None with respect to this report.

##### Strategic Implications

The Emergency Management Program indirectly supports all of the key elements of Regina's Vision by preventing emergencies, mitigating the effects of those emergencies which cannot be prevented, being prepared to respond to emergencies and rapidly restoring the city's operations and social values following an emergency.

##### Other Implications

None with respect to this report.

##### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

The Emergency Management Committee will meet a minimum of twice in 2012, with a written report being provided quarterly. Communication of program milestones will be issued in accordance with the Emergency Planning Committee directions.

#### DELEGATED AUTHORITY

None with respect to this report.

**Councillor Findura moved, AND IT WAS RESOLVED, that this report be received and filed.**

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ADJOURNMENT

**Councillor Bryce moved, AND IT WAS RESOLVED, that the meeting adjourn.**

The meeting adjourned at 11:20 a.m.

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Chairperson

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Secretary

March 25, 2013

To: Members,  
Emergency Measures Committee

Re: Regina Emergency Management & Business Continuity

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### RECOMMENDATION

That this report be received and filed.

### CONCLUSION

This report provides a high level overview of Regina Emergency Management activities for 2012 and outlines the focus for 2013.

### BACKGROUND

The emergency measures office in Regina was established in the mid-late 1980s with a full time Emergency Coordinator being appointed in 1991. Since the office's creation, the emergency management industry has evolved to reflect the events and concerns of the day, from natural hazards to accidental man-made hazards, to acts of terrorism and now on to impact-based planning. The emphasis has also shifted from having a response plan to having a multifaceted program which addresses all four phases of emergency management: prevention and mitigation, preparedness, response and recovery. The 'all hazards' approach is evolving to focus less on the source of the disaster (tornado, flood, terrorism, etc.) and more on the impacts to our systems and services (clean water, staffing, socio-economic conditions, etc.). The activities of the last few years and the planned activities of 2013 and beyond will keep Regina current and well prepared for all eventualities.

### DISCUSSION

#### **Emergency Planning**

The Emergency Planning Act requires all local authorities to form a local emergency planning committee, which the City has done through *The Emergency Measures Bylaw, 2011*. The Act requires the committee to complete a municipal emergency plan governing the "provision of necessary services during an emergency" and "the procedures under and the manner in which persons will respond to an emergency", which has been accomplished through the Major Emergency and Disaster Plan. The Major Emergency and Disaster Plan was reviewed in 2011, at which time it was determined that a complete re-design was required to update the plan and make the City's corporate plan more manageable for users. Multiple smaller plans designed for specific 'user groups' was determined to be the best replacement for the existing plan. The corporate plan now has five components. Three of the five components are complete; these are the Emergency Management Plan, the Council Emergency Plan and the Emergency Information Plan. The remaining two plans, the Emergency Response Plan and the Incident Management Plan, will be completed this year.

Once the corporate plans are complete, the planning focus will shift to department level response and business continuity planning. These plans will provide the framework for the City's structured response to and recovery from a variety of hazards and incidents.

The City has incorporated the role of Emergency Social Services (ESS) Manager into the Coordinator of Community Capacity Building's job description. With this new role, a review of the ESS plan will be conducted this year. The ESS team includes City staff and members of several Non Governmental Organizations (NGOs) and volunteer groups within the City. The ESS team is responsible for looking after the personal needs of the affected portion of our community during and after an emergency. The ESS team can be requested to work with the Province to host another community in the case of an emergency. We are working with the Province to prepare for these potential hosting events.

### **Exercises**

In 2012, two functional emergency exercises were held in Regina. The first was in partnership with the Regina Airport Authority and was a simulated failed emergency landing at the end of one of the runways. Staff from the Regina Airport Authority, WestJet, Air Canada, Regina Qu'Appelle Health Region (RQHR), Regina Fire & Protective Services (RFPS), Regina Police Service (RPS) and Regina Transit participated. The exercise was made possible with support from St. John Ambulance, SGI and City of Regina, Water & Sewer Construction who provided personnel and/or materials. The exercise built on existing strengths and also highlighted areas for enhancement, making it a great success. The second exercise of the year was performed in partnership with the University of Regina and focused on a simulated hazardous goods release in one of their laboratory buildings. Staff from the University as well as RQHR, RPS and RFPS responded to and managed the event. There was particular emphasis placed on the command and control portion of the exercise, incorporating lessons learned from the airport exercise.

There are several planned exercises for 2013. The Catholic and Public School divisions are working with the RPS and Regina Emergency Management on two exercises for 2013. The first will be a tabletop exercise focussing on their Shelter-in-Place program and evacuation procedures. The second exercise will be conducted in partnership with representatives from the Oil and Gas sector and Emergency Social Services. It will involve the practical application of the Shelter-in-Place program and evacuation procedures, along with several City procedures that will be required to support the exercise. There will also be smaller, interdepartmental exercises which are being developed in support of the Incident Command System (ICS) program described below. Regina Emergency Management and a number of City departments will also be supporting 'Exercise Domino', taking place in the City of Saskatoon. This large scale exercise has national level interest and involvement. While Regina's resource commitment is minimal, it will provide invaluable learning opportunities for our staff and a chance to evaluate several of our own plans and procedures.

### **Training**

In 2011, the ICS was formally adopted as the exclusive incident management system for all City and partner agencies. This commonality provides a solid framework throughout the City that will allow us to manage an event of any scale. This is consistent with a national approach aimed at standardizing incident management systems across the country. There are five levels of ICS training available: ICS 402, which is an executive overview of the system and four operational levels (100-400), with each level building on the previous. The multi-agency ICS program we

developed consists of three parts: training, maintenance and implementation. The training element was kicked off in 2012 and resulted in 500 staff being trained to the ICS 100 level and 185 staff being trained to the ICS 200 level. In 2013, the remainder of ICS 200 training and the bulk of the ICS 300 training will be provided to City management staff.

## **Events**

Emergency planning for the Grey Cup and the events surrounding it began in the summer of 2012 and addresses potential safety and security threats. The 2013 Grey Cup Safety and Security Committee has conducted hazard, risk and vulnerability assessments and contingency plans are being established. An effective command and control structure, incorporating event staff and City emergency response professionals, will be utilised to manage the Grey Cup game and related activities. The willingness of the Grey Cup Safety and Security Committee to work with us on these matters deserves mention and is greatly appreciated. Through the planning for this event, a process and templates are being created that can be followed for other future large scale events within our city.

Considering the significant accumulation of snow this winter, we can anticipate some runoff. Spring runoff in the city can be broken down into two sub-categories, Wascana Creek and urban melt. The forecast for the Wascana Creek runoff is “well above normal” according to the Water Security Agency. While there is a lot of snow on the ground, there is also capacity in the ground, so a great deal will depend on the type of spring we have. The urban melt is also of moderate concern at this time. The urban melt response plan was refined based on our experiences in 2011 and plans are already underway to mitigate the impact to neighbourhoods. Much will depend on the amount of precipitation we get this spring as well as how fast the melt occurs. As there is the potential for a high spring runoff this year, communications tactics will be implemented as required to provide the public with recommended prevention actions and any required Provincial Disaster Assistance Program information.

Regina will be hosting the Canadian Risk and Hazards Network (CRHNet) symposium in November of 2013. As the emergency management office of the host city, we have been actively supporting the development and delivery of the event. In addition to this national symposium, the Saskatchewan Emergency Planners Association conference will be held in Regina in March of this year. It is recommended that Council and senior management consider attending one or both of these events to further educate themselves on their role during emergencies and the potential risks and hazards facing our city.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

None with respect to this report.

### Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The activities of Regina Emergency Management support the goal of becoming the best run municipality in Canada by building a preparation and response program to protect the residents of Regina and the City's operations and reputation.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

None with respect to this report.

DELEGATED AUTHORITY

The disposition of this report is within the authority of the Emergency Measures Committee.

Respectfully submitted,



Rick McCullough, Director  
Regina Fire & Protective Services

RM/GK/JO/lr

Respectfully submitted,



W. Dorian Wandzura, Deputy City Manager and COO  
City Operations