



Community Emergency Response Plan

PART 2

OPERATIONAL EMERGENCY PLAN

2021

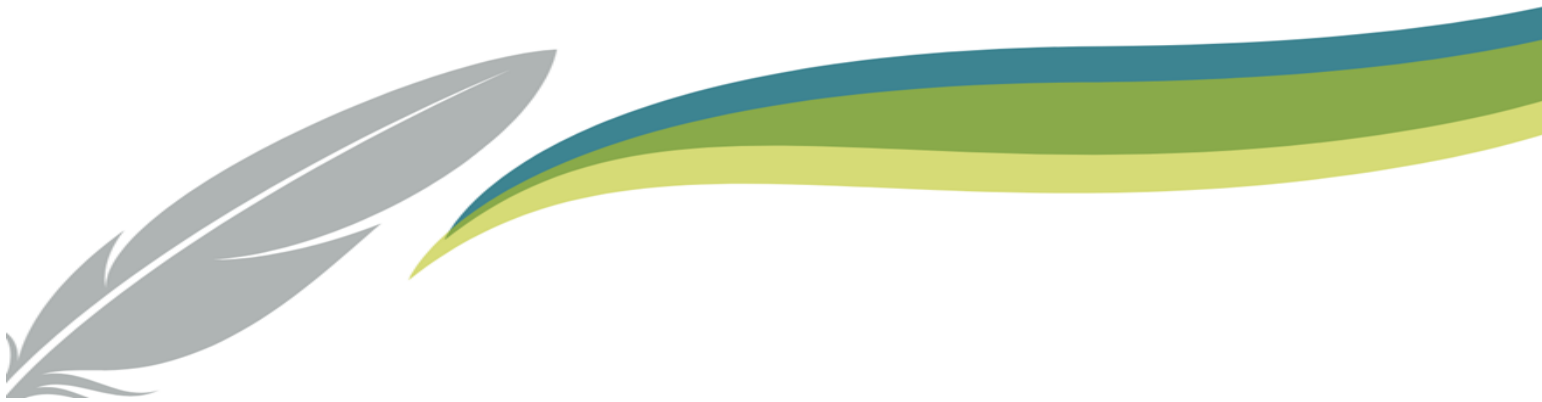


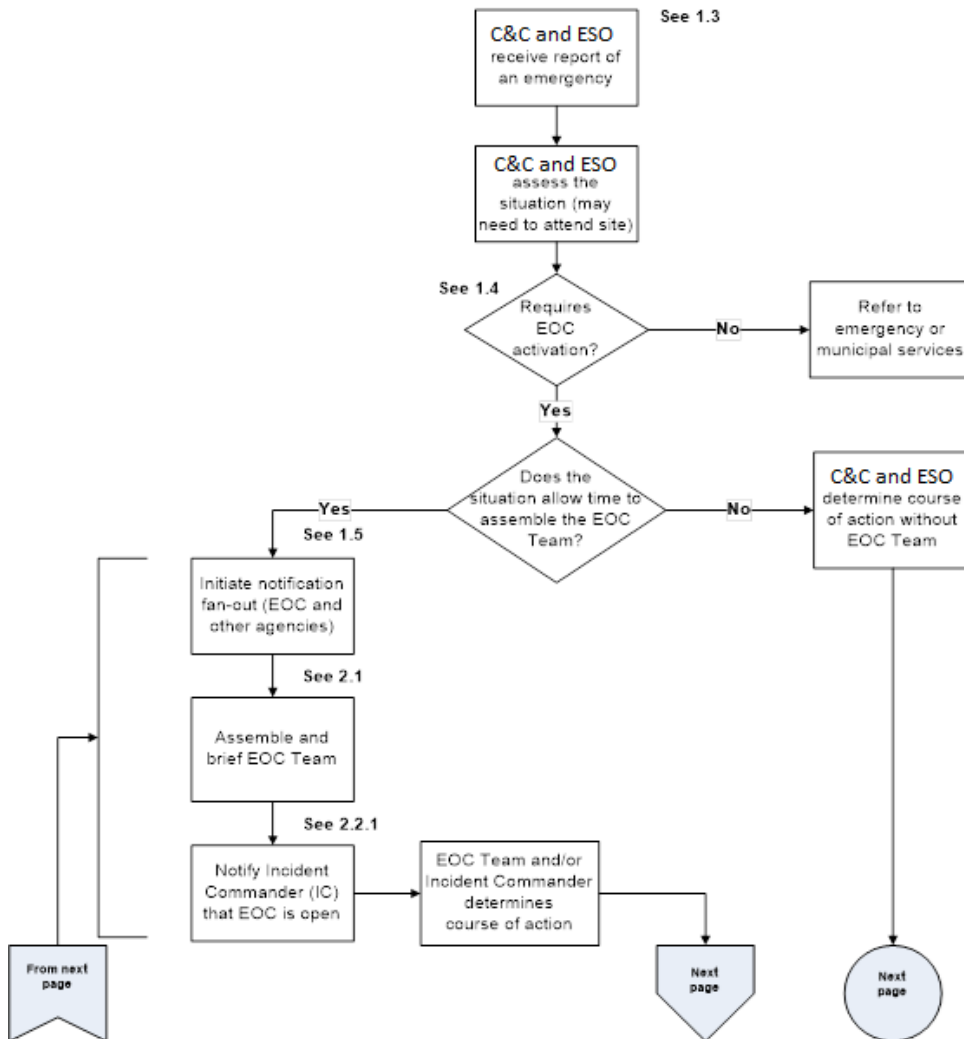
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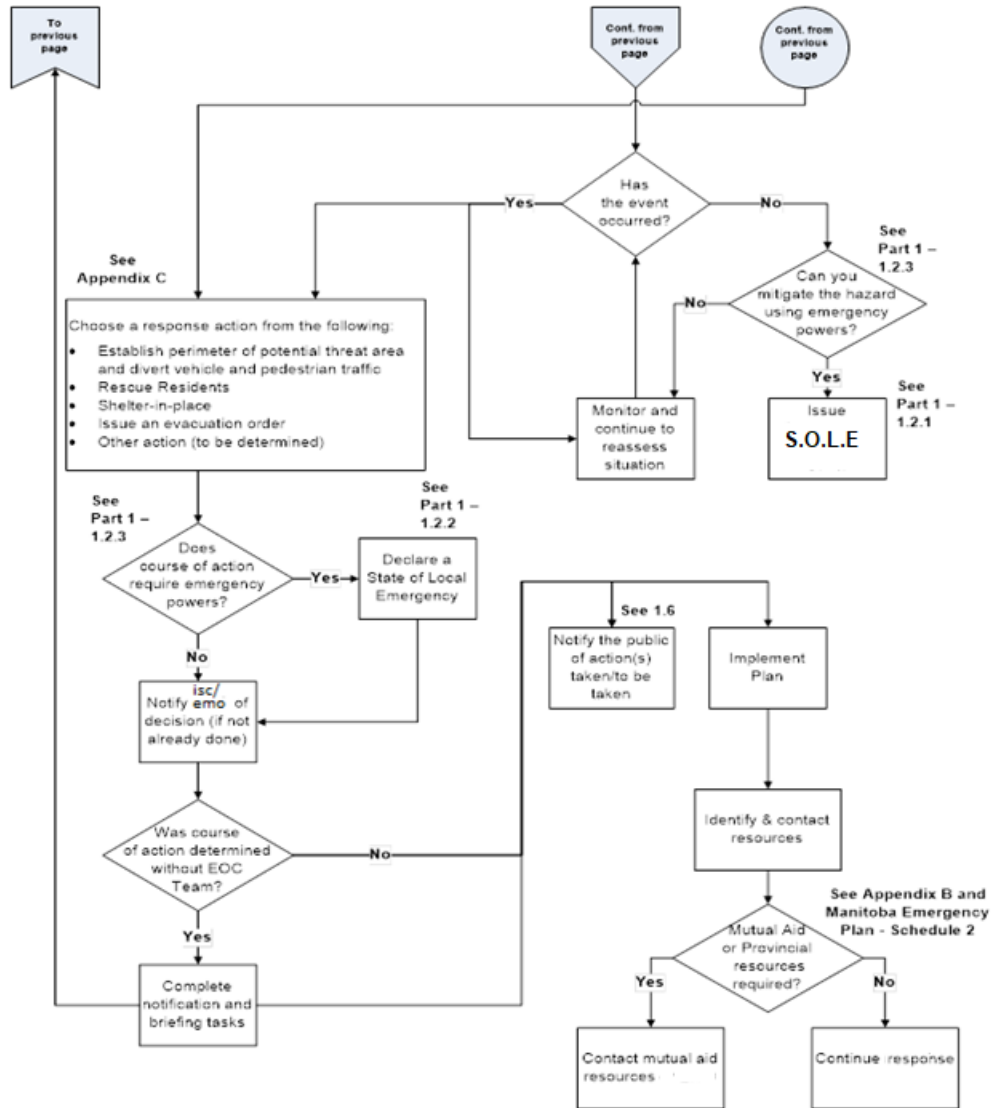
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1 ALERTING & INITIAL ACTION

1.1 ALERTING FLOWCHART



1.2 INITIAL ACTION FLOWCHART



1.3 NOTIFYING THE CHIEF AND COUNCIL / ESO OF AN EMERGENCY

Any initial responders or employee attending any event which is an actual or impending situation caused by nature, an accident or intentional act that constitutes a danger of major proportions to life and property will immediately notify the Emergency Services Officer who will notify Chief and Council

It is recommended that responder's error on the side of caution and notify the ESO of any event that appears to be more than a routine emergency. Initial responders may be from municipal emergency services or from other municipal, provincial, or federal, private, or non-governmental agencies.

<p>Responding agencies can notify the first nation by calling the following number:</p>	<p>Emergency Services Officer Wes Anderson (204) 821 8212</p> <p>Chief, David LeDoux (204) 730 2109</p> <p>Coun. Kellie LeDoux (204) 725 9329</p> <p>Coun. Louie Tanner (204) 821 0414</p>
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The ESO and Chief and Council may receive notification of an event from community residents.

1.4 DECISION TO ACTIVATE THE EOC / EMERGENCY PLAN

In the event of an emergency this Emergency Plan can be implemented without declaring a State of Local Emergency.

Implementation of the plan may be done by the Chief and Council or the Emergency Services Officer

Implementation may be based on the following criteria:

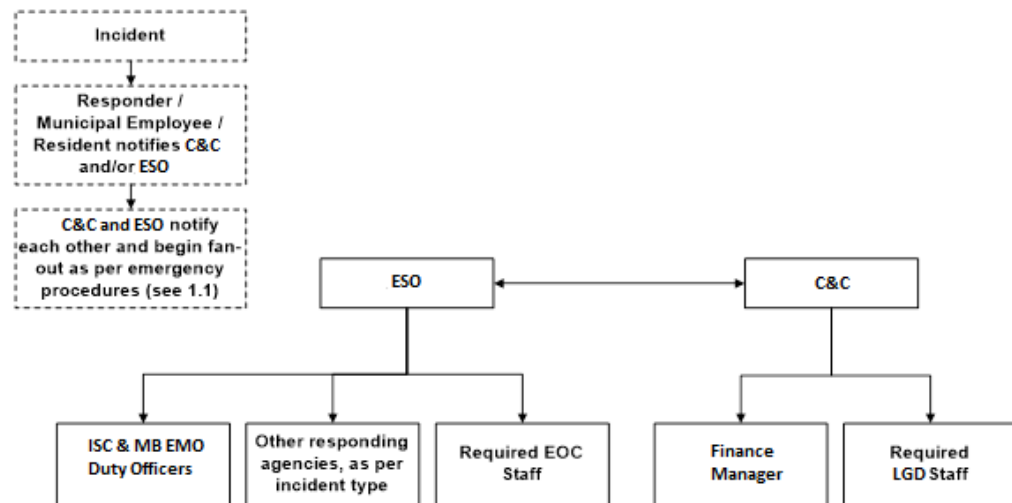
- In anticipation of an event
- A state of emergency is/will be declared (may be declared by Province)
- Resource needs are beyond local capabilities
- Situation affects ability to manage First Nation Community
- The emergency is of a long duration
- Multiple agencies or jurisdictions are involved
- Neighboring municipalities have an event and/or mutual aid may required
- Unique or emerging problem(s) may require policy decisions
- In the event of an emergency, any part of the Emergency Plan can be implemented without declaring a State of Local Emergency.

1.5 INITIATE NOTIFICATION FAN-OUT

Initiate a fan-out from your call list. This may include your EOC Team, Elected Officials, Manitoba EMO, ISC, Police, Non-government organizations, etc.

Note: In any emergency, call ISC Duty Officer at 1 855 850 4647, which will in turn, notify provincial departments and/or federal departments.

The diagram below is a general model of the emergency fan-out. **Specific instructions about the fan-out are available in Part 3 – Resources & Capabilities.**



1.6 PUBLIC ALERTING

This information in the following table describes the options available for alerting the public to a critical situation. **2.2.2 - Public Communication** describes methods of maintaining ongoing communication with the public. These two sections may suggest some of the same methods be used for both communication purposes and contain complementary information.

One of the most important responsibilities of the Emergency Operations Centre (EOC) Management Team is notifying the residents of the community that an emergency has occurred. Alerting residents to the emergency and the precautions they should take may prevent injury and loss of life. The Public Information Manager or Emergency Operations Centre Management Team is responsible for informing affected residents of the emergency by the following options or combinations of options:

- * Have police, fire vehicles or other vehicles with loud speakers and flashing lights travel throughout the community announcing the warning.
- * Door-to-door contact.
- * Notifying the residents by radio (See Appendix - Sample 3 "Sample News Release")

The warning message should tell the public:

- * an emergency has occurred and/or a State of Local Emergency has been declared;
- * what they should do and whether they should evacuate or stay in their homes;
- * where they should meet for evacuation;
- * what evacuation route they should take;
- * what to take along if they evacuate;
- * what precautions they should take;
- * what to do with pets; and
- * when to expect further announcements.

NOTE:

WHEN AN EMERGENCY OCCURS, OR IS IMMINENT, THE PERSON OR EMERGENCY SERVICE BECOMING AWARE OF THE SITUATION WILL BE RESPONSIBLE FOR ALERTING THE EMERGENCY SERVICES OFFICER AND/OR CHIEF AND COUNCIL OF THE FIRST NATION WHERE THE EVENT HAPPENED.

IF THE NATURE AND/OR MAGNITUDE OF THE EMERGENCY REQUIRES THE WARNING OF THE GENERAL PUBLIC, THE FOLLOWING WILL BE DONE:

GAMBLER FIRST NATION

- 1) THE PRIMARY ALERTING METHOD WILL BE A TELEPHONE CALL OUT. AND/OR MESSAGE DELIVERY VIA LOUDHAILER/P.A.
- 2) DOOR-TO-DOOR CONTACT WILL BE MADE IF CIRCUMSTANCES OR TIME PERMITS.

RADIO STATIONS

CKLQ 880, CKX 1150, CKDM 730 AND CJGX 940 WILL BE CONTACTED AND ASKED TO ADVISE THE PUBLIC.

SOCIAL MEDIA AND COMMUNITY WEBSITE INFORMATION UPDATES MAY BE ISSUED

See Appendix D for pre-scripted messages and message templates.

2 ACTIVATING THE EMERGENCY OPERATIONS CENTRE

The following sections explain how to open and prepare the physical components of the EOC.

2.1 OPENING THE EOC

- The Primary EOC is located at
Gambler First Nation Community Hall
1405 Falcon Ridge (204) 532 2293

- The Alternate EOC is located at
The Smellie Block -Gambler FN Administrative Sub-Office
300 Main St, Russell MB. (204) 773 2525

2.2 ESTABLISHING YOUR COMMUNICATIONS SYSTEMS

2.2.1 Internal Communication

- Establish and maintain contact with your on-site Incident Commander as soon as possible after notification of the event.
 - PSCS Radio Communications will be the primary interface for Emergency Services Departments
 - Cellular Communications will be secondary
 - Land line telephone service if available
 - VHF Radio (if range permits)
 - EOC Site to Scene Messenger

- Provide the Incident Commander with a non-public phone number to enable direct contact with the EOC (to be established).

- At the earliest opportunity ensure all emergency personnel on site are notified as to who the Incident Commander is.

- Establish/identify non-public
 - contact numbers

- email addresses
- Bell (MTS) EOC phone line activation
1800 889 8780
- Ronald Communications- VHF Radio Rentals (204) 773 3038
- Establish communication with other response agencies
 - PSCS Radio Communications will be the primary interface
 - Cellular Communications will be secondary
 - Land line telephone service if available
 - VHF Radio (if range permits)
 - EOC Site to Scene Messenger

See Part 3 – Resources and Capabilities for specific numbers and available communication resources.

2.2.2 Public Communication

An emergency public information plan is an essential tool for your community to use during an emergency. Without it, a coordinated media response is unlikely.

An emergency public information plan should contain:

- * a check-list for setting up a media center and assigning staff to public information tasks;
- * a step-by-step outline for managing news conferences and overall guidelines for dealing with the media in an emergency;
- * fill-in-the-blank work sheets for writing news releases;
- * guideline for when information should be released and who should approve it before it goes out;
- * suggestions for communicating with affected residents and ensuring they feel connected to what is happening in their community; and a fan-out list of people who can be called to work on the public information portion of an emergency response.
- * Establish an up-to-date list of public phone and fax numbers, email addresses, web pages, etc. to be used:
 - to communicate messages to the public,
 - for the public to seek out information about the emergency,
 - to communicate with volunteers, and
 - to communicate with the media.

Once developed, three copies of your emergency public information plan should be distributed to key personnel (i.e., Chief and Council, Emergency Services Officer, Finance Manager, media information manager), one copy should be held in their offices, one should be kept at their home/vehicle.

Note: Publicize the public enquiry line to your residents and the media

Note: Daily updates of the community web page and social media pages are essential.

See Part 3 – Resources and Capabilities for specific numbers, email addresses, and procedures to update web pages.

See 1.6 Public Alerting for information on when these methods may be used for initial alerting.

2.3 LOGISTICS

2.3.1 Assembling Equipment, Supplies, and Materials

Refer to the following table for a list of equipment, supplies, and materials needed to run the EOC, the locations where they are stored when the EOC is not operational, and where you can go to restock each item.

Inventory	Location	Restocking
- EOC Forms	- Hard copies in FORMS binder in Primary EOC - Electronic copies on Zip Drives	- Print additional forms from electronic files or photocopy hard copies
- Office Supplies	- Storage room at GFN Community Center EOC 2 nd Location GFN Admin (Smellie Block Russell)	- Reavies Pharmacy - Mudrock Tech

2.3.2 Using Emergency Power (Back-up)

Primary Backup Power

Location: Russell Redi Mix Hwy 16 Russell MB (204) 773 3284

Fuel Type: Diesel Gas

Size of Generator: Genset Unit

Secondary Backup Power

Location: IV's Rentals – Hwy 16 Russell MB (204) 773 6560

Fuel Type: Diesel Gas Propane

Size of Generator: Multiple Generators and Heating Units

Additional Resources- Public Works

GFN LGD Public Works

Leroy Hayden (306) 434 6502
Morgan LeDoux (204) 573 2364
Ron Gray (204) 725 9329

Municipality of Russell Binscarth

Foreman, Laurie Polding..... 204 821 6254
Water Utilities Manager, Roy Cheyne.....204 821 6500204 532 2088
Water Plant On Call204 773 6009 (cell)

See 2.3.1 Logistics – Assembling Equipment, Supplies, and Materials for location of start-up instructions/manual.

See Part 3 – Resources and Capabilities for the contact information of individuals trained to use generators.

2.3.3 Securing the EOC

Are ID tags or passes required for entry to the EOC? Yes

If yes, please describe: ID tags will be issued to all individuals that have a role in the operation and management of the EOC. This group will primarily consist of the Emergency Operations Management Team.

All individuals (staff and visitors) must sign in and sign out of the EOC. **A sample sign-in sheet is available in Forms – EOC Sign-In Sheet.**

2.4 STAFFING THE EOC

- Determine which EOC staff functions are required, keeping in mind that the EOC must have the ability to expand or contract as the emergency unfolds.
 - The overall functions within the EOC will consist of Planning, Logistics, Operations, Administration/Finance, which will be performed by various EOC staff as directed by the ESO.
- Determine when the EOC will be open each day.
 - When are requests for action most frequent? (Daytime, Evening, Night)
 - Do you have someone on-call when the EOC is not open?
- Determine the number of shifts per day, considering the following:
 - Duration of the event
 - Number of staff available
- Schedule shifts so that they overlap by an hour to ensure time for essential information to be passed between changing personnel.
- If necessary include a respite plan and you must determine what your staffing shifts will be i.e. 8 hours versus 12. Then identify individuals to act as alternates.

Short-Term & Respite Staffing Plan

As all emergencies and situations vary in length the EOC Management team may call out for additional staff from within our own support team or neighboring municipalities/communities to assist in the operations of the EOC. A schedule of rotation may be implemented if warranted.

(ie:if the emergency exceeds a time period of 12hrs.)

All staff must sign in/out at the beginning and end of their shifts. This is important for EOC security, reviewing actions/decisions in the after-incident report, and for potential legal inquiries.

See Part 1 – 2.4 EOC Structures for potential organizational charts of EOC functions and/or positions.

See Part 1 – 2.5 Duties and Responsibilities for duties and responsibilities of each position.

See Part 3 – Resources and Capabilities for names and phone numbers of EOC staff.

3 DAILY ACTIVITIES DURING THE EMERGENCY

3.1 DAILY SCHEDULE

- Create a schedule of daily events.
- Daily events will include briefings, media releases, situation reports, planning meetings, etc.
- Establishing set times for these events
 - allows other agencies to schedule their own activities to correspond with the local schedule,
 - may reduce the number of requests for information between scheduled events, and
 - may lower expectations of receiving information between scheduled events.
- You may need to develop new schedules as the event progresses and your operational periods change.

Schedule Example

Time	Personnel Required	Description
0900 hrs	All EOC Staff	Update on Past 24 hrs Set Objectives for operational period
1000 hrs	PIO, Media	Updated news release
1800 hrs	All EOC Staff	Wrap-Up Staff Briefing

Distribution of Schedule

The schedule will be updated and distributed to all staff in the EOC. If time permits an email version may be provided to all EOC staff.

List of Daily Events

Meeting / Report	Agencies / groups that may attend / receive reports	Description
SAMPLE	- SAMPLE	SAMPLE
	-	
	-	
	-	
	-	
	-	
	-	
	-	
	-	

3.2 COMMUNICATING WITH THE SITE

- The EOC will provide ongoing support to the emergency site through resources and information as follows:
- Requests for resources and services will be primarily provided by radio communications to the EOC and reviewed by the ESO or designated management team member.
- All reports between the site(s) and the EOC will be provided primarily by radio communications or telephone via the incident commander to the ESO.
- The EOC management team may be in direct contact with other individuals that play a role in implementing specific parts of the plan. (ie. Social Services Director to Reception Coordinator)
- All communications will be recorded in the incident action guideline workbooks.

3.3 ATTENDING THE SITE

- EOC personnel may need to attend the emergency site to provide support to the response and to affected residents.
- The Site is responsible for setting up and managing its own security, and will only allow access to authorized personnel.
- EOC personnel seeking access to the site will need to register with the site's Personnel Accountability System (PAS) and provide acceptable identification. EOC personnel will use the following system to identify themselves as representing the EOC:
 - EOC personnel will be identified by wearing a lanyard style ID tag with the logo and management position clearly marked on the front side of the tag

3.4 COMMUNICATING WITH ISC/ EMO

- Maintaining regular and constant communication with ISC / EMO allows federal/provincial departments to anticipate needs and better support the local response.
- Communicate the following decisions must be to ISC/ EMO as soon as possible:
 - Declaration of a State of Local Emergency
 - Evacuations
- It is also beneficial to communicate
 - anticipated resource needs,
 - anticipated or occurring issues, and
 - impacts on the community
- Providing information about the impact of the event on the community will assist the federal and/or provincial government in making policy decisions to support community recovery.

3.5 DOCUMENTING THE EVENT

Taking steps to document the event is critical for

- sharing information during each shift and between shifts,
- making recovery decisions,
- improving processes through after-incident reviews,
- applying for disaster financial assistance, and
- defending actions taken during the response.

3.5.1 Statistics

Maintaining statistics on a variety of topics will allow you to

- answer many questions from other agencies and the media during the event, and
- prepare you to submit preliminary Community Impact Assessments (CIAs) for the Emergency Management Assistance Program.

The EOC must maintain statistics from the beginning of the event on the following:

Human Impacts

- Number of people injured or dead (may need to obtain from Regional Health Authority)
- Number of people evacuated/ordered to shelter-in-place, etc.
- Number of homes evacuated/damaged (with addresses, if possible)

Note: When collecting numbers of people, include demographics if relevant/available, such as age, sex, ethnicity, disabilities, new-immigrant, etc.

Structural Impacts

- For homes, farm operations, and businesses:
 - Minor Damage
 - Major Damage
 - Destroyed
- Damage to public buildings
- Damage to infrastructure

Costs

- Of response
- Of damages

3.5.2 Record Keeping Procedures

All EOC management team members will be issued an individual working copy (work book) of the incident action guidelines specific to their duties and roles within the emergency. These work books will record events as they unfold and a time line of actions taken during the emergency. These books will be maintained by each position and passed to a replacement at a shift change. The completed work books will be collected by the ESO and compiled as one comprehensive report of the operation. These workbooks will be stored at the EOC.

3.5.3 Response and Recovery (EMAP)

When emergency response and recovery needs go beyond the capacity of the individual citizens and First Nations or Tribal Councils, EMAP can help.

EMAP reimburses response and recovery activities due to emergencies, helping the community recover in a timely, durable and holistic way. Eligible emergencies include ongoing or imminent:

- wildfire
- flood
- storm
- earthquake

To be eligible for funding under the EMAP, the emergency event must have impacted, or the proposed project must directly support, First Nations located on:

- a reserve, as defined in s. 2 (1) of the *Indian Act*, R.S.C., 1985, c. I-5
- lands set aside in Yukon as per Cabinet Directive (Circular No. 27) entitled Procedure for Reserving Land in the Yukon and Northwest Territories (1955)
- lands formerly defined as a reserve or lands set aside which now form part of modern treaty settlement lands

There is no deadline to apply for disaster recovery, evacuation costs and emergency planning.

3.5.4 Emergency Management Assistance Program (EMAP)

1. Introduction

Indigenous Services Canada (ISC) has primary responsibility for fulfilling the Government of Canada's responsibilities to Indigenous people. To fulfill this mandate, ISC works collaboratively with Indigenous people, as well as with other federal departments and agencies, provinces and territories and non-governmental organizations (NGOs). These responsibilities also include supporting the management of emergency events on reserve, which are extraordinary in nature and represent urgent issues for the Government of Canada with regard to the health and safety of on-reserve First Nations communities. The assistance, a transfer payment in the form of a contribution came into effect April 1, 2005.

Local authorities and provincial and territorial governments are responsible for emergency management activities within their respective jurisdictions. The Government of Canada has a role to play in supporting on-reserve emergency management. Section 91(24) of the *Constitution Act, 1867* prescribes the legislative authority of the Parliament for "Indians, and Lands reserved for Indians". The Minister of Indigenous Services has various responsibilities with respect to Indigenous peoples and lands. Under section 6 of the *Emergency Management Act*, each federal minister is responsible for identifying risks that are within or related to his or her area of responsibility and for preparing, maintaining, testing and implementing emergency management plans to mitigate those risks. ISC supports the 4 basic pillars of emergency management on First Nations reserves: mitigation, preparedness, response and recovery.

Since the early 1970s, the Department of Indian Affairs and Northern Development (DIAND and now ISC) exercised its responsibility by managing a framework for promoting and providing: emergency preparedness within First Nations communities; emergency response and evacuation during disasters; and remediation of infrastructure and houses after emergencies such as forest fires and floods. DIAND had specific Treasury Board authority for forest fire suppression (December 15, 1988), which expired in March 2005. This authority enabled DIAND to provide funding to provinces, Indian bands or other emergency organizations for the delivery of fire suppression services. The authority was replaced by the Emergency Management Assistance Program (November 29, 2004) through which the department makes contributions for emergency management assistance for activities on reserve. ISC also provides financial assistance to First Nations for search and recovery activities based on compassionate grounds. In addition, ISC will fund proposal-based training for Search and Rescue to support recovery operations.

The most common emergencies affecting First Nations are floods, fires and failure of community infrastructure (for example, winter roads, bridges, water sources, housing) due to natural hazards or accident.

2. Legal and policy authority

- *Department of Indigenous Services Act, S.C. 2019, c. 29, s.336, s. 6(2)(h)*
- *Indian Act, R.S.C. 1985 c. I-5*
- *Emergency Management Act S.C., 2007, c.-15*
- *Public Health Events of National Concern Payments Act, 2020*

3. Purpose, program objectives and expected results

The purpose of the Emergency Management Assistance Program (EMAP) is to protect lives and maintain resilient, sustainable on-reserve First Nation communities and infrastructure through emergency management.

The objectives of the EMAP are to:

- protect the health and safety of First Nations members and their infrastructure from natural or accidental hazards
- assist in the remediation of critical infrastructure and community assets impacted by emergency events through timely assessment of emergency management needs and facilitation of an appropriate emergency response from emergency management partners and stakeholders or other areas within the department or Government of Canada
- support communities on a compassionate basis through continuation of search and recovery activities associated with lost persons
- support communities in their response to COVID-19, which is a public health event of national concern

According to Indigenous Services Canada's 2019 to 2020 Departmental Results Framework (DRF), the EMAP supports the Departmental Result "Indigenous people have reliable and sustainable infrastructure" as part of the Core Responsibility "Governance and Community Development Services".

The expected ultimate outcome of EMAP as it relates to funding for COVID-19 relief is that Indigenous communities are supported by the department to respond to and recover from emergency events directly related to the COVID-19 virus. ISC will determine the approach to monitor and assess its performance related to the current public health event in future public reporting. Additional ISC performance indicators data will be integrated into the Performance Information Profile.

The expected ultimate outcome of EMAP is that "Resilient First Nation communities are able to respond to and recover from emergency events. ISC will monitor the achievement of results through the ongoing monitoring and assessment of its EMAP Performance Information Profile (PIP). EMAP gathers and reports on data every year, including the following indicator "the percentage of long-term evacuees who have returned home or have a scheduled date within 2 years after their evacuation" for which the actual results will be reported into the Departmental Results Report.

4. Eligibility

Eligible recipients are the following:

- a. First Nation Band Councils, First Nation organizations, and private firms contracted to administer funds jointly with or on behalf of the First Nation (co-managers or third-party managers)
- b. Provincial and territorial governments, their agencies, and Crown corporations
- c. Local authorities such as municipalities, townships or boards and committees
- d. Non-governmental organizations such as the Canadian Red Cross or academic organizations

Eligible initiatives and projects

An emergency for First Nations is characterized for ISC's purposes (as adapted from the definition outlined in the *Emergency Management Framework for Canada – Second edition*) as:

"A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment."

For First Nations impacted by an emergency to be eligible for funding from the EMAP the emergency event must be of such proportions or nature as to exceed the capacity, including financial capacity, or authority of a First Nation to address it. It is usually caused by a real or imminent wildland fire, flood, storm, earthquake or other natural hazard, or by accident or pollution. An emergency event can include any event that endangers life or property, causes social disruption or a breakdown in the flow of community goods, services or resources.

For a recipient to be eligible for funding under EMAP, an emergency event must take place on at least 1 of the following:

- a. a reserve, as defined in s. 2 (1) of the Indian Act, R.S.C., 1985, c. I 5;

- b. lands set aside in Yukon as per Cabinet Directive (Circular No. 27) entitled *Procedure for Reserving Land in the Yukon and Northwest Territories* (1955);
- c. lands formerly defined as a reserve or lands set aside which now form part of modern treaty settlement lands;

NOTE: A recipient also will be eligible for funding under EMAP, during the period of the COVID-19 pandemic, if an emergency event that is directly related to the COVID-19 pandemic takes place on at least 1 of the following:

- i. lands, the title of which resides in Her Majesty the Queen in right of Canada, on which First Nations individuals reside;
- ii. lands, the title of which resides in Her Majesty the Queen in right of a province, that the Government of Canada intends to purchase and set apart as a reserve and on which First Nations individuals reside.

Notwithstanding the requirement that an emergency take place on lands as defined in (a) to (c) and (i) and (ii), during the period of the COVID-19 pandemic, a recipient also will be eligible to receive funding under EMAP for an emergency event that is directly related to the COVID-19 pandemic in order to support a Band that has no lands, and no members residing on lands, as described in (a) to (c) and (i) and (ii).

Eligibility for EMAP funding of treaty and self-governing First Nations will be determined through a review of their self-government agreement or an Assessment of Modern Treaty Implications for any "new" program or program component related to the EMAP.

In the exceptional circumstances created by the COVID-19 pandemic, ISC assessment and authorization processes may be modified to address actual or imminent threats. At a minimum, eligible recipients will be notified of their eligibility through contribution funding agreements.

The Government of Canada and ISC have adopted the all-hazard risk approach for effective emergency management with activities that can be described under the following 4 basic pillars:

Mitigation and prevention: actions taken to prevent or reduce the consequences of an emergency. Mitigation activities aim to identify potential emergencies and take proactive measures to mitigate the situation. The EMAP authority only allows non-structural mitigation activities such as risk assessment, hazard mapping, planning and management fees, architectural and engineering services, professional fees (excluding litigation) for legal and accounting services, site preparation and security, costs of materials and supplies, transportation, inspections, permits, land use permits, operating licenses and environmental studies.

Structural mitigation activities such as new capital equipment and construction are specifically excluded and must be undertaken under other appropriate departmental authorities, including but not limited to the capital authority.

Preparedness: actions taken to prepare for effective emergency response. Preparedness activities consist of all-hazard planning by developing policies, formulating evacuation plans, preparing guidelines, training, performing risk assessments, and supporting First Nations in developing their own emergency plan. Preparedness should also include periodic testing through simulation exercises. The preparedness activities allow the recipient to respond efficiently and in a timely manner to an emergency.

Response: actions taken to deal with the consequences of an emergency. Response consists of activities designed to address the short-term effects of an emergency. Response includes agency response, resource coordination, organizational structure, protection and warning systems and communications. For First Nations, response involves undertaking appropriate and necessary actions once it is determined that an emergency event is imminent or occurring to protect First Nation members from loss of life or injury and to protect their infrastructure and houses. For example, suppression activities related to a forest fire or the evacuation of First Nations members threatened by a fire or flood. The identification of an imminent threat may also trigger pre-emptive actions aimed at mitigating more substantial potential damages. An imminent threat can be defined as an emergency event that has a high probability of occurring in the near future. Prior authorization from ISC officials, including headquarters' concurrence, must be obtained before any expenses can be engaged to address an imminent threat. Such authorization will be granted when an identified potential emergency event has been confirmed by an expert, professional third-party assessment detailing the issue, identifying the potential threat and laying out options for addressing it while ensuring that any pre-emptive actions taken will not create problems elsewhere or at a later time.

Recovery: steps and measures taken after the emergency to repair and restore conditions to an acceptable level that existed prior to the emergency. Recovery measures may commence during the response phase. This rebuilding phase may include a mitigation component to reduce the vulnerabilities of the impacted community to improve its planning for future emergency events. The EMAP assists First Nations with the remediation work required on their impacted infrastructure and houses to restore it to pre-disaster condition as rapidly as possible. First Nations are expected to manage the risks associated with damage or destruction of infrastructure, including houses. The First Nation is also responsible for taking the necessary actions to ensure that the community or its properties be restored to pre-disaster condition.

Recovery activities involving the complete rebuilding of pre-existing infrastructure can be considered under the Capital authority. Restoration activities resulting from an

emergency event should be considered first under the EMAP authority. If the recovery activities resulting from an emergency event are funded under a different authority, these costs should nevertheless be coded as emergency management-related for better tracking of the true costs of emergency events.

Search and recovery: consists of further efforts to recover an individual (or individuals) when the first response effort has not proven successful and the well-being of the community remains at risk due to the increased levels of stress. Ordinarily, when an individual is not located during a search and rescue operation after a reasonable time, the rescue activities are terminated. Further recovery activities are at the discretion and expense of the First Nations communities. However, on a compassionate basis, ISC responds to the need of the First Nations to extend search and recovery activities until no faint hope of recovery, based on the circumstances, remains. In addition, ISC will fund proposal-based training for search and rescue to support recovery operations.

5. Type and nature of eligible expenditures

Under such exceptional circumstances, at the discretion of the Minister, reasonable COVID-19-related expenditures may be eligible including, but are not limited to:

- payments for Elders, including honoraria for community services for the public health emergency
- direct financial and material support for vulnerable community members, including support for the procurement of food, provisions, and other necessities of life
- measures to address food insecurity, including the procurement, transport, and distribution of foodstuffs, of prepaid cards and cash disbursements, and provisions to enable community members to participate in local harvest activities
- educational and other support for children, including goods and services to enable electronic learning, and other means to facilitate growth and development for children
- mental health and emergency health response services, which include support for counselling services, social and material supports to implement recommended social distancing practices, the procurement of personal protective equipment for those providing essential community services and high-risk individuals, and all other necessities to emergency health response not otherwise covered by COVID-19 related initiatives.

To ensure consistency in the processing of claims and reimbursement to First Nations impacted by emergency events or disasters, eligibility of emergency management costs will be in accordance with their respective provincial or territorial disaster financial

assistance programs or initiatives. These same arrangements will inform eligibility of localized emergency events on reserve to determine reimbursement of costs incurred by an on-reserve First Nation taking into account the department's available financial resources.

Eligible costs to an eligible recipient are net costs after any recoveries from insurance payouts, recoveries through legal actions and financial assistance received from other sources, including any other federal programs. Contributions from recognized non-governmental organizations or those resulting from a special disaster-related fundraising drive can be used to support expenditures ineligible under EMAP. If such contributions are used to support EMAP-eligible expenditures, they will be subtracted from a Recipient's total costs before eligible costs are determined.

Expenditures are listed in accordance with the 4 basic pillars of effective emergency management:

Emergency preparedness: eligible expenditures include training for volunteers and staff and professional development for staff; program research, modification or adaptation; design, printing and distribution of public information materials; data collection and systems; data analysis and reporting; program audit and evaluation. Low value equipment such as tsunami early-warning systems (such as alarms, sirens, detectors) and emergency communications devices may be funded through proposal-based funding. Band staff benefits are provided by ISC through the Band Employee Benefits program and may not be charged to this program.

Emergency response: Eligible expenditures for this activity include the labour, management and equipment costs incurred by the operating authority to respond effectively to the emergency and properly control and mitigate damages and protect people. This could include rental of special equipment, set-up costs for one-time preventative measures, aircraft rentals, fuel costs of response vehicles, transportation, care and feeding and accommodation of human resources, communications, specialist contractors and consultants. Maintenance repairs and medical equipment are not eligible. Low value and capital equipment may only be purchased in circumstances when it is the only option available or it has been determined that it is a more cost effective way to address emergency response activities. Capital equipment may also be purchased by provinces and territories to increase their capacity to support First Nations communities during emergencies and for comparability of service delivery. Such equipment purchase will have to be supported with a business case explaining why this is the most cost effective or efficient response mechanism before purchasing can be authorized by ISC officials, including headquarters' concurrence, and EMAP funding granted. As a general rule, existing provincial or territorial rates should be followed for costs related to evacuations. In addition, Treasury Board of Canada guidelines should not be exceeded for things such as the travel directive for accommodations, meals and incidental rates, applied to evacuees or emergency management personnel. If and when

these costs are exceeded, justification will be required to provide a rational that supports and documents these instances.

Recovery: Eligible repair and restoration costs include the actual costs required for repairing or restoring an item or facility to its immediate pre-disaster condition as the maximum amount eligible. In the case of permanent repairs or replacement to better than pre-disaster condition, the amount eligible may be no greater than the amount required for restoration, repair or replacement to the immediate pre-disaster condition as estimated by a technical authority acceptable to the department in addition to any eligible mitigation measures as described below. For example, in a situation where a single-lane bridge is destroyed, its replacement cost can be established and used against the cost of replacing it with a 2-lane bridge. Additional repair or replacement costs required to meet current federal and provincial construction codes and occupancy standards, access, and fire and occupational safety are eligible.

Recovery mitigation measures: Mitigation enhancements undertaken within specific repair or reconstruction projects of damaged infrastructure to reduce vulnerability to future emergencies will be considered for eligibility by ISC. The First Nation will advise ISC, through their Regional Office, of any proposed mitigation enhancement project at the earliest opportunity to seek approval on eligibility for mitigation cost recovery. Details (nature and scope of work, timings, and estimates) should be recorded for audit verification. New construction and public awareness initiatives are not eligible. Enhancements that are mainly designed to increase operational capacity (such as traffic volume, productive output), functionality, floor space, or life-cycle duration are also not eligible. Appropriate documentation to demonstrate that mitigation enhancements projects were accomplished must be available for federal audit before any payment is provided for such projects.

Mitigation: Eligible expenditures for these non-structural activities include site investigation and any required clean-up activities, planning and management fees, architectural and engineering services, professional fees for legal (excluding litigation) and accounting services, site preparation and security, costs of materials and supplies, transportation, inspections, permits, land use permits and environmental studies, operating licenses, transportation and accommodations for work crews in remote locations. Low value equipment may only be purchased in circumstances when it is the only option available or it has been determined that is a more cost effective way to address these non-structural activities. Capital equipment purchase and permanent protective infrastructure that did not exist before an emergency event partially or completely destroyed it are not eligible. An example of this type of structure would be a temporary dike built for an emergency event that could be made permanent during the recovery phase.

Wildfire Management Services (formerly referred to as Forest Fire Suppression): In addition to the above, ISC enters into agreements with provinces and territories, their crown corporations or Indigenous organizations for wildfire management services

required to safeguard and protect First Nations from wildfires. Wildfires may include grassfires, bush fires, parkland fires and forest fires which threaten people, infrastructure, the environment and the economy. Wildfire behaviour and management is different than structural fire protection. Wildfire management services include prevention, education and preparedness activities and operations. Prevention, education and preparedness activities may include [FireSmart](#) programs or similar programs; hazard reduction and prescribed fire programs; communications; information and education programs; training and investigations.

Wildfire operations includes detection; facilities such as fire bases, air tankers, warehouses, lookouts, weather stations and lightning locations; wildland firefighting resources; aircraft; and other support resources including heavy equipment, camps, medical services, security services and support personnel and specialists. Wages, training, accommodations and related prevention, education and preparedness activities and operations (i.e. pre-suppression and suppression) costs of the wildland firefighting as well as support ground and air crew costs; costs of contract and casual labour hired for wildfire pre-suppression and suppression and support functions; wildfire suppression and support flying costs; rental, purchase, and related costs of emergency equipment; charges for guaranteed aircraft availability agreements and related costs; training, travel, and related costs of wildfire crews, lookout persons, and surface patrol crews; costs of construction, maintaining and supplying fire centres, air tanker bases, wildfire attack bases, and wildfire lookouts.

6. Total Canadian government funding and stacking limits

The stacking limit maximum level of funding to a recipient from all sources (including federal, provincial/ territorial and/or municipal) for any 1 activity, initiative or project cannot exceed 100% of eligible costs. Any additional government funding received over and above the 100% of eligible costs approved by the department will serve to reduce ISC's contribution. However, funding received from other sources, private or public, specifically to address costs not eligible under the EMAP will not be considered as stacking of funding from a recipient under these program terms and conditions.

7. Method for determining the amount of funding

The method for determining the amount of funding is described within these terms and conditions under the heading of Application and Assessment Criteria. Furthermore, an EMAP appendix provides definitions for types of estimate (A, B, C, D) to establish what level of certainty there is about a funding request for a specific project or emergency event.

8. Maximum amounts payable

The maximum payment to any 1 recipient is \$15 million in 1 fiscal year.

The maximum payment to any 1 provincial or territorial governmental recipient is \$30 million in 1 fiscal year to reflect the leading role of provincial and territorial governments in emergency management within their respective jurisdictions. In addition, emergency management organizations which have a national mandate and may operate across multiple provincial and territorial jurisdictions in Canada will also have a maximum amount payable of \$30 million in 1 fiscal year.

With respect to the COVID-19 pandemic, the maximum payment in 1 fiscal year to any 1 recipient is raised to \$30 million.

9. Basis on which payments will be made

Payments will be made based on actual invoices. In extraordinary circumstances, advance payments can be made to address the cash flow requirements of a recipient that would, otherwise, not be able to financially manage the emergency event in a timely fashion.

10. Application requirements and assessment criteria

Due to the unpredictable and urgent nature of actions necessary in anticipation or response to COVID-19, the usual application process may be modified or streamlined to address urgent need. The Minister may allocate funding amounts using a formula-based approach, such as **one** based on population, remoteness, and community well-being. Regardless of the methodology for distributing the funds, recipients will report on the funds as they normally would for contribution funding under EMAP.

Before entering into a funding arrangement, ISC shall confirm its authorities to enter into an agreement with the recipient and fund the proposed activities.

The Treasury Board Policy on Transfer Payments requires that all federal departments apply a more recipient-specific, risk-based approach when managing transfer payments. It is part of federal initiatives to strengthen accountability and improve results for Canadians. As part of its response to this policy, ISC has developed the General Assessment (GA), a tool that supports the management of funding agreements designed to provide a more recipient-focused, risk-based approach to transfer payment management. A GA Workbook is used to assess the following risk factors: governance, planning, financial management, program management and other considerations. Information about recipients is compared to a series of benchmarks that describe different risk levels and the recipient is assigned a risk level according to the following categories: "low", "medium" or "high".

Depending on the results of this GA, ISC may also adjust its reporting requirements for a recipient. This would allow the department to work more closely with the recipient with higher risk profiles. For example, a recipient with a lower risk profile may be required to submit fewer reports than a recipient with a higher risk profile. The results of the GA will potentially affect the duration of funding agreements, the frequency and type of departmental monitoring activities (and related reporting requirements), the flexibility of the funding arrangement and a recipient's eligibility for certain funding approaches.

In many cases, emergency management assistance would be 1 of several public services to be funded by ISC for a particular recipient, and there would also be an expectation of an on-going relationship between ISC and the recipient and a current, updated and valid GA. Therefore, the recipient shall be required to provide any required information to complete the annual review of its GA unless their last assessment had a low risk rating, in other words, the recipient is meeting agreement requirements and there is no reason to believe the risk rating has changed, then the review can be conducted every second year. For project recipients, the GA will be performed prior to entering into a funding agreement.

Recipients shall comply with the *Conflict of Interest and Post-employment Code for the Public Service* and the *Conflict of Interest and Post-Employment Code for Public Office Holders* in addition to the *Values and Ethics Code for the Public Sector* and the *ISC Values and Ethics Code*. Where an applicant employs or has a major shareholder who is either a current or former (in the last twelve months) public office holder or public servant in the federal government, compliance with the code or codes shall be demonstrated.

Emergency preparedness activities: eligible recipients for this component of EMAP will be required to provide the following information in order to be eligible to enter into a funding arrangement with ISC: a detailed description and costing of the proposed preparedness initiative; a payment schedule including basis and timing of payments; in the case of third party delivery, a description of the arrangement which indicates their respective roles, responsibilities and accountabilities; provision for ISC to receive financial and program performance reports from the recipient no less frequently than once a year, or more often at the discretion of the funding authority based on the GA rating; provisions for appropriate program compliance review or test, provision for ISC auditors to have access to relevant documents, on the premises of the recipient or their third party delivery agent consistent with the funding agreement terms and conditions.

Emergency Response: due to the unpredictable and urgent nature of emergency response to emergencies, disasters or accidents, the usual formal application process may be waived. However, when a First Nation declares an emergency, a common understanding must be reached between the First Nation, the province or territory and ISC to trigger a shared response as each have a specific role to play. This must be communicated to ISC as soon as is practical. For instance, in support of a shared response, the decision to evacuate a First Nation must be based on a consensus of opinion between the First Nation Chief and Council, ISC and the corresponding

provincial EMO in the absence of a present or imminent threat requiring prompt and immediate actions to protect the health, safety or welfare of people. Not obtaining this consensus of opinion beforehand may make the evacuation costs ineligible for reimbursement from ISC.

Eligibility for financial assistance for emergencies including preparedness, mitigation, response, recovery, forest fire suppression and search and recovery will be assessed upon the signing of funding agreements with provincial or territorial governments, corporations, local authorities, First Nations or other emergency organizations. Eligible recipients will enter into discussions with ISC officials to establish the process for managing the emergency response activities and each party's respective roles and responsibilities. Where appropriate, funding arrangements will be put in place to ensure effective control over financial resources and to establish the financial accountability requirements respecting records, documents, reports, financial statements, and where appropriate, audit as per the *Treasury Board Policy on Transfer Payments*.

Mitigation: Recipients will be required to comply with the requirements of the department's capital project planning directive and guideline for infrastructure remediation. This includes the need for site assessment; feasibility study including legal, health or safety considerations; project risk assessment and management plan; professional engineering and project management skills; an approved project plan with provisions for contingencies; compliance with all related Acts and Regulations respecting the Building Code, Health and Safety, licenses and permits; proper insurance; public tendering process; bid bonding of the winning general contractor; a contract specifying the respective roles, responsibilities and deliverables of each party in accordance with the time frames established in the construction work plan; penalties for non-completion on a timely basis; payments tied to key deliverables; and where both parties cannot agree, an alternative dispute resolution process. For structural mitigation activities, for example, dam or dike building, the department's Capital authority will be used and recipients will have to comply with all its terms and conditions. The present authority only allows funding of non-structural mitigation activities and related costs such as professional engineering plans or reports.

11. Due diligence and reporting

ISC has procedures and resources for ensuring due diligence in approving these payments, verifying eligibility and entitlement, and for managing and administering the program. (See [EMAP Annex](#) for more details)

As part of the monitoring efforts, a Performance Measurement Strategy consistent with the requirements of the *Treasury Board of Canada Secretariat Policy on Transfer Payments* will provide baselines and benchmarks from which the EMAP's effectiveness in achieving its set purpose, objectives and outcomes can be evaluated.

12. Official languages

The department will ensure that any member of the public can communicate with and obtain available services from the department, in relation to this program, in accordance with Part IV of the *Official Languages Act*. In addition, the department will ensure that the design and the delivery of programs respect the obligations of the Government of Canada as set out in Part VII of the *Official Languages Act*.

13. Repayable contributions

Provisions for repayable contributions do not apply. Any contributions made to private firms under these programs are not intended to generate profits or increase the value of a business.

14. Redistribution of contributions

Where a recipient delegates authority or further distributes contribution funding to an agency or a third party (such as an authority, board, committee, or other entity authorized to act on behalf of the recipient), the recipient shall remain liable to the Department for the performance of its obligations under the funding agreement. Neither the objectives of the programs and services nor the expectations of transparent, fair and equitable services shall be compromised by any delegation or redistribution of contribution funding.

Recipients have full independence in the selection of such third parties and will not be acting as an agent of the Government of Canada in making distributions.

15. Other terms and conditions

None

Annex for EMAP funding request (information required):

1- Detailed breakdown of info as per table below:

Region details						
Recipient	Type of cost	Fiscal year of event	Detailed activity description	Actuals	Forecasted	Total
Regional Office	Budget for personnel and operating expenditures		Actuals: Emergency management staff			
Province or emergency management authority	Base forest fire suppression costs		Actuals: Base funding is directly committed to federal/provincial fire suppression agreements Forecasted:			
Province or emergency management authority	Forest fire suppression costs		Actuals: Additional costs to base contracts Forecasted:			
Other recipient	Preparedness, mitigation (non-structural), response, recovery		Actuals: Evacuations costs including: catering (food), communications, hotels, security, transportation (air), transportation			

Region details						
Recipient	Type of cost	Fiscal year of event	Detailed activity description	Actuals	Forecasted	Total
			(ground), incidentals, evacuation support expense and project management. Forecasted:			
First Nation Community	Preparedness, mitigation (non-structural), response (evacuations), recovery		Actuals: Design and cost for temporary dike construction or infrastructure reconstruction Forecasts: of recovery costs, etc.			
			Total emergency management costs for 2013-2014			

2- In addition to the above information, for each recipient, please provide:

See chart on next page

Recipient	General Assessment result	Date of last GA	Any mitigation activities required to maintain ongoing agreement management	Any default management status (date)	Last update on management action plan
Non-aboriginal organization	Low, medium, high				
First nation community	Low, medium, high				

3- Finally, for each recipient requesting funding, please provide the source of the cost estimate and the class of estimate as per definitions below.

Definitions of class of estimate:

Class "A" Cost Estimate: estimate based upon a complete description of the equipment or facility sought, such as would exist when the concept design, working drawings and specifications, and other significant conditions of production or construction are available. It can be used to evaluate tenders or as a basis of cost control during construction.

Class "B" Cost Estimate: estimate based upon data of quality equivalent to that available following the definition of the major systems and sub-systems of the equipment or facility, including an outline of specifications and preliminary drawings and models. It should provide for establishment of a realistic budget and schedule sufficiently accurate to permit control of a project within allocated funds.

Class "C" Cost Estimate: estimate based upon proposals requested from a number of contractors for the design, production or construction of the equipment or facility, or upon system concept designs and analyses of their costs and schedules conducted by experienced personnel. It should be sufficient for making the correct investment decision.

Class "D" Cost Estimate: estimate based upon a comprehensive statement of requirements, in mission terms, and an outline of a solution. It is strictly an indication in round terms of the total project cost or completion date. *Date modified 2020-04-09*

3.6 MAINTAINING CRITICAL COMMUNITY SERVICES

The EOC is responsible for developing operational plans to maintain or discontinue community services during an emergency.

If response actions threaten the local authority's ability to provide a service, the EOC will develop plans to

- continue to provide the service in full,
- provide the service in a modified form that requires fewer resources, or
- discontinue the service and redirect resources to more critical services.

The EOC will then forward these plans to Chief and Council who will make any necessary revisions, approve the plans, and return them to the EOC. The EOC will coordinate the implementation of the plans.

Decisions to continue, modify, or suspend community services will be based on priority lists AS DEFINED BY CHIEF AND COUNCIL

4 PUBLIC COMMUNICATIONS / MEDIA

4.1 IDENTIFYING MEDIA RELATIONS POSITIONS AT SITE AND EOC

At the emergency site, an individual may be assigned as the Site Media Officer who will work in consultation with the Public Information Officer at the EOC to ensure the message is consistent.

The Site Media Officer and PIO may also identify spokespersons to represent the Site, EOC, and Elected Officials.

Spokespersons should receive training before speaking to the media.

4.2 GUIDELINES FOR THE SITE, EOC, AND EMERGENCY CONTROL GROUP

1. Manage information flow

- EOC staff, Site personnel, and elected officials must pass information to the Public Information Officer (PIO) as soon as possible to ensure media releases are accurate and contain the most up-to-date information.
- Follow the flow for creating and approving media releases (see 4.3 Media Release Process) to ensure all parties are informed of the message to be released before it is made available to the media.

2. Make messages consistent

- All information shared through media releases or interviews should be the most accurate information that the PIO has received. **If you have more up-to-date information, notify the PIO of this information before speaking to the media.** This will allow the PIO to give this information to other personnel that may be interviewed at the same time.

3. Forward questions for future media releases

- If you receive questions that are not answered in the latest media release, inform the PIO to make sure the answers are available in the next media release.

4.3 MEDIA RELEASE PROCESS

The following process and diagrams describe how media releases are created, approved, and distributed:

Option 1 – Media Release Created by EOC and Site

1. The EOC in discussion with Site (either Incident Commander or Site Media Officer) will determine what information can be released at the time and what information needs to get out to the public.
2. The EOC PIO drafts a media release and forwards it to the Emergency Control Group (ECG) (Chief and Council and CAO) for discussion, possible revisions/edits, and approval.

Option 2 – Media Release Created by Emergency Control Group

1. The Emergency Control Group creates an announcement for media release and sends it to the EOC.
2. The EOC shares the announcement with the Site and they identify any concerns they have with the announcement.
3. The EOC PIO drafts the media release and forwards it to the Emergency Control Group with any identified concerns for discussion, possible revisions/edits, and approval.

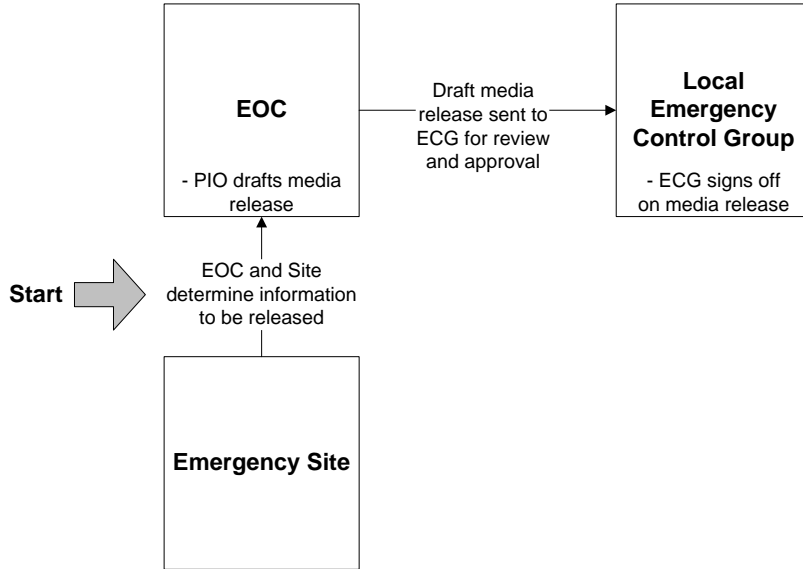
4. Once the media release is approved and signed off by the Emergency Control Group, it will send the media release back to EOC.
5. The EOC will share the media release with the Site, ISC/EMO and any other agency that may be dealing with the media due to their involvement with the situation.

Note: Send the media release to every elected official.

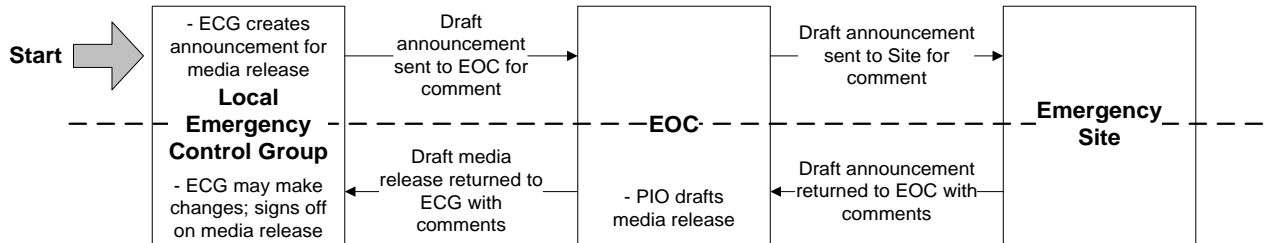
6. Once all parties are informed of information to be released, the PIO will distribute the media release to the media.

PART 1 - Creation and Approval of Media Release

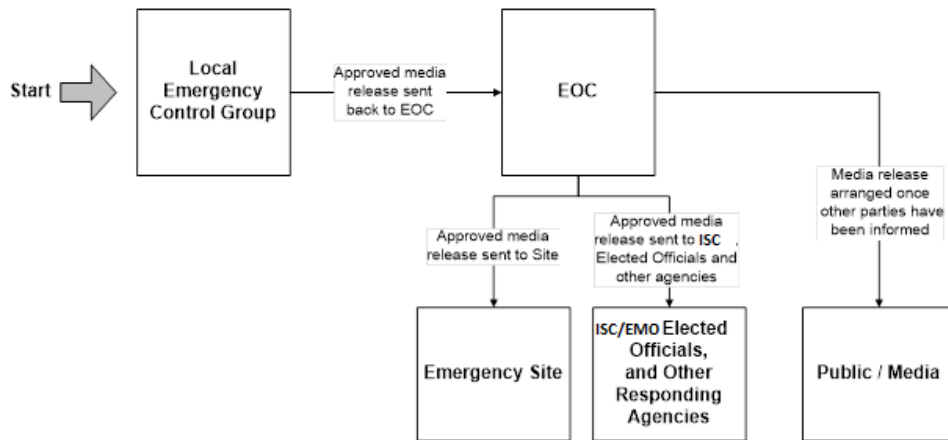
Option 1 – Created by EOC and Site



Option 2 – Created by Emergency Control Group



PART 2 - Distribution of Approved Media Release



4.4 MEDIA RELEASE SCHEDULE

Media releases may be sent to media outlets or distributed at news conferences.

The schedule for these releases should follow the operational cycle. A new media release should be available for distribution soon after the planning meeting at the end of each operational period is completed.

Once the operational cycle has been created for an event, create a schedule that states

- when media releases will be available,
- how they will be distributed,
- where news conferences will be held,
- when spokesperson(s) will be available for individual interviews,
- how to contact the PIO, and distribute it to media outlets.

See 3.5.2 Record-Keeping Procedures for information on the stored location of media releases and other media items. Media items should be numbered and dated for easy reference.

5 EVACUATION

5.1 EVACUATION DECISION FLOWCHART



- Once decision is made to evacuate, refer to **Appendix C – Evacuation, Reception, and Re-Entry**
- **Notify ISC Duty Officer 1 (855) 850 4647**
- **Notify local and federal (Red Cross) of evacuation decision and the need for a reception center. Tel: (204) 982-7330 or 1 (866) 685-4250**