



**Town/County of St. Paul,  
Town of Elk Point,  
Summer Village of Horseshoe Bay**

**Recovery Plan**

**2015**

**"A Region Prepared"**

## Introduction

The Regional Emergency Management Plan (REMP) and sub-plans have been developed by the Town/County of St. Paul; Town of Elk Point; and Summer Village of Horseshoe Bay with input and consultation from internal and external stakeholders. The plans were initiated in 2014, developed and endorsed in 2015.

These all hazard emergency response and recovery plans are a 'living' document. Given that, there will be a need for revisions and updating on a continuing and regular basis. This document is a sub-plan that is intended to support the REMP from which to build an effective; economic and coordinated response and recovery.

The integrated, region-wide program maximizes available resources, limits duplication and streamlines communication to provide the best solution for residents throughout the Region of St. Paul.

These plans meet the requirements for local authorities as set out in the Alberta *Emergency Management Act* and the Alberta *Government Emergency Management Regulation*.

For this plan to be effective, it is important that all users of the Regional Emergency Management Plan and sub-plans will interpret it reasonably and responsibly and in the best interest of safety.

For information or to request copies of the Regional Emergency Management Plan or sub-plans contact:

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## Amendments/Revisions

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## Distribution List

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## Revision Request Form

Request Date: \_\_\_\_\_

Section Number(s): \_\_\_\_\_

Page Number(s): \_\_\_\_\_

Description of Revision: \_\_\_\_\_

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Change requested by: \_\_\_\_\_

Reason for request: \_\_\_\_\_

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### **Request reviewed by Director of Emergency Management:**

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Approved: ☐

Approved with the following changes: ☐

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Not Approved: ☐

Revision #: \_\_\_\_\_

Revision Date: \_\_\_\_\_

Distributed: \_\_\_\_\_

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# 1 – Structure

## 1.1 Purpose and Scope

The purpose of the Recovery Plan is to provide a comprehensive framework for recovering from disasters and emergencies, particularly those incidents that are large or catastrophic. It is a guide for roles and responsibilities, prioritization, and decision-making practices in disaster recovery situations.

This document is designed to map recovery actions that will result in a resilient and capable community. This plan was designed with both the short-term and long-term recovery needs in mind, and thus takes care in assigning roles and responsibilities and any shifts that will occur in the transition between short-term and long-term recovery.

The Region of St. Paul Recovery Plan resulted from several months of planning, preparation, which includes almost every department within the Region of St. Paul. This plan was written for the purpose of disaster and emergency recovery in the Region of St. Paul. The scope is aimed at coordination among the various agencies within all the municipalities.

Following a disaster, the Region of St. Paul will be able to mobilize its response efforts quickly and efficiently. All agencies will be aware of their respective roles and responsibilities and will be prepared to work in conjunction with other agencies. This coordination will include effective real-time, information sharing.

It is intended to provide the framework for response to disasters and emergencies both natural and man-made. It is also intended to be used in conjunction with the Incident Command System (ICS).

This Plan is intended to address recovery from a disaster or event. A disaster is an incident of a sufficient magnitude and nature that the normal capabilities and organizational structure of the Region or Municipality are insufficient to respond to, or recover from, without additional assistance. Such incidents could include, but are not limited to, natural and man-made disasters, mass casualties, supply-chain interruptions, communications breakdowns, and widespread property damage.

An incident of this magnitude would almost certainly trigger a request from the Regional Director of Emergency Management (RDEM) or designate to Council to Declare a State of Local Emergency (SOLE) and request Disaster Relief assistance from the Province. The Region will activate its Regional Emergency Management Plan (REMP), enact the appropriate emergency response(s), and will activate the Emergency Coordination Center (ECC) in response to a disaster. Notwithstanding this definition, concepts and organizational elements of this Plan may be applicable to incidents of various scales and scope.

This Plan intentionally does **not** provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described in the plan. Such determinations are left to the



judgment of Council, based on the Region or Municipalities capability to manage disaster-recovery at a given time.

By focusing on the Strategic and Concept levels, this Plan provides a flexible and scalable framework for organization and decision-making that may be effectively deployed against unknown and unpredictable threats.

The Plan provides the **framework for recovery**. The size of the recovery organization will depend on the scope and scale of an incident, and will determine the potential roles of staff in a temporary Recovery Organization. It identifies potential issues and tasks that the recovery organization may need to address, and potential lead and supporting agencies in Recovery Support Function roles. The Plan is not a tactical or field manual, nor does it provide Standard Operating Procedures.

## 1.2 Priorities

The following rank-ordered priorities are intended to provide overall guidance regarding prioritization of actions and investments undertaken as per the Recovery Plan. The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Rather, they are intended to help guide such real-world decisions in the wake of a disaster.

The below priorities are not intended to be exclusive of one another; they are intended to provide a relative framework for the design and implementation of recovery programs and actions, and for the allocation of limited resources. These priorities should be used as guidance when making difficult decisions regarding the use of critical resources and limited manpower.

- 1) Public safety and security
- 2) Critical infrastructure to include communications, roadways, water, sewer, natural gas, electrical power, and aviation facilities
- 3) Critical community services and facilities such as hospitals and other medical services, schools and child care resources
- 4) Economic stability initially based on critical needs such as grocery and hardware stores, pharmacy and drug stores, gas stations and other suppliers of daily needed goods.
- 5) Maintaining municipal services as described in the Region's Business Continuity Plan (BCP)
- 6) Social well-being which includes religious organizations, community centers, and other social support mechanisms
- 7) Protection and restoration of natural and cultural resources such as libraries, museums, historical sites, and parks
- 8) Protecting property and the environment

## 1.3 Goals

The following are post-disaster operational goals that will guide the local authority and Regional Emergency Management Agency with coordination and implementation of recovery measures.

### 1) **Provide effective command and coordination**

The Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination in the form of a temporary Recovery Organization. An organized transition of command structure from response to recovery will allow emergency management functions to evolve smoothly, and for recovery work to begin even while basic life safety, incident stabilization, and immediate property protection issues are still being addressed. During recovery, the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, storm water management, will become increasingly important, and the roles of first responders will likely diminish.

### 2) **Maximize funding opportunities**

Recovery team/group will work to leverage municipal and provincial financial assistance, as well as identify and pursue additional sources of recovery funding and financing. The region or municipality will strive to ensure appropriate, fair, and accountable utilization and/or distribution of such funds, as well as safeguard its own fiscal condition.

### 3) **Communicate effectively**

The Recovery team/group and Council will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to all impacted members of the region or municipality. It will use all communications capabilities available to reach all residents in their homes or in temporary housing, and make reasonable accommodations for others with access and functional needs. This will include using multiple methods, alternate formats, and reasonable communication accommodations to ensure the information can be communicated to people with disabilities.

### 4) **Promote mitigation and foster resilient redevelopment and construction**

The Region will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing documents such as the Hazard, Risk, and Vulnerabilities Assessment (HRVA).

**5) Maintain and enhance the region's economic base**

Maintenance and/or restoration of the economic base are vital to the Region's economic health. The Region will focus on business continuity, maintenance of business-critical infrastructure systems, supply chains, social services, and proactive business recruitment and retention strategies by recognizing that new markets, new expertise, and new opportunities will be created by crises.

Businesses and employers will have varying levels of operational capability after a catastrophe.

Concerted efforts will be made by Council to retain core businesses and to support their recovery. After a disaster, the Region will support area businesses by attempting to clear obstacles to recovery, supporting relocation if needed, and helping to resolve supply-chain issues.

The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the municipality recovers more quickly. Experience has shown that in municipalities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the municipality's ability to recover.

**6) Sustain social and human services, public safety, and health services**

The Region, working with private and nonprofit partners, will work to provide and/or restore basic services needed to sustain the municipality. A temporary Recovery Team/Group will coordinate unmet needs and other ongoing needs that remain from the response phase. These efforts include providing for continuity and/or restoration of basic services, providing physical safety and security, as well as a sense of stability necessary for recovery and resumption of normal or new normal levels of functioning. The Region and its non-profit partners will recognize the importance of maintaining and providing mental health and spiritual support and counseling, both to response and recovery personnel and to members of the municipality at large.

**7) Provide and/or ensure quality housing**

The Region will strive to ensure that all residents are able to continue living in the region in settings that are:

- Safe, sanitary, and secure
- Affordable at levels comparable to residents' pre-disaster housing
- Integrated with the rest of the municipality
- Accessible to public services and transportation
- Compliant with all applicable regulations and standards

Such quality housing will be a goal of both temporary and medium-term housing efforts and of permanent reconstruction and redevelopment of housing to contribute to basic economic and emotional stability, allowing residents to attain other elements of individual recovery. Individual

recovery, in turn, will contribute to the maintenance of the region's economic base and to its overall recovery.

**8) Sustain lifelines and restore infrastructure and public facilities**

The region will work to ensure continuity of lifeline utilities and services and infrastructure restoration. The definition of critical infrastructure refers to “those physical and information technology facilities, networks, services and assets that if disrupted or destroyed would have a serious impact on the health, safety, security or economic well-being of Canadians or the effective functioning of governments in Canada” (Public Health Agency Canada). These include, but may not be limited to:

- Safety
- Finance
- Health Care
- Manufacturing
- Food
- Water
- Power
- Wastewater and sewage
- Transportation
- Fuel
- Communications systems (IT/telecom)
- Solid waste removal

Additionally, restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will likely be required as well as maintaining operations related to debris clearance and disposal.

## 2 – Hazard, Risk, Vulnerability Assessment (HRVA)

### 2.1 HRVA Results

There are 3 Municipalities and 1 Summer Village that make up the Region of St. Paul. Each has its own Council, and provides services in cooperation with the Region of St. Paul.

The estimated populations in each area:

- Town of St. Paul – 6005
- County of St. Paul – 6100
- Town of Elk Point – 1500
- Summer Village of Horseshoe Bay - 150

As part of the collaborative work and partnership between all four areas, the Regional Emergency Management Program was established in 2014.

Understanding hazard risks and vulnerabilities is important to the recovery process, as it is high-risk events that are likely to trigger implementation of the Recovery Plan. The Region of St. Paul completes a full HRVA annually. As part of this process, the Region identified twenty hazards/risks for the Region of St. Paul. The following six high hazards/ risks were identified to which the region maybe subject to:

- Environmental Contamination/Toxic Gas/Release
- Water Main Break/Contamination/Shortage
- Blizzard/Ice Storm/Prolonged Cold Weather
- Major Wind/Hail Storm/Tornado
- Fire (Urban Structure)

Each of the hazards/risks identified have been reviewed with Prevention/Mitigations applied where applicable. Where Prevention/Mitigation could not be applied, adequate Preparedness, Response and Recovery Plans have been developed.

An HRVA analysis will be conducted annually with the REMA and EAC members. The findings of the HRVA will be kept on file by the RDEM. For a copy of the status reports contact the RDEM.

#### **Critical Infrastructure**

The Region of St. Paul's most significant areas of critical infrastructure are food, electrical, water, wastewater, communications, transportation and petroleum fuels. These services are likely to be disrupted during a natural disaster and service disruptions of more than a few hours often result in emergency conditions. The restoration of essential public utilities is a key priority of incident recovery.

Atco Electric is the main providers for the distribution of electrical energy in Region. Natural gas for the Region is provided by Altagas.

Water service in the Region is provided by each individual municipality from different water sources.

Water service within the County depends on groundwater being pumped for County residents.

Wastewater treatment service is provided at a few treatment facilities in the Region. These facilities are somewhat resilient in that the treatment plants have back-up systems for key components.

Local communications systems are susceptible to a disaster. There is diversity of providers for internet, cellular phone services, and land line telephone service. Cellular phone disruptions and overloads will be common during an emergency. The loss of communication capability will be a significant threat during disaster conditions.

Transportation is a vital part of the Region of St. Paul's infrastructure moving major goods, services and people. There are 6 provincial highways that benefit the Region running north to south and east to west as well as industrial roads:

#### Provincial HWY's

- HWY 29
- HWY 41
- HWY 646
- HWY 881
- HWY 36
- HWY 28

#### County Industrial Roads

- Murphy Road
- Moose Hills Road
- Northern Valley Road
- Krider Road

## 3 – Roles/Responsibilities

### 3.1 Defining Key Roles and Responsibilities

The Regional Emergency Management Agency (REMA) will be responsible for coordinating and organizing recovery operations at the local level. Once the Recovery Plan has been activated a Recovery Branch Director/or Supervisor will be assigned and a temporary Recovery Organization will be formed. Staffing may include Town/County employees, volunteers, temporary staff, or other contracted personnel. Depending on circumstances, as well as its availability, the REMA may be given responsibility to manage all or portions of the recovery effort. The scope of those responsibilities will be determined by RDEM or designate. The Recovery Branch Director/or Supervisor will request a management structure appropriate for the level of complexity.

#### **Council**

The ultimate responsibility for the response to and recovery from an emergency or disaster rests with elected officials. Complex, inter-jurisdictional incidents may require activation which consists of elected and appointed officials, as well as key individuals from the agencies having jurisdiction, mutual response agencies, affected local governments, and infrastructure providers. Where the Region is the authority having jurisdiction (AHJ), the REMA will take the lead role.

At any time during the recovery process, the REMA can expand to include additional agency representation and elected officials as appropriate for inclusion in decisions made relating to the needs of the incident.

#### **Recovery Branch Director/or Supervisor**

A Recovery Branch Director/or Supervisor will be activated and appointed by the Operations Section Chief. The Recovery Branch Director/or Supervisor reports to the Operations Section Chief and will be the lead for coordination and command of all local recovery efforts. The Recovery Branch Director/or Supervisor will have authority over the recovery operation and will determine the timeframe for operational periods. The Recovery Branch Director/or Supervisor may activate other resources as needed to support the Recovery Operations. The Recovery Branch Director/or Supervisor will be appointed to serve full-time for a period of time determined by the recovery efforts and dictated by the Operations Section Chief. This individual will be solely dedicated to the recovery effort, and will be unable to perform other duties related to the emergency or event until released from this role by the Operations Section Chief. All other roles/positions within the Emergency Coordination Center (ECC) will be filled as required. All information regarding the Recovery process that is to be distributed to the media and public will be completed by the PIO.

During recovery, command-and-control of the Recovery Operations will be maintained from the ECC.

The ECC may have these on-going responsibilities in support of the Recovery Branch Director/or Supervisor:

- Identifying critical areas and unmet needs
- Providing logistical support
- Maintaining situational awareness
- Prioritizing and re-assigning assets (in coordination with the Recovery Branch Director/or Supervisor)
- Preparing for subsequent emergencies or disasters

Specific desired skill sets and credentials of the individual designated as Recovery Branch Director/or Supervisor depend on the particular qualifications necessary to manage the impacts associated with the recovery phase.

However, it is generally preferable that this individual have some (if not all) of the following:

- Experience in management of large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- A solid understanding of emergency operations and Incident Command System (ICS)
- Knowledge of the Region of St. Paul or individual Municipalities
- Extensive public relations experience
- Subject-matter expertise relevant to the particular recovery issues faced by the Region

Depending on circumstances, familiarity with the Incident Command System (ICS) and multi-agency coordination may also be desirable.

In this role, the Recovery Branch Director/or Supervisor is the Region of St. Paul's primary point-of-contact for disaster recovery implementation and coordination. The Recovery Branch Director/or Supervisor will be in communication with Operations Section Chief, who will be the contact with Provincial authorities.

The Recovery Branch Director/or Supervisor shall have the authority to appoint other staff to positions consistent with the ICS organizational structure as necessary. Until other support staff are appointed, the Recovery Branch Director/or Supervisor will be supported by personnel activated during the response phase – in particular staff serving in the ECC's Recovery Branch, but potentially including others as well – as they transition into recovery roles.

A Unified Command maybe established for recovery operations, the Recovery Branch Director/or Supervisor will participate in this effort on behalf of the Region of St. Paul.



Pre-Disaster Responsibilities for the Recovery Branch Director/or Supervisor includes, but is not limited to:

- Assist the RDEM/designate and be a point of contact for disaster recovery preparedness

Post-Disaster Responsibilities:

- Lead the coordinate of the activities of the Region of St. Paul Recovery Plan.
- Work with the other affected jurisdictions within the Region of St. Paul, as well as other region's or agencies to develop a unified and accessible information strategy.
- Participate in damage and impact assessments with other recovery partners.
- Organize the recovery planning process, which includes individuals with disabilities and others with access issues, seniors, and members of the underserved communities.

Recovery Support Functions (RSF) will be put in place to assist and distribute the responsibilities amongst all involved. Only functions required will be filled. (See Appendix A for RSF Checklists)

RSF include:

- Community Recovery Branch
- Economic RSF Branch
  - Employment Recovery
  - Business Restoration Recovery
  - Business Retention and Recruitment Recovery
  - Supply Chain Recovery
- Natural and Cultural Resources RSF Branch
  - Natural Resources Recovery
  - Cultural Resources Recovery
- Housing RSF Branch
  - Intermediate Housing Recovery
  - Long-Term Housing Reconstruction and Relocation Recovery
- Infrastructure RSF Branch
  - Utility Restoration Recovery
  - Transportation System Recovery
  - Debris Management Recovery
- Safety and Security RSF Branch
  - Public Safety
  - Structural Safety and Damage Assessment
  - Chemical, Biological, Radiological, Nuclear (CBRN) Recovery
- Community Services RSF Branch
  - Social and Human Services Recovery

- Health and Medical Recovery

There are several common responsibilities all RSF hold.

These include:

- Identifying critical areas
- Prioritizing projects within their respective area of responsibility
- Supporting vulnerable populations
- Sharing information with other RSFs and the ECC
- Maintaining situational awareness across RSFs
- Tracking and managing resources assigned to them
- Providing safety information to assigned resources
- Data Collection and tracking
- Maintaining effective internal communication

## 4 – Recovery Response

### 4.1 Recovery Action Planning Cycle

The Recovery Action Planning (RAP) cycle is a defined process, structure, and schedule for setting and prioritizing objectives, resource availability, progress, and general functions of the Recovery Branch's goals. The Planning Section Chief is charged with the coordination and scheduling of this process. Operational periods may last anywhere from days to months based on the discretion of the Recovery Branch Director/or Supervisor. The Recovery Action Planning cycle is consistent with the Incident Action Planning Process used in the REMP during response operations.

The RAP cycle steps include (see table 1):

- a) Transition from response phase
- b) Assess progress on current objectives & set (new) objectives and strategies
- c) **Determine tactics**
- d) **Planning meeting**
- e) **Draft/approve/distribute the Recovery Action Plan (RAP)**
- f) **Operations briefings**
- g) **Execute Recovery Action Plan**
- h) **Reassess progress on objectives**

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF, and this information will be used to refine and focus objectives in future RAPs. Objectives should always be "SMART" (Specific, Measurable, Action-oriented, Realistic, and Timely). The objectives and strategies need to be consistent with objectives and strategies for potential long-term goals.

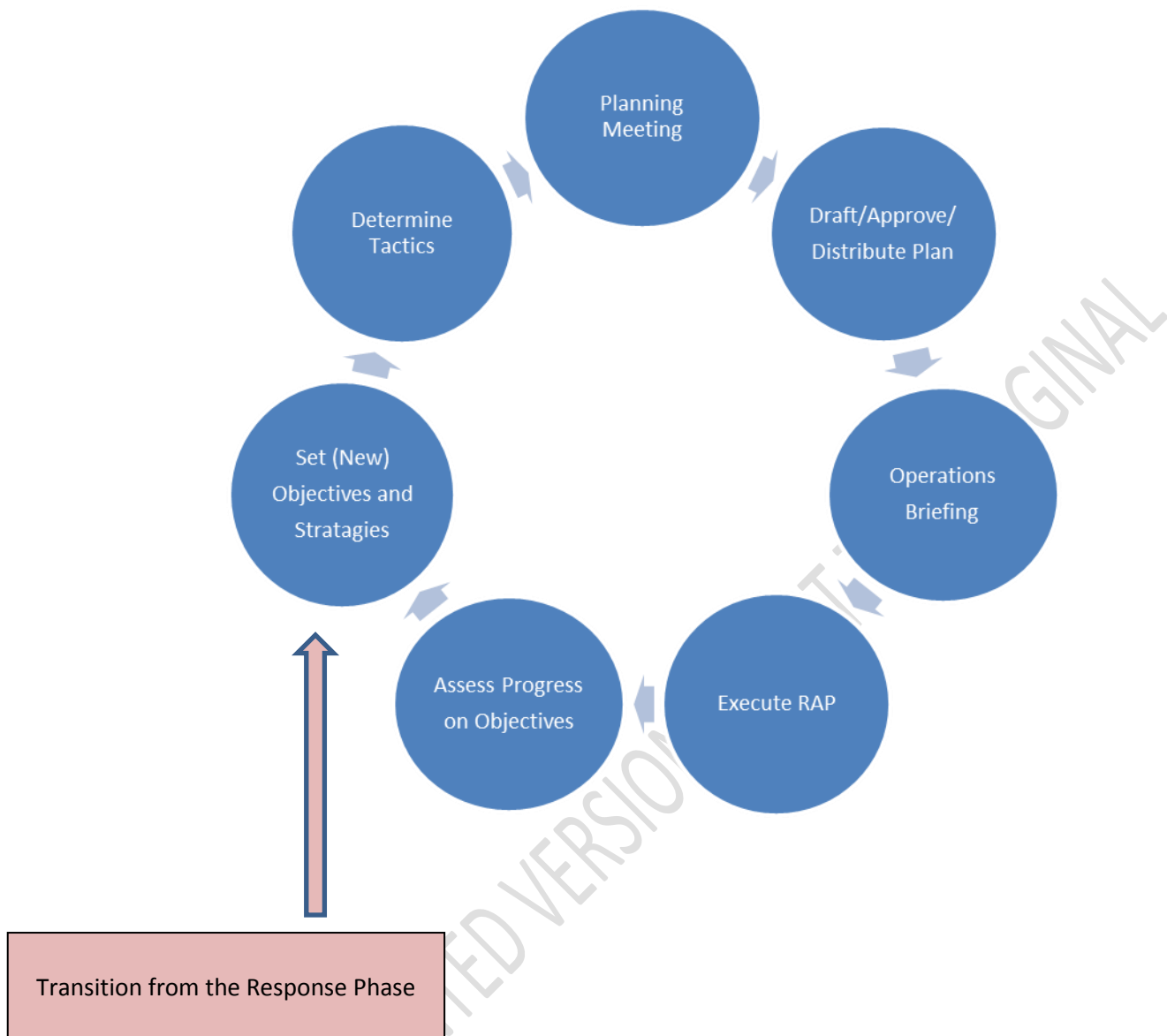


Table 1. RAP Cycle

The steps of the RAP Cycle are outlined below:

a) **Transition from response phase**

As the overall incident transitions from Response to Recovery, non-life-safety objectives that were set but not fully accomplished during Response will be transitioned from the responsibility of the Response-phase Incident Command to the Recovery Branch. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

b) **Assess progress on objectives & Set (new) objectives and strategies**

Regardless of whether the Recovery Branch is in its initial operational cycle or conducting ongoing planning, the first step of a new RAP cycle is for the Operations Section to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF. This is a very important step and will help to reinforce the development of measureable objectives by ensuring that specific Branch input results in clearly scoped and defined objectives, particularly for objectives that may last over numerous operational periods.

The next step of the RAP cycle is for the Recovery Branch Director/or Supervisor to work with their staff to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new.

c) **Determine tactics**

Once the next operational period's objectives and strategies have been set, the Operations Section identifies and prioritizes specific tactics that will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the tactics.

The Recovery Branch Director/or Supervisor then works with the Logistics Section Chief, Planning Section Chief, Safety Officer, and others as necessary to review and validate the tactics; they may add, remove, or re-prioritize tactics as necessary. The Recovery Branch Director/or Supervisor and their staff also assigns available resources to the tactics and/or secure additional necessary resources. To secure resources use the ICS form 215 and Support Services identified in the REMP Appendix.

d) **Planning meeting**

After tactics and resources have been set, this information is shared broadly with the Recovery Branch and lead and supporting agencies at the Planning Meeting. Participants have the opportunity to review and vet the tactics and resource assignments. At this phase, the objectives and strategies need to be consistent with objectives and strategies for potential long-term goals..

e) **Draft/ approve/ distribute the Recovery Action Plan**

Following the Planning Meeting, the Planning Section drafts and finalizes the RAP for the next operational period. Once it has been approved by the Recovery Branch Director/or Supervisor, the Recovery Action Plan is distributed to the entire Recovery Branch and becomes the new controlling document; this marks the beginning of a new operational period.

f) **Operations briefing(s)**

After the Recovery Plan is approved and distributed, RSF Branch and Recovery Group assignments are officially handed down and started. At this point, Recovery Branch staff and lead and supporting agencies are briefed on the new RAP. Depending on the situation, this briefing may be for the entire Recovery Branch at once, or smaller briefings may take place at the RSF Branch level or at other levels within the Operations Section.

g) **Execute Recovery Action Plan**

This step comprises the main work of the Recovery Branch, as its assignments are implemented from within the Operations Section.

h) **After Action Review**

The Recovery Branch Director/or Supervisor, with assistance of the Planning Section Chief, will prepare and issue a formal After-Action Report (AAR) for recovery operations. The AAR will identify and document issues that challenged recovery operations, and it will capture innovative approaches that were introduced during recovery that may be applicable to future incidents.

## 4.2 Recovery Timelines Defined

1. **Pre-Disaster:** The pre-disaster period is the opportune time to organize the response and recovery mechanisms that will be necessary for a successful disaster response effort. During this time, agencies will learn their respective roles and obligations and the ECC will promote information sharing and will provide support and coordination.
2. **Immediate Response and Transition to Recovery:** The response phase takes place during and immediately after an incident and continues until response goals are met. In this phase, the ECC's primary focus is to support response, and if necessary, will begin the transition to recovery. This may include activating the Recovery Branch Director/or Supervisor and the appropriate Recovery Support Functions (RSFs).
3. **Short-term Recovery:** Short-term Recovery accounts for the response to vital-life support systems, critical infrastructure, health and safety needs, assessment of scope and damages, restoration of basic services, and mobilization of recovery organizations and resources. Short-term recovery begins immediately following a disaster or event, and may last days to weeks.
4. **Intermediate Recovery:** This phase includes returning individuals, families, critical infrastructure, and essential services to a functional state. In this phase that could mean temporary accommodations which could lead to more permanent measures. Intermediate Recovery can begin within a day or more after a disaster or event and will continue and overlap into long-term recovery.

5. Long-term Recovery: The long-term recovery phase is the period when disaster damages are returned to a normal, pre-disaster, or much improved state. This phase includes physical rebuilding; social, economic, natural, and environmental restoration towards self-sufficiency, sustainability, and resilience to future disasters or events. Long-term recovery can begin once the region is in the position to plan for future sustainability and resiliency and may last for years.
6. Once it is determined by the RDEM/designate with input from Council that the Recovery Branch is no longer needed, recovery will move to a decentralized, long-term process which will be managed by the individual municipalities. The exact demobilization process of the Recovery Branch will be determined by the Recovery Branch Director/or Supervisor with assistance of the Planning Section Chief.

The transition from Response to Recovery is not based upon a decisive point in time, but rather will occur as a gradual process: as response needs begin to lessen, recovery will increase. The exact timeline for this process will depend on the scope of the disaster or event. The REMP will be activated by Emergency Management to the appropriate level based on the level of the disaster or event. As the Region of St. Paul REMP adheres to the Incident Command Structure (ICS), the transition from response to recovery will occur within the ECC.

The RDEM/designate, in consultation with the Council, will decide when to transfer operations control to the Recovery Branch Director/or Supervisor and Recovery Agencies involved.

The RDEM or designate is responsible for ensuring that all assigned staff has an understanding of their roles and responsibilities and that necessary training is available.

## 4.3 Maintenance of Local Control

The Region of St. Paul maintains the primary role of planning and managing all aspects of recovery programs and initiatives within the Region of St. Paul. The Recovery Branch Director/or Supervisor will exercise granted authority as given by the RDEM/designate or Council. REMA operating from the ECC or Recovery Branch will retain the authority to allocate and deploy local resources.

Should an incident require Regional or Provincial resources, REMA will coordinate these resources through the ECC. Complex incidents which cross jurisdictions may require activation of other municipalities. The RDEM/designate will contact and coordinate with other municipal Emergency Management Agencies regarding the incident and potential level of resources.

Information removed due to protect confidential material which cannot be released to the public; is included in the Operating Plan.



Information removed due to protect confidential material which cannot be released to the public; is included in the Operating Plan.

## 5 – Recovery Plan Maintenance

### 5.1 Maintenance, Monitoring, Training and Exercises

#### **Maintenance and Monitoring:**

The Plan is a document that will evolve as it is tested during exercises, real incidents, and as best practices emerge. The Plan will be reviewed by all REMA and updated annually. This document will serve as one of many supporting plans meant to improve coordination among all Emergency Management Agencies including those at the Local government level, voluntary disaster relief organizations, and the private sector. The mission of the collaborating agencies is to enhance public safety, protect lives, property and the environment, and restore affected municipalities quickly and efficiently following a disaster or event.

#### **Training:**

Specific REMA and municipal organizational staff will receive training relating to their responsibilities under this Plan. The REMA will coordinate REMP training and will identify additional technical assistance or subject matter expertise to assist.

#### **Exercises:**

Exercises are a valuable and important way to prepare REMA, cooperating agencies, and other partners for the response to, and recovery from, a disaster or event. It is also a mechanism to validate or determine gaps in emergency plans such as this. Exercises will be conducted as per identified in the REMP which is annually.

## APPENDIX A

Information removed due to protect confidential material which cannot be released to the public; is included in the Operating Plan.

## References

The following references were used in the development of this Emergency Management Plan:

- Province of Alberta, Alberta Emergency Management Agency – Alberta Emergency Plan
- CAN/CSA Z731-03, A National Standard of Canada – Emergency Management and Business Continuity Programs
- Disaster Recovery Preparedness Benchmark Survey 2014 – Disaster Recovery Preparedness Council
- Community Disaster Recovery Guide – Province of British Columbia
- Disaster Recovery Teams & Responsibilities – Info – Tech Research Group
- Fairfax County Pre-Disaster Recovery Plan