

Prince Edward Island All Hazards Emergency Plan



Justice and
Public Safety
Public Safety

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Prince Edward Island All Hazards Emergency Plan

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New changes are identified by bold font in this chart

RECORD OF CHANGES AND UPDATES		
DATE	DETAIL OF CHANGE	REVIEWED/APPROVED BY
June 6, 2017	Reorganized department responsibilities according to department changes	Tanya Mullally
August 12, 2019	Reorganized department responsibilities according to department changes – Appendix B	Tanya Mullally
August 12, 2019	Inclusion of Business Continuity Planning – pages 21, 22, 28	Tanya Mullally
June 29, 2021	Edits to reflect EMO Division in position titles – making more generic to refer to Director responsible for EMO	Tanya Mullally
April 17, 2023	Edits to reflect change of government reorganization	Tanya Mullally

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FORWARD

The ultimate purpose of Emergency Management is to save lives, preserve the environment and protect property and the economy. Emergency management involves four interdependent risk-based functions, known as pillars: prevention/mitigation, preparedness, response, and recovery.

The Prince Edward Island Emergency Measures Organization (EMO) is vested with the responsibility to provide the province with an emergency management system for the protection of persons, property and the environment, in accordance with the *Emergency Measures Act*.

The scope of an emergency can range from routine to disaster. While traffic accidents, single structure fires, and individual illness and injury can be devastating to the individuals involved, first responders easily manage these routine events.

Islanders are encouraged to take steps to prepare to sustain themselves and their families for at least the first 72 hours of an emergency. The local authority is expected to manage an emergency or disaster within its jurisdiction. If demands exceed a local authority's resources, nearby municipalities may provide additional resources or personnel through formal or informal mutual aid agreements. PEI EMO can assist, when requested, when an event overwhelms local resources.

PEI Emergency Measures Organization is responsible to manage large-scale emergencies and provide assistance to municipal or community response teams as required. Non-government organizations work in partnership with governments and play important roles throughout the four emergency management pillars.

In Prince Edward Island, emergency management planning encompasses an all-hazards approach. The all-hazards concept focuses on the consequences of an emergency and seeks to mitigate those consequences, regardless of the cause.



Hon. Bloyce Thompson
Minister Department of Justice and
Public Safety

Prince Edward Island All Hazards Emergency Plan

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All Hazards Emergency Plan

Scope

The Prince Edward Island All Hazards Emergency Plan (PEI AHEP) is the basic all hazards coordination plan for response to all types of non-routine emergencies within the Province. This plan is primarily directed to provincial departments but also contains information pertaining to federal agencies, local authorities, non-governmental organizations (NGOs) and individuals that have roles and responsibilities in an emergency.

The PEI AHEP and attached schedules describe emergency response concepts and structure and outlines the respective roles and responsibilities of the Province and its departments.

Objectives

The objectives of the PEI AHEP are to coordinate the provincial response in a major emergency or disaster to:

- Protect and ensure life safety;
- Protect, reduce or eliminate damage to property or the environment; and
- Protect, reduce or eliminate significant economic loss or disruption.

Authority

The Prince Edward Island All Hazards Emergency Plan is created pursuant to Section 6 of the *Emergency Measures Act*. The Act grants the Minister responsible for the Emergency Measures Act, further referred to as 'the Minister', and designated officials with special powers of authority in an emergency.

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State of Emergency

A declaration of a provincial state of emergency authorizes the appropriate authority to do everything necessary for the protection of property, the environment and the health and safety of people for which there is not already existing legislation or regulation. This may include, but is not limited to, authorizing specific resources, accessing personal property of residents, controlling travel, removing or demolishing property, evacuating people or livestock, and/or fixing food or fuel prices.

The Minister responsible for EMO may declare a provincial state of emergency in accordance with Section 9(1) of the *Emergency Measures Act*. Similarly, a local authority, as defined under Section 1(g), or mayor and council may declare a state of local emergency, in accordance with Section 9(2). Any declaration of a state of emergency requires immediate notification to the population of the affected area.

If the Minister orders a declaration of a provincial state of emergency in respect of an area that is already affected by a declaration of a state of local emergency the declaration of the state of local emergency is considered cancelled.

Activation

The Minister is the senior official responsible for ensuring that the provincial response to an emergency or disaster is appropriate in the circumstances and coordinated between all departments.

The Minister, Director responsible for PEI EMO, or designated alternate, may activate this plan, in whole or in part, when an emergency has occurred or threatens to occur. The plan is activated as a result of the following triggers:

- Activation of the Provincial Emergency Operations Centre (PEOC) to respond or support any event or emergency;
- Upon the declaration of a provincial state of emergency;
- Upon the declaration of a state of local emergency; or
- At any other time as directed by the Minister, Director responsible for PEI EMO, or designated alternate.

Implementation of this plan does not require the declaration of a local or provincial state of emergency; but where a provincial state of emergency has been declared activation of this plan is mandatory.

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Deactivation

A provincial emergency response may be terminated by the Minister, Director responsible for PEI EMO, or designated alternate. When a provincial emergency response is deactivated response actions by individual departments, local authorities, non-governmental organizations (NGOs) and individuals can continue within the scope of their own roles and responsibilities.

Review and Updates

PEI EMO will conduct a regular, at least biennial, review of the PEI All Hazards Emergency Plan in consultation with the appropriate departments and partners. All changes in the All Hazards Emergency Plan must be approved by the Minister with the exception of the schedules and annexes which the Director responsible for PEI EMO is authorized to approve.

EMERGENCY OPERATIONS CENTRE (PEOC) OVERVIEW

Role of the Provincial PEOC

The Provincial EOC (PEOC) will activate to facilitate and coordinate the strategic response to the critical needs in a significant emergency event. The PEOC is a whole of government operations centre, not specific to any one Ministry or Agency, and is in partnership with key partner agencies who have an emergency role and provide critical services during an emergency.

While PEI EMO is responsible for the facility and coordinating the centre and the actions conducted, it is staffed by a combination of PEI EMO staff, Federal/Provincial Agency Representatives, Critical Infrastructure Service Provider Representatives (i.e. Maritime Electric, Bell Aliant, Eastlink, etc.), Non-Government Organization Representatives (e.g. Canadian Red Cross), technical specialists and subject matter experts.

The PPEOC is activated to:

- **Facilitate, as required, the acquisition of provincial, national and international support** via Federal Government, Canadian Council of Emergency Measures Organizations (CCEMO), Senior Officials Responsible for Emergency Management (SOREM), and the International Emergency Management Group (IEMG).
- **Incident prioritization** - Prioritizing incidents based upon each incident's current and projected issues, needs and prognosis.
- **Resource allocation** - Identification of when, where and why resources are required
 - Allocating and tracking resources based upon incident prioritization
 - Ensuring adequate province-wide mobilization and allocation of critical assets.
- **Support for policy level decision-making** - Providing information for short-term modification of, or relief from, specific legislated policies, procedures and protocols while addressing concerns.
- **Share situational awareness –**
 - By establishing and supporting a common understanding of the scale and scope, both current and potential, of a significant emergency to facilitate decision making in support of field operations.
 - Providing opportunities for situational awareness distribution via - hosting inter-agency audio/video conferences.
 - Distribution of timely situation reports to facilitate a common operational picture.
 - Organizing ad-hoc briefings as required.

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- **Coordination between levels of government, non-government agencies, and critical infrastructure service providers, by**
 - Ensuring everyone understands issue specific legislative, policy, and procedural constraints and limitations;
 - Ensuring sensitivity to the citizens, government, corporate and organizational interests.
- **Coordination of information to the media and public** including social media monitoring.
- **Ensure continuity of the provincial government operations.**

PEOC Organization Fundamentals

The organization of the PEOC is based upon the 14 fundamentals of the Incident Command System (ICS), which provides standardization across all levels of response, through common objectives, terminology and structure. These fundamentals as applied to the PEOC are:

1. Common Terminology

Effective multi-agency coordination requires all communications to be in plain English. That is, using clear text and avoiding radio codes, agency specific codes, or jargon. Ambiguous codes and acronyms have proven to be major obstacles.

2. Establishment and transfer of command

Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. Whenever the PEOC is activated there will be clear identification of the PEOC Manager who is in command of the coordination of activities within the PEOC.

The process of moving the responsibility for command from one PEOC Manager to another is called transfer of command. Transfer of command may take place when:

- a. The incident situation changes over time, resulting in a legal requirement to change command.
- b. There is normal turnover of personnel on long or extended incidents, i.e., to accommodate work/rest requirement.
- c. The formal coordination responsibilities are concluded.

3. Chain of command and unity of command

Chain of command means that there is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels. On many activations the organizational structure will consist of:

- Command
- Single resources

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However, as incidents expand, the chain of command is established through an organizational structure which can consist of several layers as needed.

- Command
- Sections
- Branches
- Divisions/Groups
- Units
- Resources

Unity of command means that every individual is accountable to only one designated supervisor to whom they report to the scene of an incident.

These principles clarify reporting relationships and eliminate the confusion caused by multiple conflicting directives. Incident managers at all levels must be able to manage the actions of all personnel under their supervision. These principles do not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

4. **Unified Command**

The command function may be carried out in two ways:

- As a single command in which the PEOC Manager will have complete responsibility for coordination. Single Command may be simply involving the PEOC Manager and single resources or it may be a complex organizational structure with a PEOC Command Management Team.
- If a Unified Command is needed, Agency Representatives that share responsibility for the incident coordinate the response from the PEOC with the support of PEI EMO. Under a Unified Command, a single coordinated PEOC Action Plan will direct all activities.

Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

5. **Management by Objectives**

All levels of the PEOC organization must have a clear understanding of the functional actions required to coordinate the response. Management by objectives is an approach used to communicate functional actions through the entire PEOC organization which can be accomplished through the incident action planning process.

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6. **PEOC Incident Action Plan**

For every partial or full activation an Incident Action Plan (IAP) must be created. The PEOC Incident Action Plan is a verbal or written plan containing general objectives reflecting the overall strategy for all coordination of activities.

The PEOC Incident Action Plan includes measurable strategic operations to be achieved within a timeframe called an operational period. The purpose of this plan is to provide PEOC personnel with direction for actions to be implemented during the operational period identified in the plan.

7. **Modular organization**

The PEOC organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the required coordination activities, as well as the specifics of the hazard environment. As complexity increases, the organization expands from the top down as functional responsibilities are delegated.

8. **Manageable span of control**

Span of control is about the number of individuals or resources that one supervisor can manage effectively during an activation of the PEOC. Maintaining an effective span of control is particularly important for safety and accountability. ICS recommends, for effective span of control, three to seven and a ratio of one supervisor to five reporting elements is shown to be more effective and efficient and therefore recommended. If the number of reporting elements falls outside these ranges, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower risk assignments or where resources work in close proximity to each other.

9. **Comprehensive resource management**

Maintaining an accurate and up to date picture of resource utilization is a critical component of the PEOC coordination activities.

Comprehensive resource management includes processes for:

- Categorizing resources
- Ordering resources
- Dispatching resources
- Tracking resources
- Recovering resources

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10. Incident locations and facilities

The PEOC, through its coordination activities, will track various types of operational locations and support facilities that are established in the vicinity of an incident to accomplish a variety of purposes. Facilities may include:

- **Incident Command Post (ICP):** The field location at which the primary tactical level, on scene incident command functions are performed.
- **Municipal and/or Agency EOCs:** Each jurisdiction and/or may activate their Emergency Operations Centre to provide assistance to first responders and to deal with citizen's needs. The Provincial PEOC will track, as much as possible; these centres to ensure shared situational awareness and appropriate communication.
- **Staging Areas:** The location established where resources can be placed while awaiting a tactical assignment.
- **Shelters/Reception Centres:** The sites at which the delivery of the emergency social services including Emergency Feeding, Emergency Lodging, Emergency Clothing, Registration and Inquiry, and Personal Services are delivered. The PEOC will track the opening and capacity of each shelter established.

11. Integrated communications

The PEOC will maintain a common communications plan to facilitate communications between Government Departments, CI Partners, and Non-Government Organizations.

12. Information and intelligence management

The PEOC, at a strategic level, will provide analysis and share information and intelligence to partner Departments, Agencies, CI Service Providers and specific Non-Government Organizations involved in the emergency response.

13. Accountability

Effective personnel accountability during the PEOC activation is essential at all jurisdictional levels and within functional areas. Individuals must abide by their agency policies and guidelines and any applicable local, provincial or federal rules, regulations, bylaws and legislation.

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The features and principles of the PEOC application of ICS that contribute to personnel accountability include:

- Check-in: All PEOC personnel must report in to receive an assignment in accordance with the procedures established by the PEOC Manager;
- PEOC Action Plan: Response operations must be directed and coordinated as outlined in the PEOC IAP;
- Unity of Command: Each Individual involved in the PEOC activation will be assigned to only one supervisor;
- Span of Control: Supervisors must be able to adequately supervise and control their subordinates; and
- Resource Tracking: Supervisors must record and report resource status changes as they occur.

14. Dispatch/Deployment

For every activation of the PEOC, the situation must be continually monitored, assessed and the appropriate response planned. Resources used at the PEOC or for support of an incident must be organized, assigned and directed to accomplish the objectives. Resources must be managed to adjust to changing conditions.

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PEOC Guiding Principles

The PEOC Strategic Guiding Principles assist in setting priorities and decision-making. They are used to monitor and respond to:

- The danger to human life and any identified gap in the first responder's response capacity to that danger;
- The actual, or potential risk to critical infrastructure services and any gaps or impediments for efficient restoration;
- The hazard to property (including animals) and any gaps in capability to deal with the hazard;
- Any negative impact to the environment and the response requirements for the environmental concerns;
- Economic harm resulting from this emergency and the related mitigation efforts for this economic harm;
- Potential or actual loss of government services; and
- Variations in public confidence.

EMERGENCY OPERATIONS

PEOC Activation

The PEOC is activated for many different types of emergencies. In some instances, the PEOC will act solely as a facilitator of information sharing which means that its only activity will be to receive information from various sources and generate situational awareness reports and updates.

Sometimes the PEOC will be activated and representatives from multiple agencies will be working together in the PEOC in response to a specific emergency with EMO coordinating the interaction between agencies. In other instances, the PEOC will be more actively involved in the response to an emergency by receiving and handling resource requests from municipalities or other agencies.

These different types of activities require great flexibility in the organizational structure of the PEOC. To meet this requirement the organizational structure of the PEOC is based upon the Incident Command System (ICS) with some pre-identified modifications to meet local issues.

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Two fundamental rules of the ICS model of organization are:

- 1) The best person for the position is based upon their experience, knowledge and subject matter expertise about the incident.
- 2) Span of control should be between three to seven people. If this is exceeded, then the organization should be restructured.

By default, the Manager of PEI EMO assumes the PEOC Manager's position. Depending upon circumstances, the PEOC Manager may invite others to become partners in a Unified Command Structure. If he/she is not available or, if another person is identified that has better experience, knowledge and subject matter expertise, then that person may be asked to assume the position of PEOC Manager.

The other key Command and General Staff positions will be staffed by PEI EMO personnel unless other more qualified personnel are available. Remaining consistent with the ICS organizational model, there may be an Operations Section, Planning Section, Logistics Section and a Finance/Admin Section depending upon the needs of each event and the level of activation.

The PEOC may be host to a large number of Agency Representatives and Subject Matter Experts from various levels of Government, critical infrastructure service providers and from non-government organizations therefore a key position will be the Liaison Officer within the Command Staff. This position will ensure the needs of the Agency Representatives and Subject Matter Experts are promptly addressed while allowing other PEOC positions to focus on other aspects of the situation.

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Activation Levels

The type and level of provincial activation will be based on the complexity and scope of the event. This determination will take into consideration: the support required; span of control; or specific resource requirements (e.g. critical infrastructure, advance planning or additional capacity).

The following activation levels are guidelines and are discretionary. They are based upon ICS Canada activation standards. Activation levels are determined by the scope and scale of event as well as the coordination effort. Levels escalate according to the degree of engagement and support required to ensure public safety.

Level	Support Provided	Minimum Staffing Requirements
Routine Monitoring	EMO staff monitor events locally, regionally and worldwide. No specific threat applies; a general concern exists about low-level threat activity.	<ul style="list-style-type: none"> • Duty Officer 24/7
Level 1 Enhanced Monitoring	<p>Staff process information to enhance situational awareness about a specific set of circumstances that may require further involvement of other stakeholders.</p> <p>Functions:</p> <ul style="list-style-type: none"> • gather and share information to various levels of government and key stakeholders so that each can execute mitigation strategies based upon the best available, consolidated information; • seek out any information that would support the belief that the PEOC should move to another level of activation; • Facilitate audio/video conferences to provide enhanced information sharing opportunities. 	<ul style="list-style-type: none"> • Duty Officer • Information Officer • PEOC Manager • Other EMO staff (as required) <p>* Depending on circumstances participation to the PEOC for some staffing may be done virtually</p>

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Level	Support Provided	Minimum Staffing Requirements
Level 2 Partial Activation	<p>PEOC activation at this level is limited to EMO staff and some members of the PEOC Team (as required). Depending upon circumstances, the PEOC may close for certain periods of the evening.</p> <p>Functions:</p> <ul style="list-style-type: none"> • Gather and share information to various levels of government and private industry via Situation Reports, audio/video conferencing, face to face meetings; • Identify and develop a plan to deal with any gaps with first responder's capabilities to deal with a situation; • Coordinate the response across all Government levels and private industry for any requests for assistance. 	<ul style="list-style-type: none"> • PEOC Manager • Information Officer • Section Chiefs (as required) • Liaison Officer • PEOC Team members/Agency Representatives (as required) <p>* Depending on circumstances participation to the PEOC for some staffing may be done virtually</p>

Level	Support Provided	Minimum Staffing Requirements
Level 3 Full Activation	<p>PEOC activation at this level will be 24hrs per day until deactivation.</p> <p>Functions:</p> <ul style="list-style-type: none"> • Share Situational Awareness; • Incident Prioritization; • Resource Allocation; • Policy Level Decision-Making; • Coordination between: <ul style="list-style-type: none"> o Levels of Government; o Non-Government Agencies; o Critical Infrastructure Service Providers; o Non-Government Organizations; • Coordination of information to the Media and Public including Social Media Monitoring; • Facilitate, as required, the acquisition of provincial, national and international support via Federal Government, SOREM, IEMG; • Ensure continuity of provincial government operations. 	<ul style="list-style-type: none"> • PEOC Manager • Information Officer • Liaison Officer • Risk Manager • All Section Chiefs • All PEOC functions and positions (as required) • Department & Agency Representatives (as required) • Business Continuity Coordinators (as required) <p>* Depending on circumstances participation to the PEOC for some staffing may be done virtually</p>

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Command Structure

PEI EMO will employ the Incident Command System (ICS) as the standard structure for responding to incidents and events, both small and large. The ICS structure includes an Incident Commander (Unified Command is employed if there is more than one lead agency) who leads tactical operations at the site of an incident, the PEOC Manager, Operations, Planning, Logistics, and Finance/ Administration. Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.

PEOC Command Staff – The PEOC Command Staff (which is often called PEOC Team to clarify they are not the same as on-scene or site command) includes the PEOC Manager who guides and oversees the PEOC staff and activities. The PEOC Command Staff may include the Information Officer, a legal advisor, a Safety Officer and a Liaison Officer, as they are required.

PEOC Manager – this person is responsible for the overall management and coordination of the PEOC. The PEOC Manager, possibly with the support of other Command Staff, sets PEOC Objectives and action plans, integrates stakeholders, works with Senior Officials to facilitate the development of policy direction for incident support, and ensures the dissemination of timely, accurate, and accessible information required for decision-making.

Operations – this section is responsible for directing the tactical actions to meet incident objectives and/or to ensure that site incident personnel have the resources and operational support necessary to achieve incident objectives and address priorities. Operations Section from PEOC are the points of contact for site operations response personnel.

Planning – this section is responsible for the managing situational awareness efforts, maintaining status of resources, preparing the IAP and all incident-related documentation. This section facilitates the planning process to achieve PEOC objectives and provide a range of current and future planning services to address current needs and anticipate and devise the means to deal with future response and recovery requirements.

Logistics – this section is responsible for providing adequate services and support to meet all PEOC and on site needs as requested.

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Finance/Administration – this section is responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.

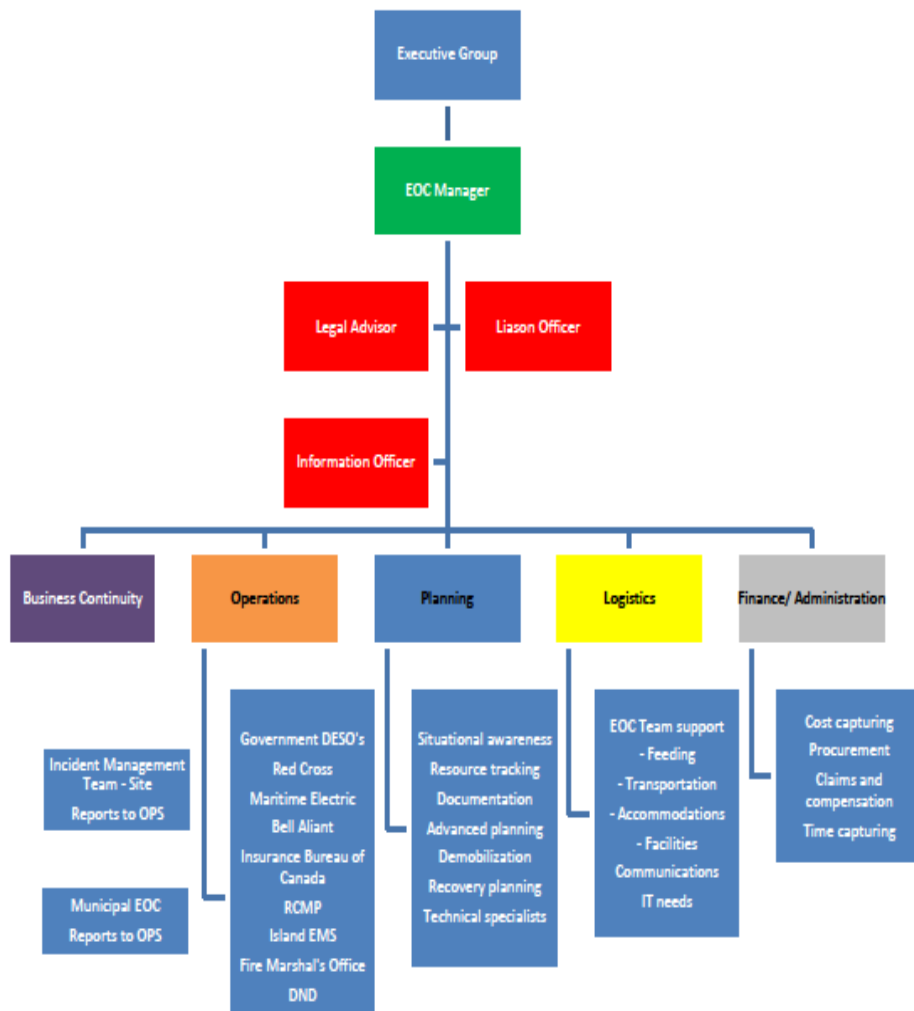
Business Continuity – this section is responsible for monitoring provincial emergency operations with interest on impacts to provincial government departments and the ability to maintain government business continuity. Requests from departments from as it relates to business continuity will flow from this section to the Department Emergency Services Officers (DESOs) for their respective departments.

The ICS structure does not replace the routine operational function of government, nor create a structure that supersedes constitutional, legislative or regulatory authority. To the greatest extent possible, existing government structure will be used to facilitate escalated decision-making processes across provincial departments during an emergency. The ICS structure allows for efficient and effective emergency management planning and response coordination.

The following diagram provides a sample of the organizational structure.

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ICS Structure in PEOC



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Information Officer

An Information Officer (IO) will be designated by the PEOC Manager or the Director responsible for PEI EMO. The Information Officer is responsible for the development of the province's Emergency Crisis Communication Plan, which ensures that accurate and timely information is distributed to Islanders during the prevention/mitigation, preparedness, and response and recovery phases.

The IO can activate the Emergency Crisis Communication Plan either in part or the entire plan in advance of or during any situation where the need to manage and coordinate crisis information to the public and to the media to support an emergency response is warranted and required.

Communications Officers from government departments may be called in to become part of the Emergency Information Team. In this situation, everyday operations of the Communications Officers will be suspended in part or in whole for the duration of the emergency. Once activated, the Emergency Information Plan will override departmental communications policies and procedures.

The primary responsibilities of the Information Officer include, but are not limited to, the following:

- Producing and updating the Emergency Crisis Communication Plan for the province of Prince Edward Island;
- Establishing an emergency media-information centre in accordance with the guidelines contained in the provincial Emergency Crisis Communication Plan;
- Coordinating the activities of the Information Team - which may consist of departmental Communication Officers, public relations staff from a municipality, NGO, etc. - for the duration of the emergency, either at the Provincial Emergency Operation Centre, an emergency site, or in another appropriate location;
- Coordinating the dissemination of emergency public information, using all available and appropriate resources;
- Planning and implementing procedures for the activation of an emergency broadcast system capable of reaching all citizens of the province and making use of all electronic media or other means as required and available;
- Maintaining a contact list for provincial communication officers; and
- Maintaining a contact list for local media.

BASIC EMERGENCY MANAGEMENT CONCEPTS

The Canadian Framework

Emergency management in Prince Edward Island is guided by the federal, provincial, territorial (F/P/T) document titled *An Emergency Management Framework for Canada*. This framework describes the major components of emergency management, common definitions, and principles on which emergency management programs in Canada are based.

The Four Pillars of Emergency Management

There are four major components or pillars in emergency management:

Prevention and Mitigation – the actions to reduce the impact or risks of hazards through pro-active measures. The terms are frequently used interchangeably.

Preparedness – the actions to be ready to respond to a disaster and manage its consequences through measures such as developing emergency response plans and mutual assistance agreements; controlling resource inventories and equipment, and undertaking training and exercise programs.



Response – the actions during or immediately after a disaster to manage its consequences, and minimize suffering and losses associated with disasters, through activities such as emergency public communication, search and rescue emergency medical assistance and evacuation.

Recovery – the actions to repair or restore conditions to an acceptable level through measures taken after a disaster, such as bringing evacuees home, conducting trauma counseling, reconstructing infrastructure, conducting economic impact studies, and providing financial assistance.

The recovery process should highlight strengths and weaknesses in the response, which will support the loop back to mitigation and preparedness.

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General Principles

Some of the general principles that are important to effective emergency management are as follows:

- Emergency management roles and activities are carried out in a responsible manner at all levels of Island society;
- Emergency management is based on partnerships that include effective collaboration, coordination, and communication. When organizations function in isolation from one another, critical information is not shared, and lives can be placed at risk;
- Emergency management is comprehensive and proactive. It balances efforts of prevention/mitigation, preparedness, response, and recovery functions;
- Emergency management requires an understanding of the roles, responsibilities, authorities, and capacities of all emergency management partners;
- Emergency management decision-making is evidence-based and includes an understanding and evaluation of the hazards, risks and vulnerabilities;
- Employing appropriate mitigation strategies is a sustainable way to reduce risk and lessen the socio-economic cost of disasters;
- Emergency management can only be achieved through a continuous process of open, honest and accurate communication between emergency management agencies and with the public that starts long before an event and continues during response and recovery. It may include providing information in the forms of public education, alerting, and guidance; and
- Emergency management officials learn from exercises and events and actively engage in the process of continuous quality improvement. Through the emergency management process, officials willingly share lessons learned and promote the appropriate exchange of information.

ROLES AND RESPONSIBILITIES

Emergency Measures Organization

PEI EMO was established under Section 3.1 of the *Emergency Measures Act* to perform powers and duties vested under the Act and powers and duties which may be assigned by the Minister. PEI EMO is responsible for the following:

- a) Produce a provincial emergency management program which includes coordination and inclusion of provincial business continuity plans;
- b) Review and approve, or require modification to provincial emergency management and business continuity programs;
- c) Review and approve, or require modification to municipal emergency management programs;
- d) Identify and record actual and potential hazards which may cause an emergency or disaster;
- e) Provide information for the effective preparation of emergency management and business continuity programs;
- f) Conduct public information programs related to the prevention and mitigation, preparedness, response and recovery from an emergency;
- g) Establish training and exercises for effective implementation and testing of emergency management programs;
- h) Arrange for the procurement of food, clothing, medicine, equipment and goods of any nature or kind for the purposes of mitigating or responding to emergencies and disasters;
- i) Authorize or require the implementation of any municipal or agency emergency management programs; and
- j) Coordinate provincial government departments to ensure continued government business operations.

PEI EMO shall establish and maintain a registry containing a current copy of every municipal and departmental emergency plan that is submitted to EMO. The *Municipal Governance Act* requires municipalities to have a completed plan and they must submit them to PEI EMO for review and approval.

Provincial Government Departments

Departmental Emergency Management Planning

Section 7(d) of the *Act* outlines that each government department is to develop an emergency management plan. Agencies, boards and commissions may also be required to develop an emergency management program at the discretion of the Minister of the Department responsible for the agency, board or commission. A departmental emergency management program will include the following:

- Direction, as determined by the Minister of the department, on whether agencies, boards and commissions shall be responsible to develop individual emergency plans;
- The manner in which, and the means by which, the department will provide essential departmental services during an emergency or disaster;
- The manner in which, and the means by which, the department will respond to the hazards for which that department is responsible; and
- The manner in which, and the means by which, the minister or designate will perform the duties in an emergency as appropriate for the departmental response.

Each government department is responsible to appoint a DESO, and an alternate DESO, to assume responsibility for emergency service functions on behalf of the department, including but not limited to, the following:

- Analysing risks;
- Preparing, developing, implementing and exercising emergency plans, which may include, but are not limited to the following:
 - organizational structure;
 - emergency response structure;
 - concept of operations;
 - department responsibilities;
 - departmental business continuity plan;
 - resources – personnel;
 - resources - equipment, material, infrastructure;
- Allocating equipment, human resources and facilities as required in response to, or in anticipation of, an emergency;
- Assessing the department's ability to function or to provide expected or mandated services during an emergency or disaster;
- Serving as a member of the PEOC Team during an emergency;
- Reporting to the Provincial PEOC when requested to provide advice or resources on

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- behalf of the department;
- Attending DESO meetings/workshops, and participating in training and tabletop exercises;
- Facilitating the delivery of emergency management training programs for departmental staff as required;
- Authorizing and controlling expenditures for departmental emergency operations;
- Maintaining a log of events and expenditures incurred during emergencies; and
- Working with the Emergency Information Officer to develop and disseminate emergency information related departmental responsibilities.

Specific, individual departmental responsibilities are outlined in Appendix B.

Departmental Business Continuity Coordination

The Emergency Measures Act Section 20(a) permits the Minister to recommend to the Lieutenant Governor in Council respecting emergency planning for the continuity of functions of departments, boards, commissions, corporations and other agencies of the government of Prince Edward Island.

In 2010 each government department was directed to develop a department Business Continuity Plan (BCP). Agencies, boards and commissions may also be required to develop a BCP at the discretion of the Minister of the Department responsible for the agency, board or commission.

Each government department is responsible to appoint a Business Continuity Coordinator (BCC), and an alternate, to assume responsibility for business continuity function on behalf of the department.

The BCC will, at a minimum, lead a department business continuity steering committee to ensure the group achieves its goals, objectives and deliverables as set out in its mandate, will report directly to the Steering Committee and perform other related duties as required. The Coordinator will also ensure that common business continuity standards and practices are used across the organization. There is a planning and response component to this function which may include the following:

- assembling the department business continuity steering committee and any subject matter experts as required;
- managing the implementation of the business continuity process;
- liaising with the DESO, department steering committee or teams as appropriate;

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- providing advice to decision makers for response with appropriate options to the BCP Steering Committee for approval and sign-off;
- ensuring the plan is reviewed, exercised and independently audited on a regular basis;
- identifying any impediments to the implementation/updating of the plan with management and seek resolution;
- ensuring department plan version control;
- conducting duties as designated in the BCP; and
- coordinating the implementation of the BCP under the general direction of the department's management.

Review Cycle

Each department shall review and revise its emergency management program annually and submit an updated copy of the department's emergency plan to the EMO on an annual basis.

Notifying EMO

Providing notification to EMO is particularly important if the event may escalate to a significant emergency, such as one that may result in death or injury to multiple persons, significant damage to multiple properties, critical infrastructure, the environment, or the economy; or any emergency which may overwhelm local resources, or require Provincial or Federal assistance.

Some examples of a significant emergency may include:

Any event requiring evacuation	Radiological incident
Dangerous goods incident	Security (cyber or physical)
Environmental accident	Severe weather
Forest fire	Significant utility disruption
Flood	Structural collapse
Ground Search and Rescue	Transportation event (bridge, highway, air, marine)
Health or social services emergency	

To facilitate situational awareness and ensure a rapid coordinated response, all relevant information should be provided to EMO when it becomes available. When in doubt, contact the On-Duty Public Safety Officer. See contact information in attached Appendix A.

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Notification to Officials

When notified of an emergency, or potential emergency, EMO officials will assess the response requirements and will notify the Minister, appropriate DESOs, Business Continuity Coordinators, local authorities, and other agencies, if warranted. Throughout the emergency, EMO will provide written situation reports and updates to the Minister, with copies to other officials, departments and agencies, as appropriate.

Once alerted, and depending on the level of activation, PEI EMO staff and part or all of the PEOC Team may be required to either report to the Provincial PEOC or remain be prepared to report to at any time.

RESPONSE

Effective emergency management is achieved when responsibility rests with the most appropriate authority - individual, municipal, tribal council, provincial or federal - for response to and recovery from an emergency. Response should always be kept at the fundamental level as appropriate for the emergency.

Individual Response

Responsibility for initial action in an emergency lies with the individual who should have an emergency plan and be prepared to do what is reasonably possible to protect life and property, ideally for the first 72 hours of an emergency. This may include ensuring adequate supplies, food, water and medications or first aid supplies are available for everyone in the household.

In a major emergency there may be temporary interruption of services provided by local government. It may take some time for these services to be restored and additional resources may have to be brought into the area.

Local Authority

Most emergencies occur within and are effectively handled by a municipality or a local authority. If an individual, or group of individuals, cannot cope during an emergency, the local authority steps in to assist, usually through the services of first responders.

Although most routine emergencies can be managed by the on-site responders, response to a major emergency may require additional resources and expenses, or coordination beyond the authority of first responders. The local authority is responsible to ensure that emergency plans are developed and regularly exercised. Activation of the Municipal EOC is based on conditions outlined in the respective municipal emergency plan.

In locations where there is no local authority or municipal council the responsibility defaults to the provincial government to coordinate and manager response and recovery to residents in unincorporated areas.

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Provincial Response – Coordination

An effective provincial emergency response enables prompt coordinated action among the local authority, provincial departments, non-governmental organizations, other provincial or territorial governments and the federal government, as required. During an emergency or disaster, certain affected departments, or all departments, may be required to implement their Department Emergency Management Program, in addition to all or parts of their Business Continuity Plans. PEI EMO may also activate the PEI All Hazards Emergency Plan, in all or in part.

Non-Governmental Organizations

The effectiveness of a combined emergency response and recovery will depend on access to all available community resources. Most communities have a number of NGOs, including faith-based groups, service clubs, volunteer groups and agencies. Often these organizations can provide a wide range of skills, personnel, and equipment. They may also have extensive expertise and connections with population groups who may be most at-risk from impacts.

Interprovincial, Federal and International Assistance

When the Province requires additional resources to manage a response, the Director responsible or alternate for PEI EMO, can request assistance through the Canadian Council of Emergency Management Organization (CCEMO) – Emergency Management Mutual Aid Arrangement (EMMA), which promotes and facilitates emergency management assistance between the provinces and territories before, during or after a significant event.

Prince Edward Island can access emergency assistance through memorandums of understanding in the International Emergency Management Assistance Compact (IEMAC) signed by the six New England states and five eastern Canadian provinces which are members of the International Emergency Managers Group (IEMG).

If the event demands support from the federal government, the Minister or delegate may formally request federal assistance through the regional Public Safety Canada (PSC). The federal government intervenes when asked, or when the emergency clearly impacts on areas of federal jurisdiction such as floods or fires on federal lands, national health emergencies, national security, or a declared national emergency.

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Telecommunications

In an emergency, effective telecommunications is critical to the efficient exchange of information coordination, command and control, and responder safety. A variety of technologies will be used to provide telecommunications on site, and between the site, between municipal, agency EOCs and the PEOC. These technologies may include but are not limited to the following: two-way radios, facsimile, email and other intra or internet-based services (Skype, etc.), landline and cellular telephone (including SMS, PIN, Texts, etc.), and satellite communication systems.

In circumstances where commercial telecommunications systems have failed or are likely to fail, or where supplementary telecommunications may be required, the PEOC Manager may request assistance from the PEI Amateur Radio Operators.

Emergency Costs

Agencies and all levels of government are individually responsible for expenses incurred during an emergency and shall appropriately document expenses in the event that compensation is made available.

Operational expenses incurred by the government of Prince Edward Island for the cost of federal government assistance are normally the responsibility of the province but may be subject to federal/provincial cost-sharing arrangements through the Disaster Financial Assistance Arrangements (DFAA). The DFAA is intended to provide federal assistance for emergency expenditures incurred by the province that exceed certain *per capita* thresholds. All applications for funding under the DFAA are subject to DFAA program guidelines.

Prince Edward Island residents, small business and farm owners, not-for-profit organizations and municipalities may be eligible to receive a portion of eligible costs for uninsurable property damaged during a disaster. The DFAA is not an alternative to adequate private insurance coverage and sound risk management practices.

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After Action Review

An operational debriefing will be held to evaluate the effectiveness of the emergency response within 14 days of the termination of the operation. Unless otherwise directed by the Minister, the proceedings will be chaired by the Director responsible for PEI EMO or delegate and attended by response personnel involved in the emergency. A more detailed and in-depth After-Action Review may be directed by the province following significant emergency responses. These are typically led by an external agency to ensure arm's length objectivity.

The purpose of a critique or review is to enable participating organizations to learn from the experience, confirm best practices, and identify appropriate areas for improvement.

Separate debriefings may be held with the Executive Group, the Site Incident Management Team, and the PEOC Team.

Departmental Reports

The DESO from each department involved in an emergency will prepare a report on the department's response. All departmental reports should include the following information:

- An executive summary;
- A description of the department's response including duration of response, description of response and activity;
- A list of personnel and major pieces of equipment or apparatus which were used during the operation;
- All known or anticipated costs;
- A brief analysis of the department's emergency response effectiveness;
- Recommendations for improvement or enhancement of the department's response.

A copy of the report should be provided PEI EMO to be included with all emergency documentation. In addition, PEI EMO will request the submission of reports from federal departments, municipalities, and/or NGOs that participated in the emergency.

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Provincial Report

PEI EMO will be responsible for the preparation of a provincial report, which will outline:

- An executive summary of the provincial emergency response (including local response);
- Chronological sequence of significant events;
- Overall emergency costs on a departmental basis;
- Projections for ongoing recovery efforts including estimates of time, costs, and involved agencies;
- The overall comments and recommendations (from debriefing meetings, departmental/municipal reports); and
- Copies of departmental/agency/municipal reports.

RECOVERY

Recovery refers to activities taken to restore infrastructure and the social and economic life of a community. An effective recovery operation will consider and incorporate mitigation measures for similar emergencies in the future.

Short term recovery may include restoring necessary essential systems (power, communication, water and sewage, and transportation) to acceptable standards while providing for basic human needs (food, clothing, and shelter). It also involves ensuring that the societal needs are met (maintain the rule of law, provide crisis counseling) and maintain public confidence.

When some measure of stability has been achieved, long term recovery efforts will focus on restoring economic activity and rebuilding community facilities and necessary family supports. Again, this should include the implementation of long-term mitigation measures.

Appendix A Provincial Emergency Operations Centre (PEOC)

The PEOC consists of an operations room, communications room, public information coordination area, boardroom, administration and logistics area. The facility is located at Suite 600, 134 Kent Street, Charlottetown in the National Bank Building.

The operational components of the PEOC are as follows:

- The members of the PEOC Team, as required to manage the specific emergency include EMO staff, supervised by the PEOC Manager;
- The PEOC Manager reports to the Director responsible for PEI EMO who is responsible to brief to senior management and officials as required;
- Additional information officers, under direction of the information officer or alternate;
- Administrative support staff for clerical, information technology, and security;
- Additional staff from the Division of Public Safety, as needed for logistical support; and,
- Additional staff from other departments, as required, to provide operational support and logistics.

The PEOC may be required to operate on a 24-hour basis for extended periods. If 24-hour operations are anticipated, the staff will be organized in shifts and extra personnel may be drawn from the various departments. In exceptional circumstances the PEOC can operate in a virtual environment when conditions don't permit onsite attendance. This is determined on an individual basis ensuring that operations have no or limited impacts.

Alternate sites are identified to ensure continuity of operations for the PEOC.

Appendix B Provincial Government Departmental Emergency Roles and Responsibilities

The roles and responsibilities listed in this section are pursuant to the *Emergency Measures Act* General Regulations. Where there is a contradiction between the PEI All Hazards Emergency Plan and the General Regulations, the General Regulations shall prevail.

The listed responsibilities under each department may be modified or redistributed as required when department organizational changes are made. If an emergency were to occur requiring the activation of this plan the appropriate departments will be tasked with the actions required.

Department of Agriculture

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- providing advice and assistance in all agricultural matters including plant, animal, insect and disease control;
- providing veterinary inspection services;
- managing emergency feeding and/or evacuation and relocation of livestock and/or poultry;
- arranging temporary holding for displaced livestock;
- making arrangements for emergency provision, emergency transport or relocation for farm stored grains, fertilizer, pesticides and other chemicals;
- arranging appropriate disposal for deceased livestock; and

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Department of Economic Development, Innovation and Trade

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- arranging for the provision of a French translation service on behalf of the PEOC.
- developing and implementing economic development initiatives to support recovery;

Department of Education and Early Years

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- liaising between the provincial government and the school boards;
- providing advice and assistance to school authorities;
- assisting school authorities in school emergency closing and reopening procedures;
- arranging for the use of selected schools as reception centres or shelters;
- facilitating emergency transportation; and
- advising and assisting government or nongovernmental organizations in the recovery, preservation and stabilization of damaged records.

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Department of Environment, Energy and Climate Action

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- providing an on-site Environmental Emergency Response Member, and or multiple members, if required, to assess and respond to environmental emergencies;
- providing or provisioning technical advice and assistance to municipalities concerning groundwater and sewage problems caused by flooding or environmental pollution;
- conducting environmental damage assessments;
- conducting pollution monitoring and analysis;
- directing dangerous spill control, environmental cleanup and disposal arrangements;
- providing assessment, containment and clean up for fish kills and other aquatic life which is affected by an emergency event;
- providing information and/or direction where possible regarding flood control operations as they relate to environmental pollution; and
- providing advice, when possible, to First Responder Agencies on public protection measures (evacuation/re-entry) related to environmental pollution.

Forestry Division

The Minister Responsible for Forestry has specific responsibilities for forest management, forest fire suppression and wildlife activities in the province such as:

- providing technical advice and assistance to other departments and local authorities with respect to forest fire operations and terrestrial and inland waters' wildlife;
- directing and managing forest fire operations, including wildfire suppression;
- providing forest firefighting equipment;
- providing mobile supplementary radio communication equipment;
- arranging, through mutual aid agreements, for firefighting personnel and equipment;
- providing natural resource-based geographic information, remote sensing and geomatics data; and
- providing training in forest fire suppression.

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Executive Council

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- arranging for and oversee the provision of communications supports on behalf of the PEOC;
- providing emergency preparedness, response and recovery duties related to the Indigenous Relations Secretariat and Intergovernmental Affairs;
- providing leadership around policy development and Cabinet level decision making to support operations of the PEOC;
- providing leadership to the PEOC around continuity of government operations.

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Department of Finance

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- providing emergency financial management;
- providing advice on competing demands for financial consideration;
- processing emergency operations expenditures approved by the Executive Group, the Director responsible for PEI EMO or a DESO;
- processing disaster recovery compensation grants, loans and payments;
- tracking financial compensation for workers during the emergency operation; and
- providing real property damage assessment and inspection services.

Information Technology Shared Services (ITSS)

- procuring and maintaining emergency telecommunications and information technology;
- providing priority telecommunications and information technology (IT) support to the Provincial PEOC;
- providing priority emergency printing services to the PEOC; and
- providing an inter-governmental mail or courier service to the PEOC.

Public Service Commission

- developing a viable human resources plan, based on departmental human resource plans, for the effective use of public service employees in an emergency/disaster;
- assisting departments to develop strategies to meet human resources deficiencies related to emergency operations;
- identifying specialized resources within the provincial labour structure; and
- assisting departments to coordinate, process and manage the recruitment and selection of volunteers where appropriate.

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Department of Fisheries, Tourism, Sport & Culture

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

Fisheries Division

- liaising with the fishing and aquaculture industry;
- assessing the impact of hazards on the fishing and aquaculture industry, and implementing mitigation measures;
- providing specialized equipment and operators;
- maintaining a log of aquaculture facilities, fishing areas, and other pertinent information in relation to the fishing industry;
- facilitating rural area development/re-development.

Tourism, Sport & Culture Divisions

- developing, contingency plans for emergency accommodations, and working with Social Services to identify and allocate emergency accommodations when necessary;
- advising on the availability of resources within the Tourism sector; and
- liaising with private and public campgrounds, tourist accommodations and attractions.

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Health PEI (HPEI)

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- developing a program to instruct and train relevant HPEI personnel in emergency health procedures;
- ensuring that all hospitals and provincially operated long-term care facilities have emergency and disaster plans in place and that the plans are regularly exercised, reviewed and updated;
- evaluating any health threat (excluding those of a public health nature) to the public, and providing information, advice and instructions on health matters;
- coordinating and providing health services, both institutional and community-based (public) in an area affected by an emergency;
- designating, developing, training and deploying general and specialist emergency medical teams;
- planning for and establishing emergency hospitals and/or other emergency medical installations;
- providing continuity of essential and/or special treatment and care services; and
- providing additional resources and equipment for mass casualty care.

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Department of Health and Wellness

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- developing a program to instruct and train relevant departmental personnel in health emergency management procedures;
- inform regulatory standards that can require all private long-term care and community care facilities to have both emergency and disaster plans in place and identify parameters for annual inspection and review;
- evaluating public health threats and implementing and enforcing mitigation measures, as required;
- providing information, advice and instructions to the public on any public health matter;
- directing emergency measures for all public health and safety issues including water, disease outbreak, and contamination;
- providing advice and assistance on the safety of any emergency supply of drinking water destined for human consumption;
- providing food inspection services;
- arranging for ground and air medical evacuations;
- providing continuity of essential and/or specialized departmental services; and
- activating any established pan-Canadian Mutual Aid Agreements for health care supplies, equipment and human resources.

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Department of Housing, Land and Communities

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

Housing Division

- providing support and resources to residents living within provincial housing during an emergency or disaster.

Land Division

- providing electrical/mechanical inspection services to municipalities and provincial departments as requested; and
- providing gas releases from pressurized equipment (i.e. ammonia releases from rinks, freezing units for processing facilities or fish plants, etc.).

Municipal Affairs Division

- providing guidance and support and when necessary assuming temporary management of municipal administrations;
- coordinating information from and information sharing to all municipalities during emergencies including information on reception centre activities; and
- providing technical and professional services to affected municipalities when requested.

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Department of Justice and Public Safety

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- providing legal advice and assistance to departments respecting provisions, orders and regulations for all legislation relating to emergencies or emergency services;
- through the Commanding Officer, “L” Division of the Royal Canadian Mounted Police, ensuring law enforcement services are provided, and reinforced if necessary, throughout the province by the police service of jurisdiction;
- providing advice respecting the maintenance of law and order;
- providing security for emergency operation facility(s);
- providing security for evacuated area(s);
- providing traffic and crowd control;
- providing civic addressing information to support planning and mapping as required;
- providing relocation and protection for institutional inmates and providing resources including personnel and bedding; and
- coordinating and mobilizing special resources as required through the Chief Coroner including, but not limited, to:
 - removing human remains from a site;
 - providing temporary morgue facilities;
 - providing identification services and liaise services for next of kin;
 - taking custody of human remains and personal property;
 - determining cause, manner and circumstances of death;
 - completing death certificates; and
 - releasing official information, as appropriate, concerning decedents.

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Department of Social Development and Seniors

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- developing a program, in conjunction with EMO, to instruct and train relevant provincial employees on emergency social services procedures;
- providing emergency social services in affected area(s) and displaced populations which includes emergency feeding, shelter, clothing, and personal services and includes the responsibility to maintain the provincial contract with Canadian Red Cross for delivery of these services;
- establishing and operating provincial shelters and reception centres;
- providing registration and inquiry services including family reunification; and
- providing support and advice for seniors and people with special needs.

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Department of Transportation & Infrastructure

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- designating specialists and support personnel, in addition to the DESO as warranted, to work with emergency-management staff at the Provincial PEOC when requested;
- providing a transportation coordinator to liaise as requested or required;
- implementing and maintaining signage and traffic control, and controlling road transport in cooperation with appropriate jurisdictional authority;
- providing specialized equipment and operators;
- implementing emergency repairs to, and construction of, roads, bridges and airfields;
- arranging for the supply and distribution of electrical power to buildings or structures to support government operations;
- enabling the use of government buildings for emergency operations;
- prioritizing and coordinating the distribution of fuel to buildings, structures or vehicles to support emergency government operations;
- providing transportation for emergency equipment and supplies;
- providing appropriate management and support personnel, and establishing staging areas for the reception, storage, distribution, and recovery of emergency resources; and
- providing technical and professional resources to support emergency operations.

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Department of Workforce, Advanced Learning & Populations

In accordance with the *Emergency Measures Act*, the DESO or alternate DESO for each department is responsible for committing and directing their respective department resources and staff to fulfil all such duties, including but not limited to those outlined below, as required for the purposes of emergency planning and for implementing emergency management plans for response and recovery:

- carrying out pre/post disaster labour market and economic analysis;
- providing information and advice on employment standards to workers and employers;
- providing advice and leadership on matters relating to immigration including any required repatriation of Islanders from off Island events; and
- liaising with associations and organizations who provide assistance to newcomer populations.
- assisting school authorities arrange for continued education of displaced post-secondary students;
- providing advice and leadership on matters relating to specialized trades licensing
- liaising with post-secondary institutions as required;
- assessing labour market needs and responding to changes in the labour market associated with emergencies and disasters;

Appendix C Declaration of a State of Emergency

Under Section 9(1) of the *Emergency Measures Act*, the Minister may at any time, when satisfied that an emergency exists or may exist, declare a state of emergency in respect to all or any area of the province. Although a verbal declaration of emergency is acceptable, all declarations should ultimately be made in writing to ensure proper documentation is maintained.

One or more of the following criteria may help determine that a situation, whether actual or anticipated, warrants the declaration of an emergency:

- If the situation is an extraordinary event requiring extraordinary measures?
- Does the situation pose a danger of major proportions to life or property?
- Does the situation pose a threat to the provision of essential services?
- Does the situation threaten social order and the ability to govern?
- Is the event attracting significant media and/or public interest?
- Has there been a declaration of emergency by a municipality or another level of government?
- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the province for either resources or deployment of personnel?
- Does the situation create sufficient strain on the provincial response capability impacting the province, or areas of the province, by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?
- Is it a consideration that the provincial response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?
- Does, or might, the situation require federal support or resources?
- Is the situation a large-scale or complex chemical, biological, radiological, or nuclear explosives (CBRNE) incident?
- Does the situation require, or have the potential to require the evacuation and/or shelter of people or livestock from all or part of the province?
- Will the province be receiving evacuees from another area?
- Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?
- Is the event likely to have a long term negative impact on the province's or a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?

**Appendix D Municipal Evacuation Planning & Contingency
Guidelines**

Document attached separately

Appendix E Requests for Federal Assistance

Form attached separately

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Appendix F Acronyms

The use of acronyms should be limited to avoid confusion and miscommunication; however, some common acronyms are listed below.

BCC – Business Continuity Coordinator
BCP – Business Continuity Plan
CBRNE – Chemical, Biological, Radiological, Nuclear, Explosive
CCEMO - Canadian Council of Emergency Management Organizations
CI – Critical Infrastructure
DESO – Department Emergency Services Officer
DFAA – Disaster Financial Assistance Arrangement
ECCC – Environment Canada and Climate Change (Federal)
EM – Emergency Management
EMMA - Emergency Management Mutual Aid Arrangement
EMO - Emergency Measures Organization
PEOC – Provincial Emergency Operations Centre
GOC - Government Operations Centre (Federal)
GSAR – Ground Search and Rescue
HRA – Hazard Risk Assessment
ICS - Incident Command System
IEMG - International Emergency Management Group
JTFA – Joint Task Force Atlantic
JRCC – Joint Rescue Coordination Centre
MOU - Memorandum of Understanding
MEMC – Municipal Emergency Management Coordinator
MEMP – Municipal Emergency Management Plans
NGO – Non-Governmental Organization
PDFAP – Provincial Disaster Financial Assistance Program
PPE – Personal Protective Equipment
PSAP – Public Safety Answering Point (911 Dispatch Centres)
PSC - Public Safety Canada
SITREP – Situation Report
SMEs – Subject Matter Experts
SOE – State of Emergency (Provincial)
SOLE – State of Local Emergency (Municipal)
SOREM – Senior Officials for Emergency Management
WPM – Warning Preparedness Meteorologist from ECCC

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Appendix G Definitions

All Hazards Emergency: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health and safety, and to minimize disruptions of government, social, or economic activities.

All Hazards Emergency Planning is based on the assumption there are many different threats or hazards to consider. The probability that a specific hazard will impact a jurisdiction is hard to determine. It is therefore important to consider many different threats and hazards and the likelihood they will occur. Plan for hazards based on a hazard risk analysis and developing plans that are broader and not hazard specific. This makes the presumption that certain activities and responsibilities are the same regardless of the event or incident.

Business Continuity is the ability of an organization to maintain essential functions during, as well as after, a disaster has occurred.

Business Continuity Coordinator (BCC) is the person, and alternate, directed with the duties to coordinate the business continuity plan for their respective department.

Department means a department of the Government of Prince Edward Island and includes all boards, commissions and agencies established by government.

Department Emergency Services Officer (DESO) is the person, or alternate, delegated by or under the *Emergency Measures Act*, with the duties and powers of authority for the purposes of emergency planning, and for the implementation of emergency plans for the department for which he/she has been delegated authority.

Director means the Director responsible for Prince Edward Island Emergency Measures Organization as appointed under the *Emergency Measures Act*.

Emergency / Disaster is a real or imminent occurrence which poses a threat to the health and welfare of people or livestock or endangers property or the environment. For the purposes of this document, the terms emergency and disaster are used interchangeably.

Emergency Management is the term for the systems and processes used for mitigating, preparing for, responding to, and recovering from emergencies and/or disasters;

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Emergency Management Program refers to any plan, program or procedure prepared by government, an individual or a local authority to mitigate the effects of an emergency or disaster and to provide for the safety, health or welfare of the civil population, and the protection of property and the environment. It is the process by which either, or both, the Emergency Measures Plan and the Business Continuity Management Program are used for mitigating, preparing for, responding to, and recovering from emergencies/disasters;

Executive Group is the group responsible for making high level decisions concerning emergency response and recovery; and includes the Minister and Deputy Head of the Department responsible for Public Safety, senior officials of provincial departments affected by the emergency and the Director of the Emergency Measures Organization (or designate).

Hazard is a potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Generally, hazards are classified as natural, technological or human-induced.

Hazard Risk Assessment is a quantitative process where hazards are identified and rated on overall likelihood of occurring and vulnerability of the area to which it may impact. The results are prioritized and used to determine suggested mitigation and preparedness strategies.

Incident Command System (ICS) is a management system incorporating command, operations, logistics, planning and administration. The ICS has the flexibility and adaptability to be applied to a wide variety of incidents and events both small and large.

Incident Management is the broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and non-governmental resources to plan for, respond to, and recover from an incident, regardless of the cause, size, or complexity.

Individual means a person, business or non-government organization responsible for the initial management of an emergency. In emergency management, the term 'individual' refers to all entities except local, provincial and federal governments.

Interoperability is the ability of agencies and personnel to interact and work well together.

Provincial Emergency Operations Centre (PEOC) is the Emergency Operations Centre where provincial coordination occurs in response to an emergency or an event.

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Provincial Emergency Operations Centre (PEOC) Team is the team of representatives responsible to coordinate government's response to an emergency or disaster. The group may include officials from the PEI EMO, DESOs, representatives from RCMP "L" Division, the Fire Marshal's Office, Maritime Electric, Bell Aliant, the Canadian Red Cross, and representatives from the federal government and other non-governmental agencies.

Local Authority refers to the council of a municipality, town or city. It also means the Park Superintendent of a National Park, or delegate, or the Chief of a First Nations Band, or delegate, if an agreement has been entered into with the Government of Canada by the Park Superintendent or the First Nations Chief for the purposes of emergency management.

Mitigation means sustained actions taken to eliminate or reduce risks and impacts posed by hazards before an emergency or disaster occurs.

Municipality refers to an area as defined in the *Municipalities Government Act*.

Mutual Aid (Assistance) Agreement (Arrangement) is an agreement between two or more entities to enable a reciprocal exchange of resources and services for mutual benefit.

Public Safety Canada (PSC) is a federal government department and the Government of Canada's primary agency for ensuring national civil emergency preparedness.

Risk is the probability or chance that a situation involving exposure to danger will occur or another negative occurrence.

Site Liaison Officer is the Public Safety Officer who is deployed to the site of an emergency to facilitate the flow of information from the site to the PEI PEOC Team.

State of Emergency means a state of emergency declared by the Minister in accordance with the *Emergency Measures Act*.

State of Local Emergency means a state of emergency declared by the Mayor or Council of a local authority, in accordance with the *Emergency Measures Act*.

Threat means the likelihood of a hazard occurring.

Unified Command is a shared command structure that can be implemented using ICS when more than one agency has primary responsibility for an emergency.

Appendix H Emergency Crisis Communications Plan

Plan attached separately