



City of **Cold Lake**

Community Emergency Management Plan Governance Framework

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Community Emergency Management Plan Governance Framework 2026

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1.5	2026-03-26	Review-Updated Hazard Overview Updated SOLE Declaration/Renewal	City of Cold Lake	<i>J. Fallow</i>

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1.0 INTRODUCTION

The City of Cold Lake (the City) Community Emergency Management Plan – Governance Framework is Volume 1 of a two-volume document. The purpose of this governance document is to provide a framework for how the City conducts its comprehensive emergency management program. This document outlines the authorities, methodology, and roles and responsibilities for all stakeholders with a role in preparing the City for an emergency.

A second document, the Community Emergency Management Plan – Incident Command Post / Emergency Coordination Centre Manual is a companion document that has been designed as a guide to assist those personnel assigned with conducting emergency operations. This document contains confidential information and is not intended to be shared with personnel that do not have an emergency response or management role.

1.1 Governance Framework Document Overview

The Governance framework document provides guidance on how the entire community can work together towards creating a more resilient and event ready City. This plan takes into account the integration of outside agencies, recognizing that the City has limited internal resources and there are numerous agencies – from other levels of government to the private sector to non-governmental organizations and community volunteers – with the willingness and expertise to support the City during all phases of emergency management.

Planning for emergencies is an on-going and continual process to reflect the changing nature of the community. The Community Emergency Management Plan reflects a snapshot of that dynamic planning process and is updated at least annually. This plan is not the final goal for the City of Cold Lake to ensure readiness to an emergency; it reflects a record of policies, procedures, manuals, and key information currently in place or under development.

The Community Emergency Management Plan is the overall strategy to guide the emergency management program. It is an all-hazards plan based on relevant legislation, best practices, and professional standards. The Community Emergency Management Plan utilizes the Incident Command System as its emergency management system and is designed to be scalable and relevant regardless of the type or complexity of the emergency.

The assumptions on which the planning process was undertaken include the following:

- Emergency procedures will be documented for employees to use during emergencies. Employees will receive training on the use of these procedures and participate in an exercise program to maintain proficiency.
- During emergencies, the Incident Commander will have authority to coordinate on-scene response activities during an emergency/disaster situation in conjunction with the Emergency Coordination Centre (ECC) and the Director of Emergency Management (DEM).

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- Emergency Services, such as the Fire/Rescue Department, EMS and RCMP, will be available to provide the required level of first responder assistance during most incidents. It is also assumed that these agencies will coordinate efforts, in conjunction with Cold Lake's DEM or delegate, to manage the emergency in a collaborative and effective manner.

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2.0 PURPOSE AND SCOPE

The purpose of the Community Emergency Management Plan (CEMP) is to provide guidance on emergency operations, organizational structure, roles and responsibilities, and the coordination of resources necessary to execute the effective management of emergencies in the City of Cold Lake. This plan addresses incidents that may cause damage of sufficient severity and magnitude to warrant execution of all or part of this Plan.

This Plan **does not** apply to incidents that are routinely handled at the scene by first responder agencies.

This Plan **does**:

- Outline the procedures, organization, and systems involved with managing an incident when its consequences are outside of the scope of normal operations;
- Outline legislated and delegated authorities during an emergency;
- Document the roles and responsibilities of internal, external, and support agencies during all phases of an emergency;
- Provide personnel with clear, established procedures and guidelines; and
- Outline how the Community emergency management program will be enacted and maintained.

The CEMP applies to members of the Emergency Management Agency and any contractors and/or sub-contractors authorized by the Emergency Management Agency.

2.1 Principles of Disaster Management

All events, whether natural or caused by human acts or omissions, should be managed in accordance with the CEMP, and any disaster management guidelines.

The CEMP is intended to:

- Provide for prompt coordination of the Municipality's resources when consequences of an identified emergency, disaster, or catastrophe and subsequent recovery are outside the scope of normal operations.
- Outline legislation indicating where authority lies in the event of an emergency, disaster, or catastrophe.
- Document the roles and responsibilities of internal, external, and support agency representatives during all phases of an emergency, disaster, or catastrophe.
- Detail how the CEMP will be enacted and maintained.
- Organize plan elements to enhance prevention/mitigation, preparation, response, and recovery strategies.

* under development

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2.2 Comprehensive Emergency Management

The City of Cold Lake is committed to the implementation of a comprehensive emergency management program. Comprehensive emergency management can be defined as the preparation for and the carrying out of all emergency functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. This consists of four related components:

- All hazards,
- All impacts,
- All phases, and
- All stakeholders.

2.2.1 All-Hazards

As part of its emergency management program, the City will conduct an annual risk assessment of all hazards that may impact the community. Hazards are ranked and prioritized based on the severity of impact and the likelihood of occurrence in the Hazard, Risk, and Vulnerability Assessment. Normally, the assessment will be conducted in the month of January and finalized with the Emergency Advisory Committee in the February/March timeframe.

2.2.2 All Impacts

Emergencies and disasters can cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation of a certain activity to protect one aspect of society does not adversely affect another.

Just as all hazards need to be considered in developing response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed.

2.2.3 All Phases

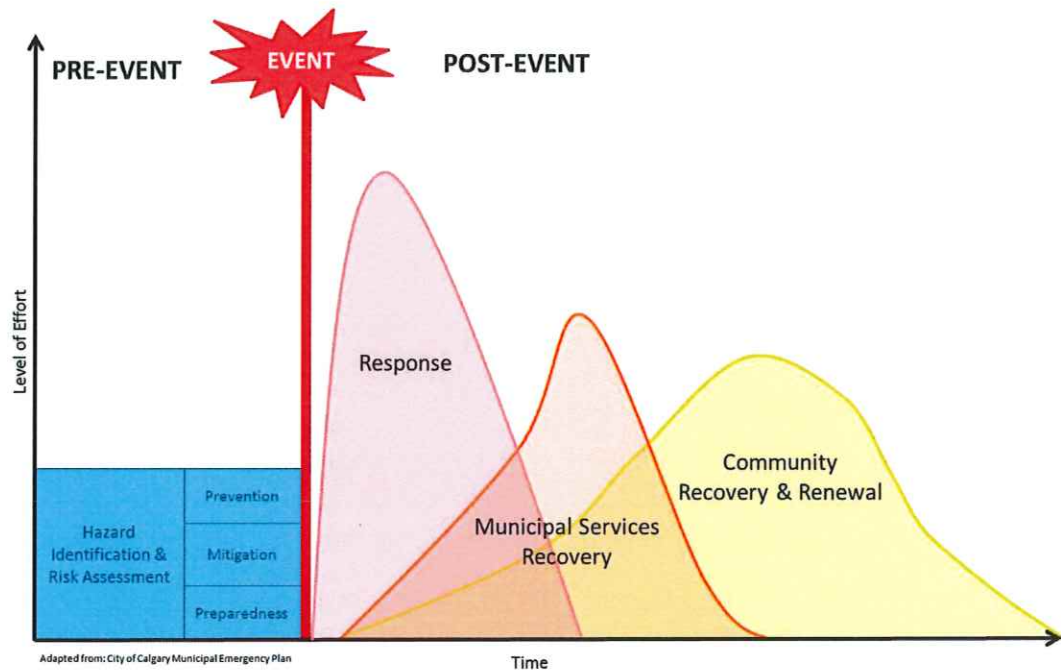
Emergency management has four (4) distinct phases that often overlap in practice but have specific goals and activities: mitigation, preparedness, response, and recovery. The relationship between these phases is demonstrated in the following diagram.

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Figure 2-1: Emergency Management Phases



2.2.4 Hazard Identification & Risk Assessment

The identification of hazards is the first step in developing appropriate mitigation and response plans. Although there are some similarities in how the City reacts to all emergencies, there are also important distinctions that are addressed in hazard-specific plans.

The specific documents that address all-hazard planning within the City include the following:

- Hazard, Risk, and Vulnerability Assessment
- Business Impact Analysis
- Community Mitigation Plan (identification of mitigation strategies for high impact, high probability events)
- Incident Command Post / Emergency Coordination Centre Manual (response actions similar to all emergencies)
- Hazard-Specific Plans, including:
 - Wildfire Plan and
 - Pandemic Plan.

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2.2.5 Mitigation

Mitigation consists of those activities designed to reduce the likelihood of an emergency and/or limit the severity or magnitude of the consequences. Prevention and mitigation activities are undertaken before an emergency. Both the City and residents have specific responsibilities for mitigating the damage of an emergency.

City examples: *dangerous goods alternate transportation routes, conservative land use planning.*

Resident examples: *Cleaning eavestroughs before spring; shovelling snow away from home; using fire-resistant building materials.*

2.2.6 Preparedness

Preparedness activities increase the capacity of the City and its residents to respond when a disaster occurs. This involves a continuous cycle of planning, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during a response.

Preparedness occurs at the following levels¹:

- Individual and household;
- Business/Industry;
- Municipal;
- Provincial; and
- Federal.

The City of Cold Lake incorporates the following preparedness measures into its emergency management program:

- Developing emergency plans;
- Establishing mutual aid agreements with key partner agencies;
- Training internal and external response personnel;
- Conducting exercises to reinforce training and test emergency plans;
- Evaluating and assessing effectiveness as part of its continuous improvement;
- Stocking the Emergency Coordination Centre, the Fire Halls, and other key response facilities with the necessary emergency equipment;
- Implementing redundancies within its critical services (e.g., IT, water, sewage); and
- Providing all-hazard education campaigns to residents and business to encourage preparedness at the personal and household level.

¹Public Safety Canada: <http://www.getprepared.gc.ca/cnt/hzd/bfr-eng.aspx>

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City examples: Incident Command Post / Emergency Coordination Centre Manual; annual emergency exercises; Fire Smart activities.

Resident examples: Preparing a 72-hour kit; developing a family emergency plan; registering for Cold Lake ALERTs; stay informed about local hazards.

2.2.7 Response

Response actions are carried out immediately before, during, and after an event for the purpose of saving lives, preventing further impact to the affected area, and protecting property and the environment. In order to determine objectives and resource allocation during a response, critical municipal services are provided according to the following priorities:

1. Protect all lives while ensuring the safety of responders;
2. Protect critical infrastructure;
3. Protect property;
4. Protect the environment; and
5. Reduce economic and social losses.

Instructions for managing these activities during activation are provided within the supporting documents that accompany this plan, including:

- Incident Command Post / Emergency Coordination Centre Manual,
- Crisis Communications Plan,
- Emergency Social Services Response Plan, and
- Hazard-specific plans.

2.2.8 Recovery

Recovery refers to the activities undertaken to restore, rebuild, and renew an affected area following an emergency. There are two distinct areas of focus for recovery: municipal service recovery and community recover and renewal.

Municipal Service Recovery

The goal of municipal service recovery is to reduce the direct impact to residents by restoring critical municipal services. Examples of these services include but are not limited to the following:

- Responding to 9-1-1 calls;
- Staff to operate the Emergency Coordination Centre to manage emergency situations;
- Manage early warning systems;
- Manage water and waste treatment and delivery systems; and
- Ability to maintain public safety.

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Municipal Services Recovery is governed by the respective Service Continuity Plans, which are part of Cold Lake's Master Business Continuity Plan.

Community Recovery and Renewal

Community Recovery and Renewal consists of the policies, plans, and procedures to restore the physical, social, and economic landscape of the City when any of these has been affected by a disaster. This program is currently under development.

2.3 All Stakeholders

Comprehensive emergency management relies on all stakeholders, both internal and external, to be engaged in the preparation for and the carrying out of all functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. Effective emergency management requires the coordination and collaboration among all levels of government, the private sector, and the general public.

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3.0 HAZARD AND RISK OVERVIEW

It is important to note that the success of any emergency management plan and corresponding programs is contingent on an understanding that risks, hazards, and subsequent community vulnerability are real and are a part of day-to-day living. Our ability to respond and recover is dependent on the planning that goes into prevention/mitigation, preparedness, response, and recovery/resiliency, between incidents of scale.

No emergency plan can predict every eventuality. The purpose of the planning process is to produce a realistic analysis of the hazards a community faces and develop a program of prevention/mitigation and emergency response that will deal effectively with both anticipated and unanticipated hazards.

3.1 Risk Assessment

Risk assessment provides decision-makers and responsible parties with an improved understanding of risks that could affect achievement of objectives, and the adequacy and effectiveness of controls already in place. This provides a basis for decisions about the most appropriate approach to be used to treat the risks. The output of risk assessment is an input to the decision-making processes of the organization. Risk assessment is the overall process of risk identification, risk analysis and risk evaluation (see Figure 1). The manner in which this process is applied is dependent not only on the context of the risk management process but also on the methods and techniques used to carry out the risk assessment.

Figure 1²: Risk Management Process



² "Risk Management Process Overview". Retrieved from <http://broadleaf.com.au/resource-material/risk-assessment-and-risk-treatment/>

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Together risk assessment and risk treatment aim to determine:

- What could happen, where and when?
- Why and how it could happen?
- What could be the consequences if it happened?
- What controls are in place to enhance gains and prevent or minimise adverse impacts?
- How effective are these controls?
- What is the level of risk?
- How do we best treat the risk further that will bring adverse risks to a tolerable level?

There is no one method for risk assessment and treatment. As a general rule, the type and rigour of the risk assessment process adopted depends on the potential severity of the consequences and their likelihood.

The Hazard, Risk and Vulnerability Analysis (HRVA) is completed using the following 5 step process:

- Step 1 – Identification of Potential Hazards and Exposures
- Step 2 – Assess the Likelihood of the Hazard/Exposure Occurring
- Step 3 – List the Current Controls and Safeguards
- Step 4 – Assess the Potential Impact/Consequence Should the Event Occur
- Step 5 - Determine the relative Risk Rating

3.2 Cold Lake Hazard Overview

The current Hazard, Risk and Vulnerability Analysis for the City of Cold Lake was last updated on January 2020. The severity of the natural and non-natural hazards in the Municipality were mapped against the likelihood of the risk occurring; providing a risk rating level: very low, low, moderate, high, or very high.

The results of the analysis can be used to dictate what type of response procedures and guidelines may be necessary for specified events within the respective emergency response.

While subjective in nature, the risk assessment process will provide a guidance and a foundation for future preparedness efforts.

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Table 1: City of Cold Lake Hazards Assessment Summary

Updated Table after Emergency Management Agency (EMA) Review – February 19, 2025

Risk Assessment for Community
City of Cold Lake

Summary Page

Priority	Hazard	Risk Score	Risk Level
1	Forest Fire (Wildfire)	90	Extreme
2	High Intensity Residential Fire	48	Very High
3	IT Failure/Cyber Attack/Communications Failure	40	High
4	Critical Infrastructure Failure	32	High
5	Human Health Emergency	18	Low
6	Communication Equipment Failure	16	Low
7	Drinking Water Emergency	16	Low
8	Extreme Cold	15	Low
9	Snow	15	Low
10	Energy Emergency (Supply)	12	Low
11	Floods (Rainfall / Run-off)	9	Very Low
12	Hazmat (Fixed Site) - Pipeline / Storage Facility	8	Very Low
13	Hazmat (Transportation) - Road	8	Very Low
14	Airplane Crash	8	Very Low
15	Blizzards	6	Very Low
16	Extreme Heat	6	Very Low
17	Hail	6	Very Low
18	Major Road Accident (Vehicular)	6	Very Low
19	Tornado	6	Very Low
20	Wind	6	Very Low
21	Oil and Gas Emergency	4	Very Low
22	Bridge / Structural Collapse	0	Very Low
23	Chemical, Biological, Radiological, Nuclear Event	0	Very Low
24	Civil Disturbance	0	Very Low
25	Freezing Rain	0	Very Low
26	Lightrning	0	Very Low
27	Terrorism	0	Very Low

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4.0 EMERGENCY MANAGEMENT ORGANIZATION

The City of Cold Lake's Community Emergency Management Program is focused on continuously progressing toward a high level of emergency preparedness from a response-ready posture. This legislated requirement entails developing, approving, leading, and implementing plans and programs that are designed to achieve the City's emergency management goals, which are:

1. Prevent emergency/disaster incidents whenever possible,
2. Strategically mitigate impacts with permanent or temporary resources,
3. Respond effectively to save lives, protect critical infrastructure, property, and the environment,
4. Recover safely and effectively thereby reducing the impacts on residents and City services.

The Community Emergency Management Plan is not designed to replace existing procedures for managing 'routine' incidents in the City. 'Routine' incidents are common occurrences that are managed effectively on a regular basis by Emergency Services and/or City departments.

4.1 Governance

The *Alberta Emergency Management Act* (the Act) is the primary legislation related to emergency management (EM) in the province and establishes the powers and responsibilities of provincial and municipal governments and their emergency management agencies.

The *Local Authority Emergency Management Regulation (LEMR)* provides additional clarification and direction around emergency advisory committees and emergency management agencies, mechanisms to support regional collaboration, training, and maintaining, exercising, and updating municipal emergency Management plans.

The City of Cold Lake Municipal Emergency Management Bylaw sets out the responsibilities of the Emergency Management Agency. The Community Emergency Management Plan (CEMP) outlines the structure and decision-making process during large-scale emergencies as well as the roles and responsibilities of Agency members.

4.2 Reporting Structure and Governance

4.2.1 Mayor and Council (Local Authority)

In accordance with the Act, the local authority (Mayor and Council) is responsible for the direction and control of the municipality's emergency response and the preparation of emergency plans and programs.

Under the Emergency Management Act, Section 11.2(1):

"A local authority shall establish and maintain, subject to the regulations, an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this Act."

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Council shall appoint through the Emergency Management Bylaw No. 737-PL-22, the Person who holds the office of Chief Administrative Officer (CAO) as the DEM:

- a. the CAO may delegate another City employee to serve as the DEM;
- b. if another City employee is appointed to serve as the DEM, the CAO shall cause that appointment to be recorded pursuant to the City's Delegation of Authority; and
- c. the CAO may delegate other City employees to serve as Deputy DEMs.

4.2.2 Emergency Advisory Committee

Under the Act, Section 11.1(1):

"A local authority shall appoint, subject to the regulations, an emergency advisory committee consisting of a member or members of the local authority...to advise on the development of emergency plans and programs and to exercise any powers delegated to the committee under section 11.3.(1)(a)."

All Council members are members of the Emergency Advisory Committee (EAC). The over-arching purpose of the EAC is to guide and direct the City's Emergency Management Agency (EMA) in the development of the *emergency* plans and programs that are managed and implemented by the (EMA).

The LEMR stipulates that that the City's Emergency Management Bylaw shall appoint a person as the DEM or state the Person who holds a specified title or position and is appointed the DEM by virtue of holding that title or position.

Pursuant to the Act, the City of Cold Lake has passed an emergency management bylaw to set the administrative responsibility and structure under Section 11 of the *Act*.

The Emergency Management Bylaw No. 737-PL-22, Sections 7, 11 and 12, provide for the establishment of the following:

"7. All Council members are members of the EAC. The Mayor is the Chair of the EAC. If the Mayor is absent, the Deputy Mayor shall chair the EAC.

"11. The EAC shall meet at least semi-annually and may meet more frequently at the call of the Chair to review the development of emergency plans and programs and to make such recommendations as the EAC deems advisable in respect of them, including without limitation:

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- a. reviewing the CEMP and related plans and programs and any proposed revisions to the CEMP or related plans and programs, on a regular basis;
- b. advising the Council on the status of the CEMP and related plans and programs and on the state of emergency preparedness in the City, at least once each year;
- c. reviewing any emergency management policies developed by the CAO for adoption by the Council, and presenting such policies to the Council;
- d. reviewing the annual business plan and budget developed by the CAO, and presenting the business plan and budget to the Council; and
- e. provide guidance and direction to the EMA.

"12. During a Disaster or Emergency, the EAC is authorized by Council to:

- a. receive updates regarding the disaster or emergency from the EMA;
- b. in accordance with the Act and the Bylaw, declare, renew and terminate the SOLE, when appropriate; and
- c. perform any additional powers or duties as described in the Act that have been assigned to it by Council

The EAC does not duplicate or override the operating control of the ECC or the DEM.

4.2.3 Emergency Management Agency

The Emergency Management Agency (EMA) is comprised of designated internal personnel and external partners and is the agent of the local authority to exercise the powers and duties of the local authority under the Act, as per Section 11.2. The DEM is the Chair of the Emergency Management Agency.

The Emergency Management Agency is the primary group responsible for the development of plans, measures, and programs pertaining to the mitigation of, preparedness for, response to and recovery from any hazard, both natural and human induced.

As per Section 21 of the Emergency Management Bylaw, membership of the Emergency Management Agency shall be comprised of the following:

- a. the Director of Emergency Management;
- b. the Deputy Director(s) of Emergency Management;
- c. the Manager of Protective Services / Fire Chief

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- d. the Senior Officer-in-Charge of the RCMP detachment in Cold Lake or their designate
- e. representatives of the City's senior leadership team appointed by the CAO; and
- f. designated employees from the following departments, divisions and business units:
 - i. Engineering Services
 - ii. Environmental Services
 - iii. Family and Community Support Services
 - iv. Finance
 - v. Information Technology
 - vi. Marketing and Communications
 - vii. Parks and Recreation
 - viii. Protective Services
 - ix. Transportation Services
- g. the DEM may invite external organizations to nominate representatives to serve as advisory members of the Agency to assist with external coordination.

4.2.4 Chief Administrative Officer

The Chief Administrative Officer is the administrative leader of the City of Cold Lake and remains the administrative leader even during an activation of the Community Emergency Management Plan.

As per Section 29 of the Emergency Management Bylaw, the CAO:

- a. shall recommend to council suitable candidate(s) for appointment as DEM;
- b. shall recommend to council suitable candidate(s) for appointment of one or more Deputy DEMs and specify the duties of the Deputy Director position; and
- c. in consultation with the DEM appoint members to the Agency to support the Agency's duties and functions.

Upon the occurrence of an emergency and during the response phase of the emergency the CAO works closely with the Director of Emergency Management and provides corporate resources and support to assist the management of the emergency.

In addition, during an emergency, the CAO co-ordinates the flow of information, or ensures that someone designated co-ordinates information, to Council and to other internal stakeholders who are not actively involved in emergency response but have a need or a desire to be aware of the City's emergency response measures as they occur.

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4.2.5 Director of Emergency Management

The Director of Emergency Management (DEM) has the status of a designated officer reporting directly to the CAO.

Section 27 of the Emergency Management Bylaw lists the duties, functions and powers of the DEM which include the following activities, as described in Section 11(2) of the Act:

- a) prepare and co-ordinate emergency plans and programs for the municipality;
- b) act as director of emergency operations on behalf of the emergency management agency;
- c) co-ordinate all emergency services and other resources used in an emergency; and
- d) perform other duties as prescribed by the local authority.

During an activation of the Emergency Coordination Centre Response Plan, the DEM is the delegated agent of the Local Authority to manage the response to the event.

When the immediate effects of the emergency have been mitigated and the Emergency Coordination Centre Response Plan is deactivated, responsibility reverts to the Chief Administrative Officer for community recovery and renewal.

4.2.6 General Managers

General Managers are the administrative leaders of each business function and are responsible for ensuring that their departments have in place business function recovery plans to maintain and restore critical municipal services during an interruption. The General Manager is the Business Continuity Lead for each department unless this authority has been delegated. During a business interruption, General Managers report to the Chief Administrative Officer.

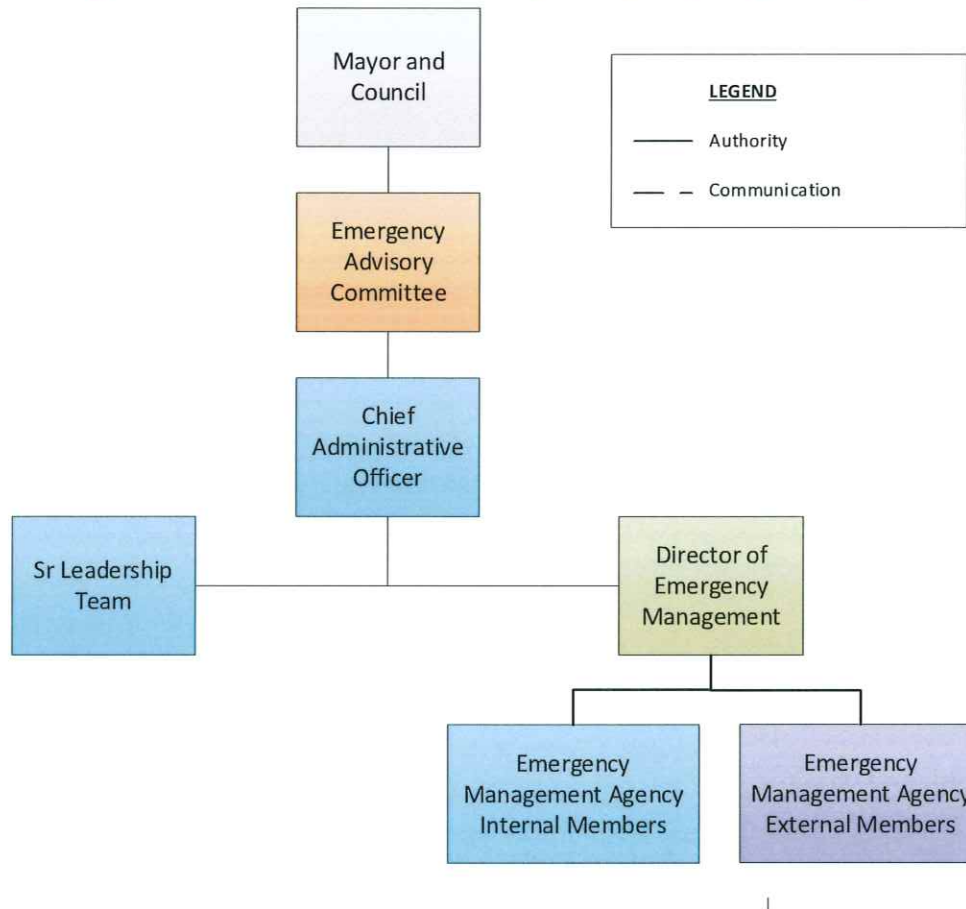
Some General Managers are designated as members of the Emergency Management Agency and may be required in the Emergency Coordination Centre upon request of the DEM. Within the Emergency Coordination Centre, General Managers report to the DEM.

4.3 Emergency Operations Governance Structure

Figures 2 illustrates the City of Cold Lake's governance structure during emergency response operations.

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Figure 2: Governance Structure during Emergency Response Operations



4.4 Operational Structure

The Local Authority, Mayor and Council, is responsible for emergency management within its jurisdiction. The Director of Emergency Management (DEM) will lead the planning and operational level response. During any emergency response, the DEM conducts operations to the extent delegated under the emergency management bylaw.

The EMA is the Coordinating Agency, assisting in planning for, and coordinating response and recovery operations in the ECC in cooperation with internal municipal departments, external agency partners, and the provincial government.

Those City of Cold Lake Departments that have a direct impact on life, property and/or the environment are considered as potential Lead Departments. A Lead Department provides leadership and subject matter expertise for an emergency management event, including advice on legislation that pertains to their role in the Municipality. For example, the Utilities Department is responsible for the provision of

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water and wastewater services; therefore, should a major water emergency occur, the Utilities Department could be tasked as the Lead Department for the response directly related to the provision of water. The ECC would provide coordination and support assistance to the Lead Department's role.

When an individual's capacity to deal with an incident is exceeded by the emergency, municipal First Responders apply resources to the emergency; this constitutes a municipality's first level of intervention. Once these resources become exhausted, the municipality brings in resources via mutual aid agreements with adjacent municipalities, or industry.

Should the municipality's efforts fail to remedy the problem, the municipality may request provincial assistance. The province may in turn ask for federal assistance should the event be beyond provincial capabilities. Each level of assistance is coordinated with the next order of government through its emergency management organization; it's Coordinating Agency – through the EMA at the municipal level, Alberta Emergency Management Agency (AEMA) at the provincial level, and Public Safety Canada at the federal level.

Emergency management partners, including industry and non-government organizations (NGOs) also contribute to planning, response and recovery efforts at all levels.

Indigenous communities in the region fall under federal jurisdiction for emergency management through the Indigenous Services Canada (ISC). They have distinct and separate governance structures. While the government does not have jurisdiction over Indigenous communities, the Alberta Emergency Management Agency (AEMA) is empowered under an agreement between the Federal and Provincial governments to provide emergency management support.

Should an emergency or disaster impact a community adjacent to a First Nations Reserve, the City works closely and collaboratively with the First Nations Band Council. The Director of Emergency Management contacts the First Nations Director of Emergency Management as well as the Alberta Emergency Management Agency's First Nations Liaison Officer.

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5.0 STATE OF LOCAL EMERGENCY

The *Alberta Emergency Management Act* specifies the authority with respect to the declaration, renewal and termination of a State of Local Emergency (SOLE) as well as the powers delegated to the local authority once a SOLE is declared.

Sections 33 to 41 of the Emergency Management Bylaw No. 737-PL-22 delineate the powers, delegation of authority and responsibilities associated with Declaring, Renewing and Terminating a State of Local Emergency.

Sections 33 and 34 of the Emergency Management Bylaw specify that:

“33. The powers of Council to declare, terminate or renew a SOLE under the Act, are hereby delegated to the EAC. In an emergency, where the EAC is not able to meet in the timeline as required by the given situation then the following may declare, terminate or renew a SOLE under section 9 and 13 of the Bylaw:

- (a) If the Mayor is available and not incapacitated by the Emergency, then the Mayor acting alone constitutes a quorum of the Committee for the purposes of declaring, terminating, or renewing a SOLE, or expanding or reducing the part of the City to which the SOLE applies; and
- (b) If the Mayor is unavailable or incapacitated, then for the purposes of declaring a SOLE, quorum of the Committee is established in accordance with section 9 of the Bylaw

“34. The EAC may, at any time when it is satisfied that an emergency exists or may exist to all or any part of the City, by resolution, make a declaration of a SOLE, relating to all or part of the City”

5.1 Powers Available Under a State of Local Emergency

As delineated in Section 36 of the Emergency Management Bylaw when a SOLE has been declared the Emergency Management Agency may for the duration of the SOLE, do all acts and take all necessary proceedings, including the following:

- (a) cause the CEMP or any related plans or programs to be put into operation;
- (b) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;
- (c) authorize or require any qualified person to render aid of a type the person is qualified to provide;
- (d) control or prohibit travel to or from any area of the City;
- (e) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain, and coordinate emergency medical, welfare and other essential services in any part of City;
- (f) cause the evacuation of persons and the removal of livestock and personal property from any area of the City that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property;

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- (g) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program;
- (h) cause the demolition or removal of any trees, structures, or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
- (i) procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources, or equipment within the City for the duration of the SOLE;
- (j) authorize the conscription of persons needed to meet an emergency; and
- (k) authorize any persons at any time to exercise, in the operation of the CEMP and related plans or programs, any power specified in paragraphs (b) through (j) in relation to any part of the City affected by a declaration of a SOLE.

5.2 Declaration

The local authority may, when satisfied that an emergency exists or may exist within the City, by resolution declare a state of local emergency relating to all or any part of the City. Once a state of local emergency is declared the local authority must:

1. **identify the nature of the emergency and the area of the City in which it exists,**
2. **immediately cause the details of the declaration to be published by such means of communication considered most likely to notify the population of the area affected, and**
3. **forward a copy of the declaration to the Minister of Municipal Affairs; this is done by the Alberta Emergency Management Agency**
4. **advise all members of Council of the declared SOLE forthwith.**

If the emergency exists seven days after the declaration of the state of local emergency, the local authority may renew it.

Specific forms can be found in Appendix A. Contact details can be found in the Emergency Coordination Centre Response Plan.

5.3 Cancellation/Termination

A SOLE may be cancelled/terminated under the following circumstances:

- In the opinion of the local authority, the emergency no longer exists in the area of the City;
- The Minister of Municipal Affairs considers it appropriate, based on the circumstances;
- The Lieutenant Governor in Council declares a state of emergency in the same area of the City;
- After seven days have elapsed, if the declaration has not been renewed; or

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- a period of ninety (90) days has lapsed if the reason for the declaration was a pandemic

5.4 Provincial State of Emergency

As per Section 18(1) of the Act, the Lieutenant Governor in Council may, at any time when the Lieutenant Governor in Council is satisfied that an emergency exists or may exist, make an order for a declaration of a state of emergency relating to all or any part of Alberta.

The City of Cold Lake may request that the Government of Alberta declare a provincial state of emergency if the ability of the City to maintain direction and control of an emergency is completely overwhelmed. This request would be made from the Mayor to the Minister of Municipal Affairs.

Note: The decision to declare a provincial state of emergency is solely the discretion of the Government of Alberta.

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6.0 OPERATIONAL FACILITIES

6.1 Emergency Coordination Centre (ECC)

The ECC is the facility, which could be a physical location or virtual environment, where the necessary coordination takes place to ensure that there is an effective response and recovery. The ECC serves a focal point for decision-making and centralized the collection and analysis of information

Members of the ECC are responsible for providing support, guidance, and strategic direction to staff at the Incident Command Post(s) and other subordinate Operational Support Sites in the community. The ECC should be staffed by senior members of the various services and stakeholder entities, and because they have the authority for their department/agencies, they will be able to provide expedient direction and decisions.

The ECC will use the Incident Command System, which is an emergency management system that assists with the effective coordination of response efforts by using an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

The primary functions of the ECC include:

- Provision of strategic guidance, and support to the Incident Command Post(s) and other subordinate Operational Support Sites in the community;
- Gathering, analyzing, sharing, and disseminating information to create a common operating picture;
- Coordinating assistance and resources required to support the response; and
- Developing key messages and coordinating communication between the various stakeholders.

The ECC may act as a tactical operations centre when an Incident Command Post is not established because of a widespread emergency (e.g. Water contamination, ice storm, etc.).

Activities in the ECC are managed by the ECC Director. Specific procedures, roles and responsibilities, and organizational structures within the ECC are outlined in the ECC Response Plan.

The ECC is not designed or to be utilized for:

- Conducting extensive recovery operations during emergency operations, or
- An emergency shelter for the public or emergency responders.

6.2 Incident Command Post (ICP)

The Incident Command Post is situated at or near the scene of an incident, and is the location from which the development, coordination, and execution of tactical plans occur. The Incident Commander is in charge at the Incident Command Post and is

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responsible for providing updates to the Operations Section Chief within the ECC, if the latter is activated.

6.3 Reception Centre (RC)

In the event that an emergency requires the evacuation of residents, a Reception Centre / Evacuation Centre will be established at the request of the ECC or Incident Command. The primary purpose of the Reception Centre is to meet the basic needs of evacuees.

The following services are available, as needed, at a Reception Centre:

- Reception Services - meet and greet, registration and inquiry, referral and information
- Essential Services - food, lodging, clothing
- Personal Services - medical and hygiene services, temporary pet care, childcare

If it is not safe or the facilities within the City are not sufficient to meet the needs of evacuees, the City should seek alternate arrangement with neighbouring communities.

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to residents.

Specific procedures, roles and responsibilities, and organizational structures for the Reception Centre are outlined in the Emergency Social Services Response Plan and the Reception Centre Manual.

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7.0 CONCEPT OF OPERATIONS

7.1 Emergency Coordination Centre

The Emergency Coordination Centre (ECC) is the meeting place where members of the Emergency Management Agency coordinate the emergency response. During a major emergency or incident, the ECC brings together representatives from the City departments and other partner agencies to strategically coordinate resources in support of on-scene operations and activities.

Location of the Municipality's ECC: Fire Hall Headquarters 5201 55 Street, Cold Lake, Alberta

Activation Criteria: The Director of Emergency Management establishes the ECC, see Section 7.2.

The ECC has a support role in prioritization, resource allocation and planning for response action occurring at the incident site level.

7.2 ECC Activation

Activation of the ECC will be as a response to any event that has a significant community consequence. Timely activation is critical for an effective response to an event to minimize loss of human life, illness or injury to humans, property loss or damage, damage to the environment or economy. When activated the ECC is under the leadership of the DEM.

The DEM may activate the ECC when any of the following criteria are met:

- The number of people who are/could be at risk is significant;
- The event requires centralized decision-making to mitigate impact(s);
- The event requires attention outside the scope of regular business activities;
- The event is pre-planned and requires active management to ensure public safety;
- Response coordination is required because:
 - It is a large, widespread event
 - Several responding agencies are involved, and/or
 - There are multiple emergency sites
- Resource coordination is required because:
 - There are limited local resources, and/or
 - There is a significant need for external resources
 - Conditions are uncertain because the event may escalate and/or the extent of the threat to people, property and/or the environment is not known

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- A declaration of State of Local Emergency (SOLE) is in effect. Note the ECC can be activated without a SOLE being declared.

7.3 ECC Activation

The magnitude, scope and stage of the emergency will determine to what level the ECC is activated and what positions are required at the ECC. When the ECC is activated by the DEM, positions in the ECC are staffed depending on the Incident Type, where the type is determined by the size, scope and complexity of the situation or event.

“Incident Complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

The City of Cold Lake classifies incidents using the Incident Typing protocol as defined in the Incident Command System.

The following chart outlines general considerations for determining the level of activation of the ECC:

Incident Type	Event / Situation	Activity
4/5	- Incident show little resistance to stabilization or mitigation - May extend from several hours to 24 hrs - Range of incidents from day-to-day incidents to incidents involving a minor HAZMAT spill on a roadway, a large commercial fire. - Planned events could be a march, protest, festival or parade	Typically, does not require activation of the ECC
3	- Incident show little resistance to stabilization or mitigation - Incident may extend from several days to one week - Elected/appointed governing officials and stakeholder groups require some level of interaction - Conditions or actions that caused the incident may persist; as a result, there is some possibility of a cascading event(s) or exacerbation of the current incident - Examples: tornado that damages a small section of a city, railroad tank car HAZMAT leak requiring notification and a limited, short-term evacuation of a neighbourhood or section of a community, an active shooter, a sink hole, a water main break, a small aircraft crash in a populated area	- Resources may be required beyond those that initially respond - Formal incident planning process initiated and followed - ECC – command staff positions are filled to reduce workload or span of control. - ECC - some or all of the General Staff may be activated

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|----------|--|---|
| 2 | <ul style="list-style-type: none"> • Incident shows high resistance to stabilization or mitigation • Incident objectives typically not met within the first several days • Incident may extend from several days to two weeks • Examples: can include a tornado with damage to an entire section of a city, a railroad tank car HAZMAT leak requiring a several-days-long evacuation of an entire section of a city, village, or town; a wildland fire in an area with numerous residences, requiring evacuations and several days of firefighting to bring under control | <ul style="list-style-type: none"> • Out of area resources are required • Multiple operational periods • ECC - most or all of the Command & General Staff positions are filled • ECC- may require specialists and external partners |
| 1 | <ul style="list-style-type: none"> • Incident shows high resistance to stabilization or mitigation • Incident objectives cannot be met within numerous operational periods • Incident extends from two weeks to over a month or longer • Population within and surrounding the region or state where the incident occurred is significantly affected • Incident threatens, damages, or destroys significant numbers of residential, commercial, and cultural properties • Examples: include a tornado with damage or destruction to an entire community; a multi-level terrorist attack; a pandemic; a railroad tank car explosion destroying several neighborhoods and damaging others; a large wind-driven wildland fire threatening the entire city, causing several evacuations and destroying many homes, businesses, and critical infrastructure assets; | <ul style="list-style-type: none"> • Out of area/region resources are required • Multiple operational periods • ECC - All of the Command & General Staff positions are filled • ECC - external partners, mutual aid needed |

7.4 ECC Organization under ICS

The functions performed from the ECC are divided into five sections:

- Management/Command
- Operations Section
- Planning Section
- Logistics Section
- Finance and Administration Section

With the exception of the Management/Command function, each function listed above will be overseen by a Section Chief. Section Chiefs report to the ECC Director.

Note: the ECC Director position may be filled by the DEM or Deputy DEM.

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A Section Chief will normally only be fulfilling the tasks assigned to that particular role; however, in accordance with the principles of ICS, a Section Chief may be responsible for tasks of multiple units and or groups assigned to them without necessarily having resources in those positions.

Staffing within each section will be the responsibility of the appropriate Section Chief in collaboration with the ECC Director.

A Deputy Operations Section Chief may be identified to coordinate information passage to and from the incident site(s).

Based on ICS structure, to allow the Operations Section Chief to oversee all activities within the Operations Section, the Operations Section Chief should not be assigned two roles.

7.5 ECC Management / Command Positions

Below are brief descriptions of the ECC Management/Command Positions within the ECC.

7.5.1 Director of Emergency Management Agency

- Oversees all the activities of the ECC and site level response;
- Enacts the policy guidance provided by the CAO;
- Provides high level incident briefs to Mayor and Council and Stakeholders as required.

7.5.2 ECC Director

- Manages the ECC, works closely with Section Chiefs to set objectives and strategies;
- Establishes the operational rhythm, sets operational periods and schedules command briefings;
- Exercises overall management responsibility of the ECC, ensuring coordination between emergency responders and ECC personnel;
- Liaises with Stakeholders as necessary.

7.5.3 Situation Unit

- Collects, processes and displays current situation;
- Liaises with section Chiefs to prepare ECC Action Plans;
- Ensure situation reports are developed for dissemination to ECC staff and other stakeholders as directed.

7.5.4 Information Officer

- Serves as the coordination point for public information and media relations;

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- Actions the policies and procedures defined in the “Crisis Communications Plan.”

7.5.5 Safety Officer

- Provides advice on Occupational Health and Safety (OHS) related concerns/ questions;
- Advises ECC Director on safety and risk management issues;
- Ensures appropriate procedures are followed in relation to employee injuries, fatalities and safety-related complaints.

7.5.6 Liaison Officer

Functions as a point of contact for outside agencies and representatives that may be asked to attend the ECC. Examples include, but are not limited to: Legal representative(s), Alberta Emergency Management Agency (AEMA), Alberta Health Services (AHS), Alberta Agriculture and Forestry (AAF), and Industry)

- Liaises with other activated ECCs/EOCs;
- Assists and serves as an advisor to the ECC Director;
- Communicates ECC guidelines, directives, Incident Support Plans and Situation Reports to partners and stakeholders.

7.6 ECC Section Descriptions

7.6.1 Operations Section

- Establishes the appropriate level of staffing within the Operations Section;
- Communicates operational needs to appropriate ECC personnel;
- Assists ECC Director in developing support objectives and strategies for the incident;
- Oversees tactical operations;
- Gathers situational information from Site, responds to the evolving needs of groups working in the field and recommends adjustments to action plans through the ECC Director;
- Ensures effective communication between service providers and first responders, and the ECC (through the Operations Section Chief and/or Deputy Operations Section Chief);

7.6.2 Planning Section

- Establishes the appropriate level of staffing within the Planning Section;
- Leads operational planning process;
- Establishes specialized planning teams, including recovery planning;
- Conducts advanced planning, ensuring foresight in developing plans to address potential issues likely to occur in subsequent operational periods;

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- Manages and oversees the collection of incident related documentation, maintains a permanent archive of Status Reports and ECC Action Plans associated with the event or disaster.

7.6.3 Logistics Section

- Establishes the appropriate level of staffing within the Logistics Section;
- Provides telecommunication services, human resources and information technology resources as well as arranging for food, lodging, and other support services with the priority being for first responders;
- Coordinates closely with the Operations Section Chief to establish priorities for resource allocation within the operational area;
- Ensure that transportation requirements, in support of response operations, are met.

7.6.4 Finance and Administration Section

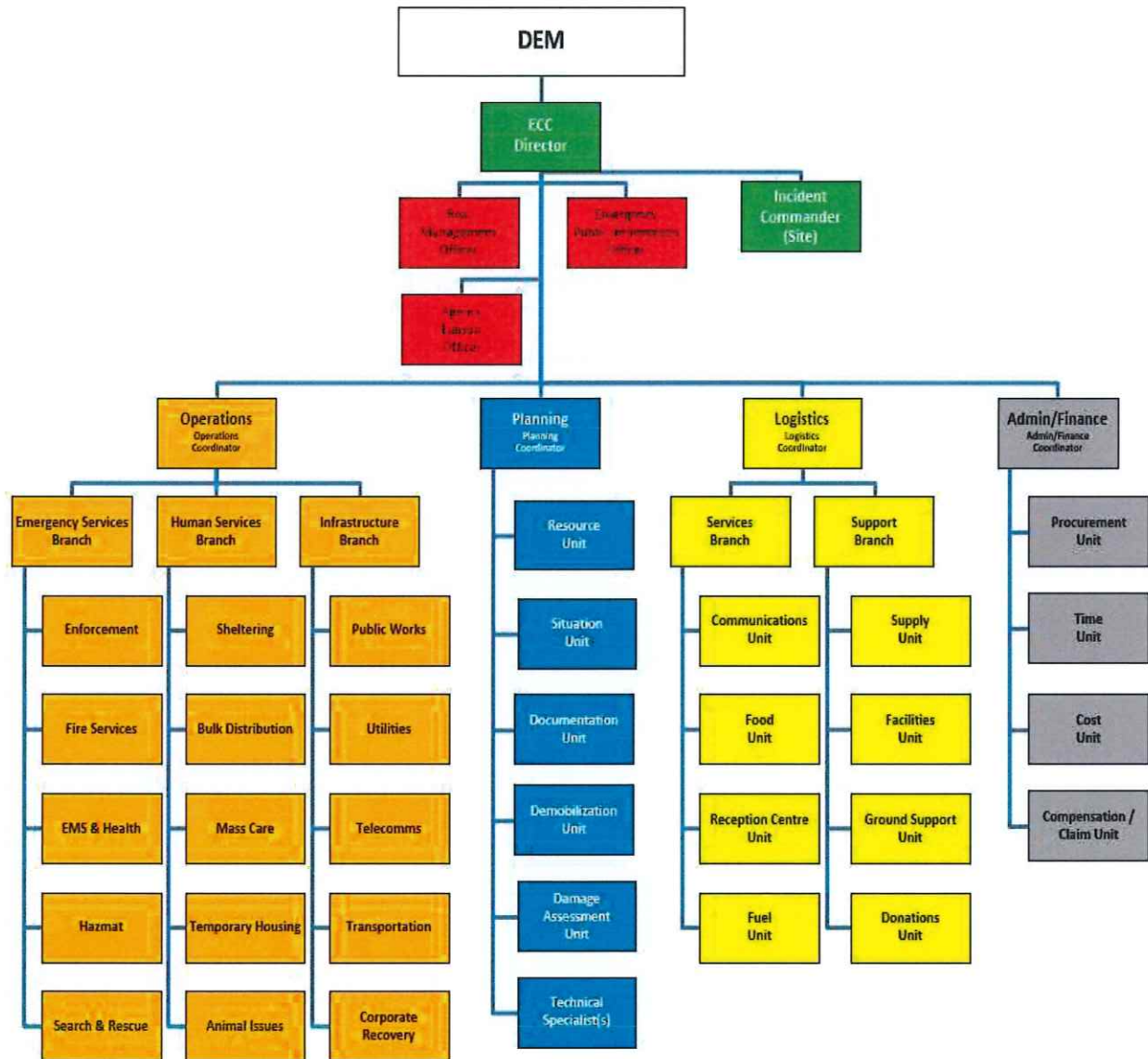
- Establishes the appropriate level of staffing within the Finance and Administration Section;
- Ensures that financial records are maintained throughout the event;
- In consultation with CAO and DEM establishes spending limits;
- Monitors section activities continuously and modifies emergency financial procedures as needed;
- Collects and maintains documentation of disaster information for possible reimbursement through DRP, prepares and coordinates disaster financial assistance documents and claims;
- Tracks, records, and reports on-duty time for personnel, including hired and contracted, working during the event or disaster.

7.7 Organization Chart

As stated in section 7.3, the DEM and/or the ECC Director, will determine the level of activation of the ECC. Figure 4 illustrates a fully activated ECC.

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Figure 3: Fully Activated ECC



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8.0 ROLES & RESPONSIBILITIES

8.1 Mayor and Council (The Local Authority)

8.1.1 Mitigation and Preparedness

- Appoint members to serve on the Emergency Advisory Committee.
- Appoint a Director of Emergency Management (DEM) and Deputy Director(s).
- Ensure that DEM prepares emergency plans and programs are prepared to address potential emergencies or disasters in the City of Cold Lake.
- Review and approve the Emergency Management Plan and related plans, including the Hazard, Risk, and Vulnerability Assessment, at least once each year.
- Provide community leadership on disaster risk reduction aimed at preventing the creation of risk; the reduction of existing risk; and the strengthening of economic, social, health, and environmental resilience (e.g., review adequacy of land use bylaws and zoning designations).
- Participate in appropriate training and emergency exercises.
- Through the budgetary process, provide resources as they see fit to support the emergency management program.
- Contribute to community education and awareness about local hazards.

8.1.2 Response

- Support the DEM in the management of the emergency response and provide strategic direction as requested by the Director through the CAO.
- Be responsible for the direction of the emergency response.
- Provide long-term strategic direction and crisis management during and after the immediate response.
- Keep the community informed of the situation.
- Declare, renew or terminate a State of Local Emergency as recommended by the CAO and DEM.
- Provide advice on the long-term impact of an incident on people, critical infrastructure, the environment, finances, operations, business, industry and reputation.

Note: The roles and responsibilities of elected officials do not include attendance at the ECC unless specifically requested by the DEM

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In consultation and coordination with the ECC through the DEM:

- Serve as official spokesperson(s) for the emergency.
- Engage with other levels of government for financial and resource support.
- Provide briefings to other levels of government.
- Create a delegation of authority for external resources needed to support the response.
- Authorize major expenditures as required.

8.2 Emergency Advisory Committee

The Emergency Advisory Committee is responsible for providing advice to Council on emergency management plans and programs for the City of Cold Lake. These plans and programs are managed and implemented by the Emergency Management Agency. The committee includes representatives from council, and community members/organizations as required. The Emergency Advisory Committee has an active role in preparing for emergencies and advising Council on developing emergency plans.

8.2.1 Mitigation and Preparedness

- Review the Emergency Management Plan and related plans and programs on a regular basis.
- Advise Council on the status of the Emergency Management Plan and related plans and programs at least once each year.

8.2.2 Response

During an emergency or disaster, the EAC is authorized by Council to:

- receive updates regarding the Disaster or Emergency from the EMA;
- in accordance with the Act and this Bylaw, declare, renew and terminate the SOLE, when appropriate; and
- perform any additional powers or duties as described in the Act that have been assigned to it by Council.

8.3 Chief Administrative Officer (CAO)

During activation of the Emergency Management Plan, the CAO remains the administrator responsible for the City of Cold Lake. The CAO will provide the necessary corporate resources to assist the DEM in managing the event

8.3.1 Mitigation and Preparedness

- Work with the DEM to ensure emergency plans, programs and measures are developed based on the Hazard Risk and Vulnerability Assessment.

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- Recommend mitigation and preparedness measures based on the HRVA to Council.
- Sign mutual aid agreements to increase local capacity.
- Participate in training and exercises.
- Contribute to corporate employee education and awareness with reference to local hazards and personal emergency preparedness.

8.3.2 Response

- Act in a strategic advisory capacity to Council.
- Maintain communication with and assist Mayor and Council as required.
- Provide available City resources to the DEM in support of the emergency response and recovery
- Work with the Council and the DEM on determining recovery/renewal priorities and the transition from response to recovery.
- Provide and maintain essential and support services throughout an emergency. Oversee municipal service recovery outside of the incident site (municipal recovery *inside* the incident site will be coordinated through the ECC).

In consultation and coordination with the ECC through the DEM:

- Engage with other municipalities, agencies, organizations, businesses to provide resources to support the emergency response.

8.4 Director of Emergency Management

8.4.1 Mitigation and Preparedness

The Director of Emergency Management is responsible for the following activities, as described in Section 11.2 (2) of the Act:

- Prepare and co-ordinate emergency plans and programs for the municipality;
- Act as director of emergency operations on behalf of the Emergency Management Agency;
- Perform other duties as prescribed by the Chief Administrative Officer.

Additionally:

- Conduct a review of the Hazard, Risk, and Vulnerability Assessment (HRVA) on an annual basis.
- In consultation and collaboration with other City departments recommend mitigation and preparedness measures based on the HRVA to the CAO.
- Approve training and exercise program on an annual basis.

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- Develop regional partnerships to increase local capacity for emergency management.
- Participate in training and exercises.

8.4.2 Response

- Activate the Emergency Coordination Centre Response Plan and determine which members of the Emergency Management Agency are required to support the ECC.
- Ensure on an ongoing basis that Mayor and Council and the CAO are advised of the emergency situation and the response actions taken by the ECC.
- Recommend a declaration, renewal and/or termination of a state of local emergency.
- Direct emergency operations consistent with the Act and with the Emergency Management Plan.
- Coordinate all emergency services and other resources.
- Resolve conflicts related to competition for limited resources based on response priorities.
- Monitor and approve the organizational structure for response to the event.
- Proactively determine if existing City and mutual aid resources are sufficient for the response. If not, work with CAO and Provincial Operations Centre to secure additional resources.
- Work with the CAO and Council on determining recovery/renewal priorities and the transition from response to recovery.

8.5 Emergency Management Agency

The Emergency Management Agency acts as the agent of the local authority in exercising the local authority's powers and duties under Act. The DEM is the head of the Emergency Management Agency.

Members, either internal or external, must have the capacity to make decisions on behalf of their service to support the Agency.

8.5.1 Mitigation and Preparedness – Internal Members

- Prepare and maintain plans, measures, and programs pertaining to the mitigation of, preparedness for, response to and recovery from any hazard.
- Prepare, maintain, test / exercise, and train personnel in emergency management plans and procedures.
- Prepare and maintain emergency-related equipment.

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- Recommend risk reduction, mitigation, and preparedness measures to the DEM and/or direct supervisors.
- Develop and conduct public education and awareness about local hazards and emergency preparedness.

8.5.2 Response

- At the request of the DEM, report to the Emergency Coordination Centre.
- Conduct emergency response operations under the direction of the DEM. If at the Incident Command Post, receive direction from the Incident Commander.

Roles for the Emergency Management Agency are based on the Incident Command System. Position-specific checklists of roles and responsibilities can be found in the Emergency Coordination Centre Response Plan.

8.6 Internal Municipal Department Representatives

During an emergency, the support and assistance provided by internal municipal departments will typically be assigned to tasks based on the ICS structure, be multi-faceted, and may include but not limited to the following:

Environmental Services

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Develop strategies and process for compiling damage assessment information and recommendation during response
- Plan for and respond to incidents as required.
 - Water and Waste water services
 - Potable Water production and distribution
 - Firefighting water production and distribution
 - Residential Solid Waste Collection,
 - Recyclable and Organic Materials Collection,
 - Construction Debris Recycling
 - Portable Sanitation and Toilet Rentals
 - Liquid Waste Collection, Treatment and Disposal Services
 - Line Flushing
 - Manhole Cleaning

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Engineering Services

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Develop strategies and process for compiling damage assessment information and recommendation during response
- Plan for and respond to incidents as required.
 - Geographic Information Systems (GIS)
 - Conduct damage assessments and Safety Codes Inspections as required
 - Assist with inspection of damaged buildings and structures and the signing or demolition of those considered unsafe

Family and Community Support Services

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Develop strategies and process for providing for the basic needs of persons impacted by disaster (lodging, registration, food, clothing);
- Plan for and respond to incidents as required.
 - Provide support to all emergency response units and ECC personnel,
 - Provide statistical updates for the ECC (including number of people registered, lodged and receiving any form of services);
 - Coordinate the response of volunteer organizations directly involved in providing social services, and
 - Provide services and support for community programs.

Finance

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Develop strategies and process for providing finance services to the ICP/ECC (under ICS constructs) for Pre-Emergency Activities, Initial Post-Emergency Activities, and Longer-Term Post-Emergency Activities
- Plan for and respond to incidents as required
 - procurement and contract requirements
 - Maintain records to sufficiently detail the history of the procurement.

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- budget forecasting,
- cash flow management,
- debt monitoring,
- payroll,
- risk avoidance,
- disaster assessment, and
- expense reimbursement pertaining to emergency protective measures, debris management,
- timely tracking and reporting of costs and
- long-term disaster recovery funding streams

Information Technology

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Develop strategies and process for providing for the basic IT needs of the ECC/ICP and responding to a cyber attack.
- Plan for and respond to incidents as required.
 - ECC/ICP software support
 - registration and inquiry tracking
 - internet,
 - Geographic Information Systems (GIS)
 - wireless technologies,
 - citizen notification and communication platforms
 - hazard analysis models.

Marketing and Communications Department

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Develop strategies and process for providing for the basic information needs of persons impacted by disaster
- Plan for and respond to incidents as required.
 - Develop and release public information;
 - Conduct media monitoring to determine the need to clarify issues and distribute updated public instructions;
 - Provide updates at consistent intervals so the public have a level of confidence in the official information being released;

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- Conduct news conferences and arrange interviews with representatives of the Emergency Management team, as required (updates on event, etc.); and
- Provide public information relating to recovery processes and programs.

Parks and Recreation

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Develop strategies and process for providing support services
- Plan for and respond to incidents as required
 - Donation Management
 - Labour management

Protective Services

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Plan for and respond to incidents as required.
- Participate in emergency and recovery planning
 - Mitigate any hazards that pose a threat to life, property and the environment;
 - Provide for the protection and safety of other responders;
 - Ensure trained staff is available to attend the ECC;
 - Ensure the continuity of operations;
 - Work as part of a larger damage assessment team to provide timely information to the ECC;
 - Reduce the suffering and meet the immediate needs of those impacted by an emergency or disaster; and
 - Protecting and secure municipal infrastructure or areas affected by an emergency or disaster.
 - Lead agency for dangerous goods spills, wildland urban interface/wildland fires;
 - Provide support to the RCMP in the evacuation of persons from affected areas;
 - Provide medical aid;
 - Provide fire suppression and fire control in an emergency;
 - Provide rescue service in cooperation with other municipal departments and agencies;
 - Aid in determining availability of water supplies; and

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- When necessary, activate Mutual Aid Agreement(s) with external partners to support operation and equipment needs.

Transportation Services

- Develop strategies and process for supporting municipal and emergency operations during response and recovery;
- Ensure the safety and integrity of critical municipal infrastructure.
- Plan for and respond to incidents as required.
- Participate in emergency and recovery planning
 - coordinating area emergency transportation services
 - maintaining an up to date list of all transportation resources in the area
 - determining where specialized vehicles and operators may be obtained
 - providing transportation service
 - establishing priorities for the use of resources in concert with other Services
 - selecting evacuation routes and pick-up points as necessary
 - providing transportation services as requested
 - providing transportation services (buses) when transport of evacuees is necessary
 - providing special equipment and operators
 - providing road infrastructure services
 - providing equipment maintenance services
 - providing facility maintenance services
 - Organize the closure of municipal roads (barricades), at the request of the Director of Emergency Management;
 - When requested by Alberta Health Services arrange to deliver and erect barricades at key locations where orders for quarantine or the closure of public buildings have been issued

8.7 External Coordination

The City of Cold Lake will work with other jurisdictions, organizations, and levels of government on emergency management priorities. There are a number of key government agencies and departments that the City may engage during the Planning, Mitigation, Response and Recovery phases of an emergency. Additional ministries/organizations and resources will be called upon to provide assistance should the incident exceed our capabilities.

The following lists some of the external agencies / organizations / partners that may be called upon to provide direct assistance or coordination functions to support the City during an emergency.

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8.7.1 Agency Representatives

Agency Representatives are individuals from organizations that are assisting with response operations in coordination with the City of Cold Lake. These individuals will have a position within the Emergency Coordination Centre to ensure close communication and coordination for the entire response. As integrated members of the Emergency Coordination Centre, they will follow the communication protocols within the EOC.

Examples of organizations with agency representatives include but are not limited to the following:

- The Royal Canadian Mounted Police
- Alberta Health Services
- Utility providers (e.g., Fortis, ATCO, TELUS, Shaw, etc.)
- Contractors responsible for response priorities (e.g., debris removal, street cleaning, etc.)
- Non-governmental organizations (Cold Lake Search and Rescue Society, Cold Lake Amateur Radio Society (HAM Radio), the Salvation Army, the Canadian Red Cross, etc.)

Details of how these organizations work within the ECC can be found in the Incident Command Post / Emergency Coordination Centre Manual.

8.7.2 Alberta Emergency Management Agency (Provincial Operations Centre)

When an emergency exceeds the capabilities of a municipality or there is a significant threat to life and property, the Alberta Emergency Management Agency (AEMA) coordinates government support by connecting municipalities with resources to help manage the emergency event. AEMA will send an Agency Representative (usually the local Field Officer) to the Emergency Coordination Centre. The Agency Representative is responsible for updating the Provincial Operations Centre. Requests to the Provincial Operations Centre should go through the Agency Representative.

Other responsibilities include:

- Act in a strategic advisory capacity.
- Work with the Liaison Officer to meet requirements of provincial government officials as appropriate.
- At the direction of the Director of Emergency Management, request provincial resources to support the local response.

8.7.3 Provincial and Federal Elected Officials

The Mayor is responsible for providing formal updates to provincial and federal elected officials.

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If the officials are on site, Mayor and Council can work with the Liaison Officer to coordinate briefings, tours, and updates from key personnel that do not disrupt emergency operations.

8.7.4 Government of Alberta

It may be required for the City to communicate directly with specific Ministers on response or early recovery operations.

Formal communication should go through the Mayor, or, if unavailable, the Deputy Mayor or other municipal elected official. If no elected officials are available, this communication should go through the Chief Administrative Officer.

8.7.5 Government of Canada

Formal communication to request assistance from the Government of Canada should come from the Government of Alberta. This request can be made through the Provincial Operations Centre.

If the request is for assistance from the Canadian Forces, this must go from the Government of Alberta to the Government of Canada. Because of the chain of approval, it is recommended that this call be made as quickly as possible if required.

8.7.6 Liaison Officers

The City of Cold Lake may be requested to dispatch Liaison Officers to other Emergency Coordination Centres. If required, the DEM will determine who to send.

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9.0 CONTINUOUS IMPROVEMENT

Training is a critical component of emergency preparedness because it introduces and familiarizes personnel with their role in the event of an emergency. Training is a continuous process and must be provided to the appropriate level to:

- Emergency Coordination Centre (ECC) personnel
- First responders
- Elected officials and
- Municipal staff not directly charged with emergency response duties.

9.1 Training

The Local Authority Emergency Management Regulation (LEMR) provides direction on emergency management roles and responsibilities, include the training requirements for individuals who fill emergency management roles.

The EMA will serve to coordinate training opportunities for the City.

Regular training opportunities will be provided for designated staff and dependent on the role will consist of the following elements:

- Basic Emergency Management
- Municipal Elected Officials – Roles and Responsibilities in Emergency Management
- Director of Emergency Management – Roles and Responsibilities in Emergency Management
- Emergency Social Services
- Incident Command System (ICS Canada levels 100-400)
- Emergency Coordination Centre Orientation
- Emergency Management Plan Familiarization
- ECC Training (Managing Emergency Operations)
- Section-specific training, such as
 - ECC Director / Deputy Director Role
 - Information Officer Role
 - Operations Section
 - Planning Section
 - Logistic Section
 - Finance/Administration Section
 - Scribing for Emergency Management
- Public and Media Crisis Communications Training

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- Alberta Emergency Alert (AEA)

The EMA will identify training and resources needed to provide the necessary skills to those individuals tasked with various duties in emergency response. Where necessary, specialized training will be organized for people fulfilling specific job functions identified in the EMP (section-specific training identified above). The EMA shall also ensure that a system is put in place to maintain training records that will cover emergency response training activities.

9.2 Exercises

Exercises are intended to accomplish a number of purposes, as follows:

- Validate the CEMP or portions thereof
- Increase familiarity with the CEMP.
- Increase confidence in using the CEMP.
- Practice the management of a response
- Identify opportunities to improve emergency plans.
- Test equipment.
- Validate/test procedures and protocols.
- Develop working relationships with other emergency response organizations.

There are essentially three (3) types of exercises that are commonly conducted. In increasing order of complexity, they are:

- Tabletop exercises
- Functional drills
- Full-Scale exercises

Unless an exercise under subsection 6.2 of the LEMR is carried out that year, the City's EMA shall engage in at least one (1) exercise per year in which participants identify a significant possible Emergency or Disaster scenario and discuss how the City would respond to and resolve emergency management issues which may arise from the scenario.

The City's EMA shall engage in at least one (1) exercise every 4 years in which participants identify a significant possible Emergency or Disaster scenario and carry out actions as if the significant Emergency or Disaster was actually occurring, but without deploying personnel or other resources.

Section 6.2 of the LEMR does not apply to the City's EMA if it has responded to an emergency or disaster within the previous 4 years, which resulted in the implementation of the City's CEMP and where a written post-incident assessment was completed that included observations, recommendations for improvement, and corrective action to be conducted.

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The City's EMA may fulfill the obligations set out in Sections 6.1 and 6.2 by participating in regional emergency exercises that require the City to utilize relevant portions of their CEMP.

The City's EMA shall submit an exercise notification to the AEMA 90 days before engaging in the exercise required under 6.1 or 6.2. The exercise notification must outline the exercise scenario, state the exercise objectives, identify the participants, and state the date the exercise will be conducted.

Exercises form an important part of the evaluation process, as they provide the opportunity to assess the operational readiness of the organization and the effectiveness of various plans. Exercises provide an opportunity to identify areas for improvement, resource requirements, and role clarity. The City will conduct an exercise annually, with a full-scale exercise conducted every three years.

A program of validating the CEMP will be established in the form of various types of exercises and an annual review initiated by the EMA. For each exercise conducted, a report will be generated identifying the objectives of the exercise, important observations, and recommendations arising from the exercise. Exercises will be carried out on a regular basis according to a fixed schedule.

10.0 PLAN ADMINISTRATION

10.1 Overview

The purpose of this plan is to provide prevention and mitigation, preparedness, response and recovery processes for emergencies or disasters affecting the City of Cold Lake. It is the goal of the City to prevent incidents or emergency situations from happening, but it must also have the capability to respond and minimize the consequences if an incident does occur. This plan will not expire. It will be maintained, reviewed and revised as outlined within this section.

The City of Cold Lake Emergency Management Plan is comprised of two documents; this document which is the Community Emergency Management Plan – Governance Framework and the Incident Command Post / Emergency Coordination Centre Manual. The latter document contains confidential information, and as such is not available to the public.

10.2 Plan Development and Maintenance Responsibility

As defined in Section 4 of this plan the Emergency Management Agency is responsible for the development and maintenance of the CEMP. The task of actually developing or revising the plan may be delegated, but it is the Agency's responsibility, under the leadership of the Chair of the Emergency Management Agency to ensure that the EMP meets the Agency's desired standard.

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10.3 Plan Review and Updating

The Plan will be reviewed annually by the Emergency Management Agency. It is ultimately the Chair of the Emergency Management Agency's responsibility to ensure that the CEMP remains current.

The CEMP will be reviewed as follows:

- Annually (except for Resource & Contact Information, which is updated semi-annually)
- After an emergency, following an After Action Review
- As directed by the Emergency Management Agency.

An annual review of the CEMP will be completed no later than March 31 of each year. Manual holders are invited to submit a revision request email to the Chair of the Emergency Management Agency if they notice that pertinent information is incorrect, incomplete, or has been omitted.

The annual review will take the following into consideration:

- Training
- Exercises
- Actual Incidents

10.4 Plan Revisions

A record of all major revisions will be kept. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised, including semi-annual updates of contact information. Such revisions will be documented in the Revision table at the beginning of this document, and dates and revision numbers in each section header/footer will be identified.

10.5 Plan Distribution

Paper Copies

Copies of the CEMP are distributed according to the Distribution List maintained by the EMA. Each copy is numbered, will be receipted and the person responsible for it is shown beside its location. The document, in its entirety, should not be copied, shared, or reproduced without the consent of the EMA as it contains confidential information.

Electronic Copies

All personnel who have been identified as recipients of a paper copy of the CEMP will also have access to the electronic copy of the plan. The electronic access will be in read only format. The EMA has the authority to provide electronic access to the plan for other designated responders.

Vetted Copies

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The CEMP, less confidential information may be made available to the public via the City's website. Information will be disclosed in accordance with Alberta's Freedom of Information and Protection of Privacy Act (the FOIP Act).

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11.0 REFERENCES

The following references were used in the development of this plan:

- CAN/CSA Z731-03, A National Standard of Canada – Emergency Preparedness and Response
- CAN/CSA Z1600-08, A National Standard of Canada – Emergency Management and Business Continuity Programs
- Regional Municipality of Wood Buffalo Regional Emergency Management Plan (Public Version) 2018
- City of Red Deer Community Emergency Management Plan (Public Version) 2012
- Town of High River Municipal Emergency Management Plan – Governance Framework 2014
- City of St Albert Emergency Management Bylaw 04/2020
- City of St Albert Emergency Management Plan, July 2017
- The City of Fort Saskatchewan Municipal Emergency Plan, Revised August 30, 2020
- The City of Fort Saskatchewan Emergency Management Bylaw, Bylaw No. C11-19
- The City of Edmonton Community Emergency Plan (Public Version) 2011
- The City of Medicine Hat Community Emergency Plan 2014
- Incident Command System Canada – ICS Material and Forms 2019

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12.0 ACRONYMS

AEMA	Alberta Emergency Management Agency
AHS	Alberta Health Services
CAO	Chief Administrative Officer
DDEM	Deputy Director of Emergency Management
DEM	Director of Emergency Management
EAC	Emergency Advisory Committee
ECC	Emergency Coordination Centre
EM	Emergency Management
EMA	Emergency Management Agency
EMP	Emergency Management Plan
EMS	Emergency Medical Services
ESS	Emergency Social Services
GOA	Government of Alberta
HRVA	Hazard, Risk and Vulnerabilities Assessment
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
LEMR	Local Authority Emergency Management Regulation
NGO	Non-Governmental Organization
PSC	Public Safety Canada
RCMP	Royal Canadian Mounted Police
SOLE	State of Local Emergency

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13.0 GLOSSARY

Act	The Emergency Management Act, Chapter E-6.8.
Agency Representative	A person assigned by a cooperating agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in the emergency response (e.g., utility companies, other jurisdictions, etc.)
Alberta Emergency Management Agency	The Alberta Municipal Affairs Department ensures Alberta communities are prepared to respond to disaster and emergencies. AEMA can provide assistance to municipalities in emergencies upon request.
Chain of Command	An orderly line of authority within the ranks of the ICS organization structure. Lower levels are subordinate to and connected to higher levels
City	The City of Cold Lake.
Command Staff	The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander at the site and to the Director at other levels. They may have an assistant or assistants, as needed
Council	The Council of the City of Cold Lake.
Delegation of Authority	A statement provided to the Incident Commander by the Organization Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Organizations may require written Delegation of Authority to be given to the Incident Commander prior to assuming command.
Director of Emergency Management	The Director of Emergency Management appointed by the CAO has the overall authority and responsibility for activities of the Community Emergency Coordination Centre.
Disaster	An event that results in serious harm to the safety, health, or welfare of people or in widespread damage to property.
Emergency	An event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property or the environment.
Emergency Management	Plans, measures, and programs pertaining to the mitigation of, preparedness for, response to and recovery from any hazard, both natural and human induced.
Emergency Advisory Committee	The committee established under the City of Cold Lake Emergency Management By-law and referenced in the Emergency Management Act.
Emergency Coordination Centre	A protected site from which members of the Emergency Management Agency coordinate, monitor and direct emergency response and recovery operations.

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Emergency Management Bylaw	Refers to the current Emergency Management Bylaw 737-PL-22 as amended from time to time.
Emergency Preparedness	A continuous cycle of planning, training, resourcing, exercising, and evaluating to ensure measures are in place to efficiently and effectively respond to and recover from potential impacts from all present hazards.
Emergency Response	Measures undertaken, during an emergency, to save lives and limit impacts on property, the environment, and the economy.
Emergency Social Services	The provision of services required to preserve the well-being of people affected by an emergency event such as food, lodgings, clothing, personal care, pet care and psychosocial care.
Evacuation	Organized, phased, and supervised removal of people from dangerous or potentially dangerous areas.
Local Emergency Committee	A committee made up of a subset of Council that has the delegated authority to declare, renew, and terminate a state of local emergency in accordance with Section 21 of the Emergency Management Act.
Hazard	Any potential source of damage, harm or adverse effects on people, property, the environment and/or the economy.
Hazard, Risk, and Vulnerability Assessment	A systematic assessment of the risks – natural, human, and technological – that may impact the City of Cold Lake. Each risk is ranked based on the probability of its occurrence and the severity of its impact. This document forms the foundation for all emergency plans within the City.
Incident Commander	The person who has the authority to command and control operations at the site of the emergency or disaster.
Incident Command Post	The location near the site of the emergency or disaster, from which the coordinated control of the emergency operations is directed by the Incident Commander.
Local Authority	Mayor and Council of the City of Cold Lake.
Mitigation	Efforts made to reduce or eliminate the potential impacts of a present hazard on people, property, the environment and/or the economy. They can be structural (dikes, levees etc.) or non-structural (planning, building codes etc.)
Reception Centre	A safe gathering place where evacuees can register, receive support services to meet their immediate basic needs.
Recovery	The coordinated process of supporting individuals, communities and organizations impacted by emergency events in the reconstruction of physical infrastructure and the restoration of emotional, social, economic, and physical well-being.

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Shelter-in-Place	People not at immediate risk but affected by or in the proximity of an incident will generally shelter in place in the first instance and await advise from emergency serv
State of Local Emergency	A resolution or order of a local authority under Section 21 of the <i>Emergency Management Act</i>. A declaration of a state of local emergency creates a legal state of affairs of a temporary nature so that the local authority may take extraordinary actions to deal with the situation at hand.

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14.0 APPENDIX A: SOLE FORMS



Declaration of a State of Local Emergency

WHEREAS an emergency exists in the City of Cold Lake

due to _____

(enter a description of the nature of the emergency)

THEREFORE, the Local Authority declares a State of Local Emergency exists in the
City of Cold Lake (or portion thereof)

(enter a description of the area affected)

AND pursuant to s. 24(1)(b) of the *Emergency Management Act* the Local Authority anticipates exercising the following powers during the State of Local Emergency:

- Put into operation an emergency plan or program.
- Acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster.
- Authorize or require or make an order to authorize or require any qualified person to render aid of a type the person is qualified to provide.
- Control or prohibit or make an order to control or prohibit travel to or from any area of the municipality.
- Provide for or make an order to provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate or make an order to provide, maintain and coordinate emergency medical, welfare and other essential services in any part of the municipality.
- Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program.
- Order the evacuation of persons and the removal of livestock and personal property from any area of the municipality that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property.
- Cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress.
- Procure or fix prices or make an order to procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within any part of the municipality for the duration of the State of Local Emergency.
- Authorize the conscription or make an order for the conscription of persons needed to meet an emergency.

Time: _____

Date: _____

Signature(s):

Title:



City of *Cold Lake*

Public Announcement following the Declaration of a State of Local Emergency

City of Cold Lake has declared a State of Local Emergency in
(Community Name)

(Part of Community / Geographical Area)

due to _____

“The public is advised that for the duration of the emergency, _____
(Community Name)

may take any action it deems necessary to deal with the situation.”

Forward to: The public via all available means (radio, TV, internet, etc.)



Renewal of a Declaration of a State of Local Emergency

WHEREAS an emergency continues to exist in the City of Cold Lake

due to _____
(enter a description of the nature of the emergency)

THEREFORE, the Local Authority declares a State of Local Emergency continues to exist in the
City of Cold Lake (or portion thereof)

(enter a description of the area affected)

AND pursuant to s. 24(1)(b) of the *Emergency Management Act* the Local Authority
anticipates exercising the following powers during the State of Local Emergency:

- Put into operation an emergency plan or program.
- Acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster.
- Authorize or require or make an order to authorize or require any qualified person to render aid of a type the person is qualified to provide.
- Control or prohibit or make an order to control or prohibit travel to or from any area of the municipality.
- Provide for or make an order to provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate or make an order to provide, maintain and coordinate emergency medical, welfare and other essential services in any part of the municipality.
- Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program.
- Order the evacuation of persons and the removal of livestock and personal property from any area of the municipality that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property.
- Cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress.
- Procure or fix prices or make an order to procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within any part of the municipality for the duration of the State of Local Emergency.
- Authorize the conscription or make an order for the conscription of persons needed to meet an emergency.

Time: _____

Date: _____

Signature(s):

Title:

Email to: pses.pecc@gov.ab.ca confirm by calling 1-866-618-2362 and confirm AEMA Field Officer is informed.

Forward to: The public via all available means (radio, TV, internet, etc.)