



Stronger Together: Evacuation Partnerships

A toolkit for First Nation and municipal partners to cohesively establish safe and holistic evacuation host sites.

Acknowledgements

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Thank you to the First Nation and municipal communities and their supporting partners that informed the creation of this resource through lived experiences, feedback, and advocacy efforts.

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Overview

Partnering with industry experts and Traditional Knowledge Keepers, this toolkit was created to provide a framework for First Nation and municipal partners to jointly establish an emergency evacuation hosting operational plan. The framework ensures voices are heard and respected throughout the planning, operations, and demobilization phases of hosting.

An effective hosting model must ensure it has a joint First Nation-municipal strategic plan; allowing all partners to contribute and assist under a singular vision, set of objectives, actions and timelines. This strategy complements each member's strengths, existing efforts, and formalizes collaborative relationships. This framework is a foundation for shifting First Nation communities and municipal partners from co-existing to collaborating, specifically during emergency situations.

This toolkit is one component of the Stronger Together program and should be viewed as a guide. The wider program includes tools and resources to establish and enhance First Nation and municipal partnerships within an emergency management framework. The program also specifically aims to support partners in developing and enhancing their host teams, resources, and operational plans.

Table of Contents

Acknowledgements -----	2
Overview -----	3
Table of Contents -----	4
The Story of Stronger Together: Evacuation Partnerships -----	6
First Nations Evacuations -----	9
Joint Emergency Management Steering Committee’s Service Level Evacuation Standards (JEMS).....	9
How To Use This Toolkit -----	10
How To Choose Partners.....	10
Who Should Be Involved.....	11
Relationship Agreements.....	14
Joint Governance and Decision Making.....	14
Phase 1: Connect -----	16
Learn About Your Neighbours.....	16
Guiding Principles.....	18
Phase 2: Vision -----	19
Phase 3: Decide -----	20
Identify Required Infrastructure and Resources.....	20
Identify Roles and Responsibilities.....	21
Develop The Incident Action Plan.....	22
Incident Action Plan Approvals.....	22
Phase 4: Act -----	24
Testing The Incident Action Plan.....	24
Implementing The Incident Action Plan.....	24
Adjusting The Incident Action Plan.....	24
Demobilizing The Incident Action Plan.....	25
Appendix A: Relationship Agreement Templates -----	26
Appendix B: Learning About Your Neighbours -----	30

Appendix C: Developing a Joint Vision Statement ----- 31
Appendix D: Determining Required Resources and Their Availability ----- 32
Appendix E: Determining Roles ----- 34
Appendix F: Developing Incident Action Plans ----- 36
Appendix G: Hosting Scenarios ----- 43
Appendix H: Incident Management Forms ----- 48

The Story of Stronger Together: Evacuation Partnerships

First Nation communities, Traditional Knowledge Keepers, industry experts and supporting agencies have recognized the need to create a framework that provides guidance to communities wanting to become hosts during First Nation emergency evacuations. The Stronger Together: Evacuation Partnerships program draws upon consistent themes, lessons, and guiding principles from established resources.

The Stronger Together model is a framework specifically designed to assist First Nations and municipalities in their efforts to host emergency evacuations. There have been various examples of when both parties have wished to host, but neither had all the resources to do so independently. The Stronger Together model is about joining efforts, creating a shared vision, and operating as one during a time of crisis.

The program is divided into four phases; Connect, Vision, Decide and Act. Each phase is expanded throughout this toolkit, highlighting key aspects of why the phases are relevant to emergency management and how they can contribute to the successful delivery of host operations.

Stronger Together: Community Economic Development Initiative

This toolkit provides First Nation and municipal partners with a model for working collaboratively on community economic development initiatives. The toolkit focuses on the processes and structures that need to be in place to support joint First Nation-municipal planning and decision making.



The circle and braid hold the framework in place and represent how the weaving together of different communities makes them healthier, more resilient, and stronger, together. The four steps within the CEDI Stronger Together model are: connect, vision, decide and act.



The Tree

The tree symbol was selected because of spiritual meanings found in many cultures. The tree is known to represent growth, stability, interconnectedness, strength, renewal, insight, and knowledge.

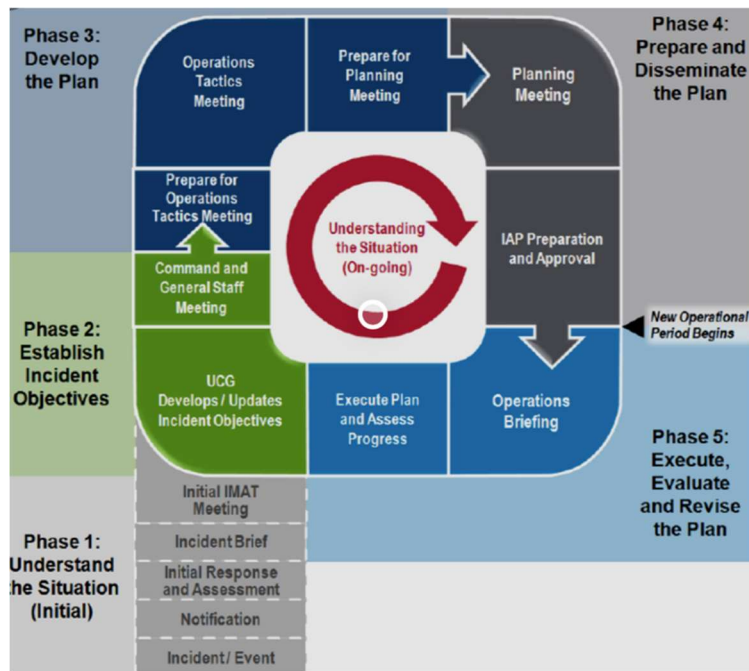


Stronger Together: Evacuation Partnerships

When combined, the logo represents a willingness of all participants to redefine First Nation emergency evacuation hosting. The model underscores the power of working together cohesively instead of simply coexisting.

Incident Management System

Once the foundational guiding principles are in place, strategic operational planning can commence. This is where the Incident Management System (IMS) becomes a core component in establishing a hosting operational plan. The understanding and the use of IMS allow for a common structure during a time of crisis.



IMS incorporates specific functions and tasks. When implemented, they establish a comprehensive response to any incident. Implementing common structures allows for a clear process when developing operational plans, specifically when following the Planning “P” and utilizing IMS forms. Common structures also allow for effective collaboration and communications between the host team and supporting agencies and partners.

It is imperative that the IMS structure also adapt to a culturally sound framework – one where Chiefs and councils, Elders and Traditional Knowledge Keepers can participate equally. IMS roles and practices may need to adapt and extend beyond the textbook model to achieve this outcome.

First Nations Evacuations

Residents of First Nations reserves are 18 times more likely to experience emergencies requiring evacuations than people living off-reserve.¹ Evacuations are a common response when First Nations face difficult-to-manage emergencies. Evacuations can also be requested due to secondary hazards (i.e., wildfire smoke) and disruptions to critical infrastructure.

When a First Nation evacuates, community members may travel to more than one host community. Multiple host communities are often activated to ensure that services and supports can accommodate all community members safely.

Traditional hosting models have been municipally driven in the past. Regardless of good intentions, there have been many barriers to effecting hosting, which have created challenges for evacuated communities and host communities. Without a strong structure, many host sites have operated with limited guidance.

Joint Emergency Management Steering Committee's Service Level Evacuation Standards (JEMS)

The JEMS manual describes considerations for the evacuation of, care for and return of First Nations in Ontario. The manual highlights expectations for the First Nation, host communities, provincial and federal partners, and non-governmental organizations. The document also details the responsibilities of each partner during hosting operations. The document outlines expected costs, financial approvals, checklists, job descriptions, forms, and definitions. Hosting staff must be familiar with the JEMS manual.

¹ Government of Canada. (2019). Investing in the middle class: Budget 2019. <https://www.budget.gc.ca/2019/docs/plan/budget-2019-en.pdf>

How To Use This Toolkit

This toolkit is intended for use in a facilitated multi-day planning and capacity building workshop. The toolkit supports the creation of a First Nation and municipal collaborative emergency evacuation hosting program through four phases:

Phase 1 (Connect): Connecting and relationship building with your neighbours

Phase 2 (Vision): Co-creating a vision for collaborative hosting operations

Phase 3 (Decide): Developing the joint Incident Action Plan (IAP)

Phase 4 (Act): Testing, implementing, and demobilizing the IAP

Each phase is accompanied by appendices, which participants can use as worksheets to accomplish each phase. The appendices also contribute to the creation of an incident action plan, which will act as a guide during joint hosting operations.

Prior to holding a three-day workshop, interested partners should take an opportunity to reflect on why they would like to be hosts and invest time into developing meaningful partnerships. These crucial reflections and related discussions will lay foundational building blocks prior to establishing a joint First Nation-municipal hosting partnership.

How To Choose Partners

When considering becoming a host, all partners must be able to mutually respect and trust one another. As identified in the [CEDI Stronger Together toolkit](#), prior to reaching out, communities should ask themselves which neighbouring communities they want to work with. At this point, they should ask themselves the following questions:

1. Who are your neighbours?
2. Why do you want to form a partnership?
3. What benefits do you hope to see?
4. What can you offer a potential partner?
5. What is your current relationship with the community and their partners?
6. Are there past or current issues that need to be addressed?

The success of a host site involves the participation of many partners during planning and preparations. First Nation communities and municipalities should look to their neighbours as key partners. Each partner should independently review the questions above. Partners can share their responses with the larger group.

Who Should Be Involved

Emergency hosting is a complex operation that requires far more than beds and meals. Each evacuated community is unique and to meet unique needs, partners must be able to call upon the right resources at the right time. Decision makers, Traditional Knowledge Keepers and Elders are essential partners who can assist in understanding the evacuated community's needs and identify community champions who can contribute to positive outcomes.

The chart below includes typical hosting partners and services. This is not a comprehensive list and other partners can be added depending on the hosting location and existing service agreements.

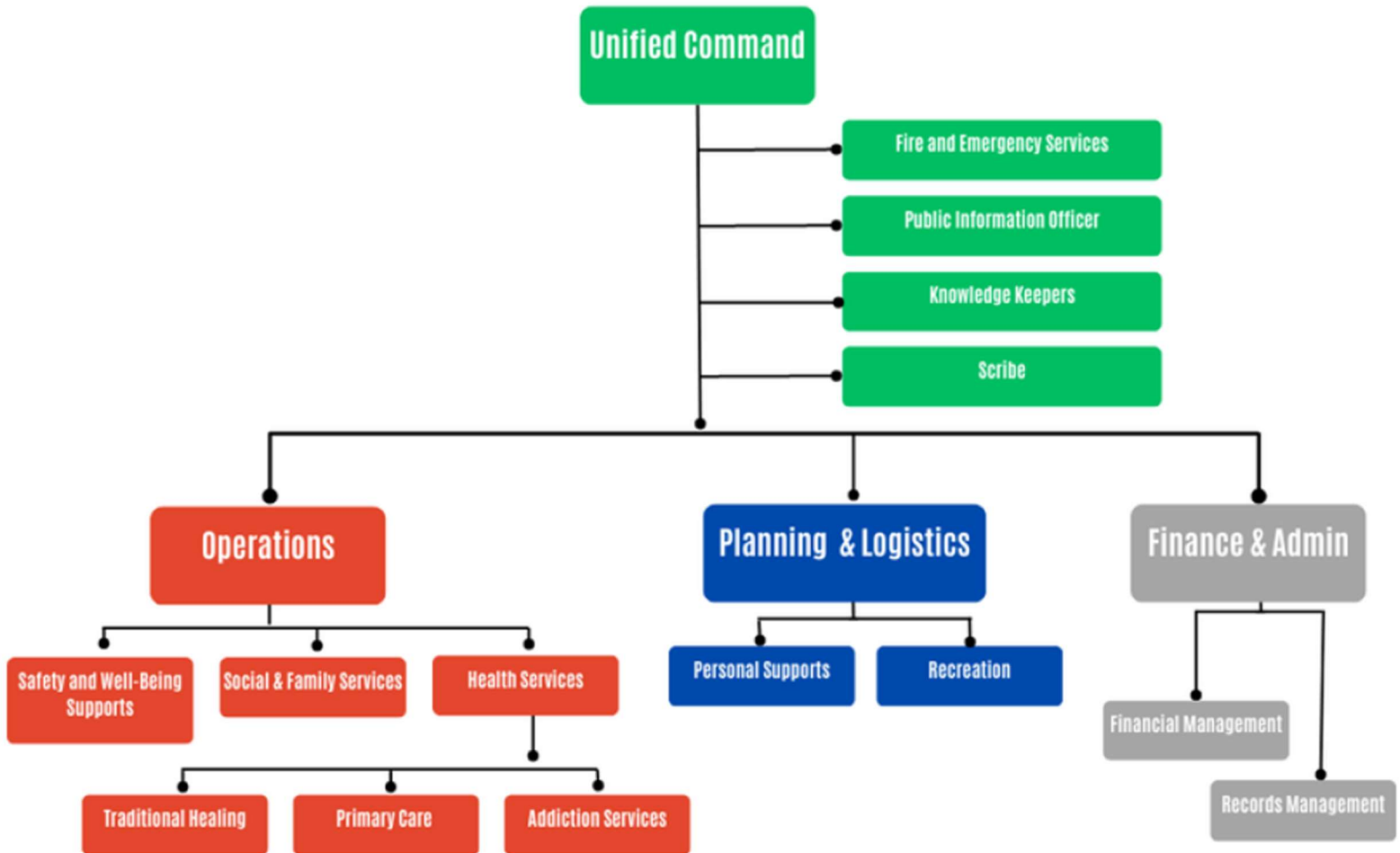
Role	First Nations	Municipal Partner	Government
Decision Makers	Chief and Council	CAO, Mayor, and Council	Emergency Management Ontario
Traditional Knowledge Keepers	Community Elders	Indigenous Friendship Centres	Indigenous Affairs Ontario
Financial Management	Band Financial Manager	Chief Financial Officer	Indigenous Services Canada
Security	Chief of Police	Chief of Police	Ontario Provincial police
Health Services	Community health services Nurse in charge Tribal Councils Regional Health Authorities	Hospital Public Health EMS Aboriginal Health Access Centres	Ontario Health ORNGE First Nations Inuit Health Branch
Traditional Healing	Knowledge Keepers	Indigenous Friendship Centres Aboriginal Health Access Centres	
Family Services	Indigenous Child and Family Services	District Child and Family Services	Ministry of Children, Community and Social Services

Role	First Nations	Municipal Partner	Government
Social Services	Tribal Council	Municipal/County Social Services or District Social Services Administration Board	Ministry of Children, Community and Social Services
Addiction Services	Community health services Tribal Councils	Health Services Community mental health and addiction support services	Ontario Health
Fire and Emergency Services	Local emergency services	Local fire service	
Personal Services and Supports	Community health services Tribal Councils	Non-profit organizations Volunteer groups	Ministry of Children, Community and Social Services
Recreational Services	Recreation department	Community partners YMCA Private Clubs	

Emergency hosting requires multiple partners to be fully committed to provide services at a moment's notice. On-going staffing and resource constraints have created barriers for any one partner to be able to complete such a complex task. However, as a joint-venture, partners can often offset each other's constraints and establish a team to complement each another. The list below highlights a list of key positions required to successfully host a First Nations emergency evacuation.

- Decision Makers (Command)
- Traditional Knowledge Keepers (Liaison)
- Fire and Emergency Services (Safety)
- Communications/Social Media (EIO)
- Family Services (Operations Branch)
- Social Services (Operations Branch)
- Security (Operations Branch)
- Health Services (Health Branch)
- Traditional Healing (Health Branch)
- Addiction Services (Health Branch)
- Personal Services and Supports (Planning/Logistics)
- Recreational Services (Planning/Logistics)
- Financial Management (Finance)

Hosting Team Organizational Structure



Relationship Agreements

A relationship agreement is an important step before starting Phase 1, as it declares the commitment of the partners to work together toward one direction with a shared vision. These agreements can go by various names; however, they should include a vision statement, a set of shared values and a commitment to maintain and renew the relationship. These agreements also establish a network of champions between the communities and partners.

Some partners may be starting host community planning initiatives with relationship agreements already in place. Others may be looking to start new agreements or renew existing agreements. It is important to discuss existing agreements and acknowledge that they were likely not created with emergency management in mind. That said, they will have transferable themes that can be adapted for emergency management and hosting operations.

Regardless of previous agreements, it is beneficial for each community to pass a council resolution committing to work together as hosting partners. These resolutions may complement the previous agreements, or they may become the foundational step for developing a new agreement.

Appendix A includes templates for a council resolution and a friendship accord.

Joint Governance and Decision Making

With hosting it is important to identify a governance and decision-making structure that will work in an emergency situation. As a result, the preplanning for these events is imperative. Preplanning allows all parties to come to the table and establish a mutually agreed upon incident action plan. In this plan, representatives from each community are selected and identified to manage decisions during the operations. These individuals operate in a unified manner to make necessary decisions throughout the emergency hosting operations. Decisions must always be in consultation with the Chief and council of the evacuated community, or their appointed representatives, such as First Nation Community Liaisons.

When operating an emergency host community, hosts must adhere to the Joint Emergency Management Steering Committee Service Level Evacuation Standards (JEMS) document, which outlines specific hosting requirements and expectations. This

reference document should be used as an operational guide. If any clarity about the JEMS is required, the host team should contact their Indigenous Service Canada liaison.

Transitioning from discussions to formal planning and operations requires a formal joint governance structure to manage partnerships and implement the emergency hosting incident action plan. It is recommended that communities set up a joint working group to manage and coordinate the incident action plan. This will require a unified command structure and should mirror the roles found within the IMS structure. The group's mandate should include:

- Maintaining the emergency hosting relationships through regular meetings and communications.
- Sharing information on community activities that may impact the requirement or the ability to support emergency evacuation hosting operations.
- Discussing issues and opportunities related to emergency evacuation hosting operations.
- Developing joint operational action plans and overseeing their implementation.
- Coordinating all evacuation-related activities.
- Coordinating all communications related to the operation and related partnerships.

This joint working group, the command team, will be composed of representatives from both communities. These representatives report back and are accountable to their respective councils and administrations.

Phase 1: Connect

Learn About Your Neighbours

Once the champions are identified, it is important to learn about their communities and partner organizations. This helps enhance relationships prior to any work being completed. In emergency management this effort is critical for building multi-agency interoperability. It is better to ask, “Hey Ashley, how are things?” instead of “Who is Ashley?” on the day of an emergency.

The following considerations are important for understanding how partnering communities can be similar and differ:

	First Nations	Municipalities
Legislation, treaties, or agreements	<p>Most First Nation communities operate under the Indian Act, as administered by Indigenous Services Canada (ISC), as well as Treaty relations that apply to a specific region.</p> <p>Some First Nations’ inherent rights to self-government and self-determination have been recognized by the federal government under a modern comprehensive or self-government agreement.</p>	<p>Municipalities operate under legal authority granted to them by a province or territory.</p> <p>They are also subject to Treaties as administered by the federal government.</p>
Head of local government	<p>First Nations operating under the Indian Act are led by an elected chief and councillors. Note that some First Nations operate under traditional governance structures.</p>	<p>Municipalities are governed by an elected mayor or reeve, as well as councillors.</p>

Councillors	<p>The Indian Act stipulates one councillor for every 100 band members, with no less than two and no more than 12 councillors.</p> <p>Self-government agreements: the number of councillors is unique to each community.</p>	<p>The number of councillors is set by provincial or territorial laws and can be based on population size.</p>
Elections	<p>The Indian Act outlines elections must occur every two years.</p> <p>In self-government agreements, election cycles are unique to each community; generally, every three or four years.</p>	<p>Every three or four years as set out in provincial or territorial laws.</p>
Head of administration	<p>Band manager, chief administrative officer (CAO).</p>	<p>Municipal manager, chief administrative officer (CAO).</p>

Appendix B provides an exercise to help kick-off this conversation.

Guiding Principles

Guiding principles are not just a set of rules to play by; they are crucial for establishing a meaningful relationship. The set of principals below is adopted from the Concord Institute’s Dialogue Guidelines and are recommend as best practices.

Be present and listen	<ul style="list-style-type: none">• Be fully present and listen to your own experience without judgment.• Listen deeply to others with the goal of understanding and let go of planning your response.• Relax and let the process unfold.
Speak from your experience	<ul style="list-style-type: none">• Express what you are really thinking and feeling in the moment as the dialogue unfolds. Focus on sharing what is true for you without trying to make someone else wrong.
Welcome diversity	<ul style="list-style-type: none">• Welcome differences and explore them fully even if this generates tension.• Hold these differences as an important part of the group’s relationship building, not as something to be avoided. Like in nature, diversity is essential for survival!
Engage curiosity not judgment	<ul style="list-style-type: none">• When you notice yourself judging what is being said, try to be curious so you can better understand and explore what is emerging. In other words, shift your reaction from judgment (“That is the most ridiculous thing I have ever heard!”) to curiosity (“That is interesting — I wonder where that idea comes from?”).
Hold intensity	<ul style="list-style-type: none">• At intense moments, try to hold this experience in your awareness without reacting, or without trying to do anything about it right away. Find a productive way to talk about and explore the source of the intensity without assigning blame. Look at it as a way to take the relationship to the next level.
Welcome the unknown	<ul style="list-style-type: none">• Allow space for the unknown rather than seeking to understand or explain things immediately. Know that you might not answer all the questions in one day.

Phase 2: Vision

During this phase of the program, partners will work together to create a shared vision of how they will conduct emergency hosting operations. This vision should include the creation of guiding principles. These guiding principles belong in the emergency operations centre and should be posted in an area that can assist all partners with decision making. The guiding principles and vision statement will also contribute to the mission statement that will be included in the IMS 1001 (Consolidated Incident Action) form found in Appendix H.

Appendix C is a worksheet to guide partners in creating a joint vision statement.

Phase 3: Decide

Identify Required Infrastructure and Resources

As mentioned previously, emergency hosting operations require more than beds and food. To ensure that the emergency hosting operations can meet the needs of a community, certain physical infrastructure and resources must be in place. The JEMS document, which outlines expectations for hosting partners, highlights which resources are supported by Indigenous Services Canada.

Some of these resources required include:

- Lodging
- Catering and seating space for meals
- Medical/Wellness space and supporting equipment
- Recreational space (indoor & outdoor)
- Large meeting space
- Personal supports (medical and non-medical)
- Quiet space for Elders
- Centralized information centre
- Traditional ceremonial space (i.e., for smudging)

In addition, technology and means of communication provided by the host site need to be able to support significant use. If possible, Wi-Fi capabilities should be enhanced to meet increased usage.

Once physical resources have been identified, it is important to determine their availability. Emergency evacuations often occur with minimal warning, which means that sole sourcing resources can result in unexpected gaps if certain resources are unavailable. When partners combine resources, it establishes a robust resource management process and results in a layered approach that prevents potential gaps.

Appendix D is a worksheet designed to identify required resources and determining their availability.

Identify Roles and Responsibilities

Hosting emergency evacuations requires a multi-organizational approach. With the need to manage multiple priorities during an emergency evacuation, it is important to identify who will champion what and who can support the champions as an alternate. Alternate champions are important for multiple reasons; sometimes they operate as a sounding board for the primary, sometimes they relieve the primary to allow for rest. The importance of having both a primary champion and an alternate should not be underestimated.

The core roles for emergency evacuation hosting are previously identified in the “Who Should Be Involved” section (pg. 11). Some of these roles can be fulfilled by the evacuated community or the Tribal Council representing the community, however contingency planning should be done for scenarios when this is not possible.

Continuous consultation with representatives from the evacuated community is crucial, as it allows them to provide specific input about the needs of the community and how to ensure hosting operations meet those needs. While the community may not be able to fulfil direct hosting roles, they are always a primary stakeholder and must be valued as an equal partner.

Appendix E is a worksheet for identifying who within the joint partnership will champion various hosting roles.

Develop The Incident Action Plan

After roles and resources have been identified, the hosting team can start to create the incident action plan. The IMS structure uses the Planning “P” to develop plans for an operation. The Planning “P” can be broken down to 5 phases:

- **Phase 1:** understand the scope, complexity, and potential impact of the incident and determine initial resources needed to support the response.
- **Phase 2:** create and prioritize incident objectives / goals.
- **Phase 3:** determine the tactical measures to be taken and resources required.
- **Phase 4:** create an incident action plan (IAP) by outlining what must be done, who is responsible for doing it and how the information will be communicated.
- **Phase 5:** implement and evaluate.

The Planning “P” reflects these 3 key questions:

What do we need to do?

How are we going to do it?

What is the duration of this plan / solution?

This plan is considered an evolving process, changing to reflect specific time frames throughout hosting. This is called the “operational time period”. The operational time period can be determined by the host team; however, it is strongly recommended that a weekly incident action plan be established with additional daily operational plans.

Appendix F includes worksheets for all phases of emergency First Nations evacuation hosting. Once developed, the worksheets can be transferred to incident action plans.

Incident Action Plan Approvals

Once the plan has been developed, it should be shared with the team’s decision makers (command). By having two appointed decision makers (a unified command structure) both partners ensure the incident action plan meets the predetermined needs and objectives for hosting. If either party disagrees with the plan, additional input may be

required from the community being hosted. If the decision makers (unified command) are ultimately unable to come to an agreement than the decision must be made by the partner who holds the ISC agreement for hosting.

In addition to the decision makers (unified command), the incident action plan should be shared with the liaison from Indigenous Service Canada. This allows the funders of the operation to review outlined resources and planned activities and ensure that the plan aligns with the funding agreement and expectations outlined in the JEMS. By seeking pre-approvals, concerns and issues around funding reimbursement can be averted.

Accurate financial reports are necessary for repayment from Indigenous Service Canada. All receipts must be retained and should be clearly scanned for record keeping and submission. Following the incident management system, a financial coordinator must be appointed for the entire process.

The IMS 229 - Incident Cost Summary form should be used to track expenditures. All corresponding receipts must be scanned for submissions. A summary sheet for each submission needs to be completed. This summary sheet should categorize expenditures. Below is a sample for categorizing expenditures.

Category	Submission #1	Submission #2	Total
Lodging			
Catering			
Security			
Recreation			
Personal Support			
Transportation			
Wages			

Phase 4: Act

Testing The Incident Action Plan

Once the team has built out the incident action plan for its hosting operations, the plan must be tested. Testing the plan can occur in various ways, but a discussion-based exercise or a live exercise is extremely beneficial. It is also the most cost and time efficient way to test the plan.

Appendix G contains multiple hosting scenarios. These scenarios are accompanied by worksheets to further enhance planning efforts.

Implementing The Incident Action Plan

After the incident action plan has been tested, it is important to finalize the documents and store them in an accessible location. This may involve printed copies in a binder, a digital copy on a shared cloud space, or other means. It is important to ensure that any personal information, such as names and phone numbers, is not shared in a public space.

The champions from the First Nation and municipality should have a copy of the incident action plan and all accompanying documents readily available to them. It is also vital to share the incident action plan and accompanying documents with representatives from the evacuated community.

Adjusting The Incident Action Plan

Once the plan is built, it is important to continuously review it and make necessary adjustments. Adjustments to the plan could result in a change to personnel, hotel or host site availability, support services, and more. When a member of the hosting team is aware of an issue that requires a potential change to the incident action plan, they should notify command right away.

The team leads can work together to see if alternative solutions have been previously identified in planning efforts and if they would be adequate solutions in addressing the issue. If there are no previously identified alternative solutions, the command may request a meeting with the full team or with part of the team to collaboratively determine

solutions. All changes to the plan must be communicated to all team members immediately.

Demobilizing The Incident Action Plan

Once emergency hosting operations have concluded, it is important to demobilize the hosting team. A significant aspect of demobilization is completing an incident debriefing. These debriefings may include traditional healing circles and/or technical debriefings. It is important to identify what both the First Nation and municipal partners would like to do and ensure that the activity is completed as a group. This will allow for significant knowledge and lessons to be shared, which will enhance relationships and processes in the future.

Appendix A: Relationship Agreement Templates

Template for band council resolution

The text below can feed into the Band Council Resolution form used by Indigenous Services Canada. Change the wording, as needed.

DO HEREBY RESOLVE:

- To enter into a community-to-community relationship with [insert names of partnering communities] in the spirit of lasting friendship and collaboration, supporting the ongoing needs of First Nations emergency evacuation hosting.
- That in order to realize shared benefits [insert names and titles of champions from both communities] have been named as the two joint emergency First Nations evacuation host champions and the following non-financial resources are committed to building and maintaining the relationship: [insert list of non-financial resources identified above].

Template for municipal council resolution

WHEREAS relationships between First Nations and municipalities based on mutual respect and understanding bring shared benefits to all,

BE IT THEREFORE RESOLVED that [insert name of your community] enter into a community-to-community relationship with [insert name of partner community or communities] **in the spirit of lasting friendship and collaboration** supporting the ongoing needs of First Nations emergency evacuation hosting.

BE IT FURTHER RESOLVED that in order to realize shared benefits, [insert names and titles of champions from both communities] have been named as the two joint emergency First Nations evacuation host champions and the following resources are committed to the relationship: [insert list of resources identified above].

Template for a Friendship Accord

For some partners, a Friendship Accord may be preferred. A Friendship Accord declares two or more communities' or services' commitment to maintaining a long-term friendship. This type of declaration is beneficial for emergency evacuation hosting operations, as it will shape the shared vision and guiding principles for emergency evacuation hosting. Below is a template for a Friendship Accord:

A Joint Friendship Accord between _____ First Nation and _____.

WITH RESPECT THAT:

- The Chief and council of the _____ First Nation and _____ (“the Partners”) recognize and accept that we share common interests.
- The Partners wish to close the social, spiritual, and emergency preparedness gaps that exist between the two and enhance their relationship based upon mutual respect and recognition because this is beneficial to both partners.
- The _____ First Nation and _____ Friendship Accord provides the framework upon which The Partners, including their respective members, will collaborate with one another; and
- Targets will be set up, with steps and benchmark for progress, to enhance emergency preparedness and evacuation hosting efforts for all involved.
- We feel the need to develop mutual protocols and activities that engage First Nation leaders or their representatives on issues of initiatives of emergency preparedness and evacuation hosting with the provision of services tailored to the culture and inclusive social participation.

**VISION TO GUIDE OUR
WORK TOGETHER:**

We, The Partners:

- Acknowledge our past and histories but are not governed by them;
- Commit to honesty, mutual sharing and to building and maintaining strong mutual trust and respect, including of each other's customs and beliefs;
- Share values and culture in spirit and practice;
- Will enhance communication and information sharing by committing to open, frank, honest and straightforward interaction;
- Commit together to the importance of implementing solutions to address community emergency preparedness and evacuation hosting needs;
- These values strengthen our relationships; and also serve our common interests in accordance with the guidelines on accountability, transparency, inclusiveness, responsiveness and joint management.

**PROCESS TO SUSTAIN
OUR RELATIONSHIP:**

We, The Partners:

- Will establish a joint team, in consultation on issues of joint interest of both communities. The designated representatives will meet regularly at times determined to promote an open and constructive dialogue in order to define common priorities.
- Will establish concrete and effective procedures for cooperation during emergency preparedness and emergency evacuation hosting operations.
- Will establish protocols to establish open and improved lines of communication;

- Agree that the joint team will develop a framework process, with Elders of both communities as members, to address any misunderstandings or disagreements between the partners;
- Agree that this Friendship Accord will be regarded as a “living document” intended to evolve as The Partners’ relationship evolves;
- Agree that The Partners can initiate a change process to this Friendship Accord at any time, with the understanding that amendments must be mutually agreed; and
- Agree that any of The Partners may withdraw from this Friendship Accord at any time.

COMMITMENT OF EACH PARTY:

We, The Partners:

- Commit to maintaining our relationship as outlined in this Friendship Accord;
- Commit to building and maintaining strong mutual trust and respect with one another.

LIMITATION OF AGREEMENT:

Nothing in this Friendship Accord will be construed:

- To abrogate or derogate from any Aboriginal, constitutional, legal or Treaty rights of The Partners;
- To prejudice or affect any statutory power of decision or discretion of any of The Partners.

SIGNED: _____ Date: _____

SIGNED: _____ Date: _____

Appendix B: Learning About Your Neighbours

Learning about your neighbours is a crucial step for a successful partnership. To start the conversation, ask each partner to prepare a community overview. This overview should include key aspects, such as cultural components, governance, and decision-making processes. Have one partner present the information to the larger group.

After all groups have presented, ask participants to partner with another host team member that they do not know from a different community. Ask partners to take turns learning the following details from each another:

- What is one thing that is different about your communities?
- What is one thing that your communities have in common?
- How do your communities respond to emergencies?
- Using one word, what would you like to achieve during this planning session?

After the groups have completed the questions, ask them to introduce their partner to the rest of the group.

Appendix C: Developing a Joint Vision Statement

A joint vision statement expresses a team's current and future objectives. To be effective, a joint vision statement must be easy to understand, be inspiring and uplifting, and be something that can be shared with others. The joint vision must align with core values and guiding principles. The joint vision statement will contribute to the development of the joint mission statement, which is a short action-based declaration describing the purpose of the operation or team.

Joint Vision Statement: declares what the goal of the team is.

Joint Mission Statement: outlines the team's current purpose.

To write a vision statement, follow the steps below:

Step 1: As a group, identify the core values of the First Nation-municipal evacuation partnership. Write the values down on a whiteboard or flip chart.

Step 2: As a group, identify what the current core mission is for the First Nation-municipal partnership. Write these down on a separate whiteboard or flip chart.

Step 3: As a group, discuss what you would like the partnership to be known for in 5 years. Write these down on a separate whiteboard or flip chart.

Step 4: As a group, bring step 1-3 together. Be ambitious, keep the statement short and make it unique.

Examples of visions statements include:

To be one of the world's leading producers and providers of entertainment and information." **Disney**

To be the best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness and value, so that we make every customer in every restaurant smile." **McDonald's**

Appendix D: Determining Required Resources and Their Availability

Using the worksheet below, identify which local resources can meet the identified needs. The list may require the team to reflect and add to the roles identified in Appendix D. While a host site can request provincial and federal resources, using local resources is a faster, more efficient, and more reliable way to access necessary resources.

When filling out the worksheet, identify the dates that each resource is available. Between the primary and secondary resource, the team should aim to ensure that there is no date when neither resource is available. If this occurs, a third resource is strongly recommended.

Resource Required	Primary	Availability	Secondary	Availability
Lodging				
Catering				
Wellness/Clinic Space				
Wellness/Clinic equipment				
Recreational Space-Indoor				
Recreational Space-Outdoor				
Large Meeting Space				
Personal Supports (soaps, shampoos, diapers,				

Resource Required	Primary	Availability	Secondary	Availability
laundry supplies)				
Quiet space for Elders				
Traditional healing space				
Centralized information centre				
Bussing				
Airport access				
Other:				
Other:				
Other:				
Other:				
Other:				

Appendix E: Determining Roles

As a group, identify key champions who can commit to fulfilling each role. For contingency planning, there should never be less than 2 members from each partner listed. Listing 3 members is ideal.

Once this list is completed, the name and contact information for each member should be gathered. This list should be kept by the First Nation and municipal decision makers (command).

In addition to the contact list, an IMS organizational chart should be designed and shared with all partners.

Role	First Nation	Municipal Partner
Decision Makers (Command)		
Traditional Knowledge Keepers (Liaison Officers)		
Fire and Emergency Services (Safety Officer)		
Communications/Social Media (Emergency Information Officer)		
Financial Management (Finance)		
Security (Operations Branch)		
Health Services (Health Branch)		

Role	First Nation	Municipal Partner
Traditional Healing (Health Branch)		
Family Services (Operations Branch)		
Social Services (Operations Branch)		
Addiction Services (Health Branch)		
Personal Services and Supports (Planning/ Logistics)		
Recreational Services (Planning/ Logistics)		
Other:		
Other:		
Other:		
Other:		
Other:		

Appendix F: Developing Incident Action Plans

Receiving the call for help

Receiving the call to assist and standing up as a host site occurs when a First Nation community has raised concerns about an emergency that may lead to an evacuation. Prior to activating hosting partners, the partner who holds the funding agreement must confirm with their ISC liaison that activation costs will be reimbursed.

Once the activation of the host has been confirmed by ISC, the following steps must be completed:

Task	Assigned To	Completed?
Update hosting partners regarding the request to host		
Confirm availability of supporting partners		
Confirm hotel availability		
Confirm catering availability		
Confirm on-site health team availability		
Confirm insurance pre-inspection was completed		
Confirm hotel fire prevention inspection was completed		
Confirm modifications to hotel were shared with 911 (i.e., altering hotel room to medical room)		
Confirm security		
Confirm airport readiness		
Confirm transportation		
Confirm registration process and team is ready		
Confirm vehicle rentals		
Confirm bus passes		
Confirm laundry arrangements		

Once the team confirms they are ready to receive members of the evacuating community, an IMS 1001 form should be completed and shared with partners.

Receiving the evacuees

Receiving the evacuees requires a coordinated approach. Multiple partners will be involved, and clear communications between partners must be in place. A centralized command post or an emergency operations centre is highly recommended. It is also recommended to have a space available that can accommodate children playing while families wait to register and receive their rooms. Access to public Wi-Fi is also necessary, as it allows families to communicate that they have arrived safely. A centralized information board will assist answering many questions such as the Wi-Fi password, locations of washroom, the hotel’s address, and the hotel’s phone number.

Task	Assigned To	Completed?
Receive flight board		
Receive manifest (if possible)		
Plane arrival location identified (terminal/ gate)		
Transportation to hotel on site		
Medical/Wellness team on site		
Light snacks and water on site		
Washrooms available on site		
Infant change stations available on site		
Luggage transportation (trailer) on site		
Notify partners of “wheels-down”		
Evacuees transfer from aircraft to hotel transportation		
Community liaisons identified		
Luggage loaded into trailer		
Evacuees and luggage brought directly to lodging site		
Evacuees register as family units		
Bus passes provided		
Evacuees gather luggage and move into rooms		

Registering the evacuees

There are different ways to register guests, however it is extremely important to follow the recommendations in Appendix D of the JEMS. Guest registration should be completed at the same time as wellness checks, which is also a time to determine if any families have urgent support needs. These needs could include playpens, formula, diapers, or medical devices such as shower seats and walkers.

Once registration is completed, it needs to be shared with the sponsoring agency.

Task	Assigned To	Completed?
Registration of guests		
Completing wellness checks		
Compiling information		
Sending information to _____		

Assigning rooms

Once registration is completed, room assignment is required. It is recommended that the lodging manager and staff complete this task. A paper copy ensures the process moves quickly and that all required information and agreements related to facility rules are covered. A partner from the host team should stay with the lodging staff to assist with any questions or concerns that arise.

Task	Assigned To	Completed?
Review lodging rules and policies		
Assign rooms		
Compile information and share room list with command team		
Confirm overall occupancy number with 911		

Daily operations

Task	Assigned To	Completed?
Morning briefing with nightshift command (i.e., security lead, community LO or other)		
Collect information/feedback from Elders and information board		
Morning all-partners meeting (touch on current emergency situation, current hosting situation, operational plan [24 hrs], operational plan [72 hours])		
Post information on communications board (recreational activity chart, daily menu, laundry hours)		
Planning meeting		
All-partners briefing call		
Daily briefing report (IMS 1001 or 209) sent to all partners		
Site 360 (ensuring all needs met)		
Transfer command to nightshift		

During the planning period, the evacuation team should work with the community liaisons to determine what recreational and support activities are desired. Having a list of predetermined activities with quotes approved by ISC prior to hosting facilitates this process. Some activities that have been successful previously include:

- Jamborees
- Beach days
- Movie nights
- Family bingo
- Sports tournaments
- Beading and crafts
- Visiting neighbouring First Nation communities for day trips and feasts
- Drumming
- Cook outs
- Visiting local tourist locations / activities

Return planning

Task	Assigned To	Completed?
AS SOON AS POSSIBLE		
Notify evacuated community that return planning is taking place		
Determine who needs to return first (consult with Chief & Council, liaisons [LOs])		
Build manifest (being mindful of weight/balance)		
Notify community members via room slips (see attached)		
ON DAY OF FLIGHTS		
Confirm flight board and passenger capacity		
Adjust manifests if required with LO guidance		
Check in each evacuee on each manifest, confirm age and gender		
Weigh all luggage: green tape with weight on it if 40 lbs or less. Red tape with weight on it for bags over 40 lbs.		
Record all "green tape" luggage weight on manifest		
Load ALL luggage in trailer; red tape luggage to the front, green to the back		
Load all passengers on the bus		
Bus check, confirming all passengers are present		
Ensuring a wellness person is on the bus		
Ensure water, snack, diapers and formula are available		
Send one flight manifest with bus driver, one flight manifest with luggage driver and email one to ____		
Travel with bus to airport terminal and follow procedures for escorting passengers to plane		
Hand manifest to pilot / flight staff		
Load all green tape luggage. Add red tape luggage if permitted (as per pilot)		
Exit airside and await takeoff		
Confirm wheels-up with _____		

Example of Room Slips for Return Flight Notification

Room slips can be handed out to each room with snack bags the night before flights. The flight manifest(s) can also be posted in a central area IF approved by the evacuated community's leadership. The liaison officers should always have a copy of the flight manifests to help with information sharing and return activities.

Your Flight Home

Room Number: Insert lodging room number	Date of your Flight:
Meet in Lobby with your Luggage: Insert Time	MAX LUGGAGE ALLOWANCE is 40 LBS PER PERSON OVER 2 YEARS OLD.

Demobilizing and Debriefing

Each site will need to develop a demobilizing and debriefing structure that works best for their unique team. Some team members will be more open to sharing their experiences immediately following the operation. Some members may prefer to take time and explore their personal experiences before sharing them with others. The key is to ensure sharing opportunities are not time limited and that all sharing is embraced. The knowledge and feedback shared during this period has the potential to enhance future relationships and operations.

Task	Assigned To	Completed?
IMMEDIATE		
Confirm all evacuees have safely arrived home		
Communicate to all team members that the active operation has been completed		
FOLLOWING DAY		
Facilitate a healing circle for members that wish to participate		
Facilitate an after-action debriefing (see template below)		
Determine how much recovery time is required before the team is ready to reactivate		
Conclude after action findings with a summary report and share with participants		
Log summary report for next planning meeting		

Appendix G: Hosting Scenarios

Scenario 1: Language Barriers

After the evacuees arrive at the host site, you realize that the Elders from the evacuated community have not spoken to the members of the host team at all. You are unsure if they are hesitant to speak or if they speak another language. You hear another community member speaking in their language.

As a team, how would you approach this scenario?

Scenario 2: Unattended Children

During the first week of hosting operations, your host site team realizes that several young children have been unattended for several hours in a hotel room. You are not sure where their guardians are at this time.

As a team, how would you ensure the children are safe?

Scenario 3: Conflict between spouses

A community liaison has approached your team because they are concerned about prolonged yelling and loud noises coming from a married couple's hotel room. The liaison would like you and a security guard to accompany them to complete a wellness check.

As a team, how would you address this situation?

Scenario 4: Substance Use

It's Friday night at 1 am and a community member is found unconscious behind the hotel. The community liaisons and security guards call an ambulance and try to assist. The lead security person determines that they should administer naloxone while they wait for the paramedics.

As a team, how would you address what occurred on Saturday morning? What would you want to discuss with the community's leadership, security, and community liaisons?

Scenario 5: Community Liaison Burnout

The evacuated community has been at the host site for four weeks. Community members are restless, bored, and want to return home. As time passes, liaisons have a harder time engaging their community about meeting needs, organizing recreation activities and other improvements. The liaisons are burning out due to their four weeks of non-stop work, and some want to quit.

As a team, how would you support the liaisons?

Scenario 6: Transfer Requests

A man has approached the host site team because the evacuation flights separated him from his wife and children. He requests a family reunification, specifying that he and his mother would like to transfer to the other host community as soon as possible.

As a team, what do you need to do to complete this process?

Scenario 7: Medical Emergency

During an outdoor recreation activity, an Elder collapses unexpectedly. After being transported to the hospital, the medical team determines he needs to be admitted to the hospital for an unknown length of time.

As a team, who do you need to inform? What needs to be done? Are there any other arrangements that need to be made?

Scenario 8: Navigating Court

A teenager was arrested for assaulting another community member in the hotel lobby. The teenager has no knowledge of the legal system and requires support.

As a team, how can you support the teenager?

Scenario 9: Death of a Community Member

You receive a call at 6 am that a member of the evacuated community suddenly passed away after a chronic illness. The person is a parent, a grandparent, and a beloved community leader and Knowledge Keeper. Members of the person's extended family are staying in several host communities and would like to attend the funeral.

As a team, determine what needs to be done. Who needs to be informed? What arrangements must be made? What approvals are required?

Scenario 10: Facilitating Home Care

It is the second week of hosting operations, and your team has noticed that one of the Elders from the evacuated community has not been leaving her room. During a wellness check, the community liaisons and host site teammates realized the Elder could use support with personal care and medication.

As a team, how would you approach this delicate conversation and ensure the Elder receives adequate care?

Scenario 11: Catering Complaints

Members of the evacuated community have shared with your team that the food provided by the site's catering service is unfamiliar to them and makes their stomachs upset. They would like the weekly menu to include foods they commonly eat at home.

As a team, how would you address this information and their request?

Scenario 12: Breach of a Court Order

It is the third week of hosting operations. A young man has arrived at your host site without warning. He was sent from another host site to be with his family. Unfortunately, there is a court order that does not allow him to interact with another community member staying at your host site.

As a team, how would you approach this scenario?

Scenario 13: Culturally Insensitive Host Team Member

A liaison from the evacuated community approaches the host site team because a non-Indigenous team member has been speaking in a discriminatory and accusatory way and making jokes about Indigenous culture. Community members do not want to interact with the individual.

As a team, how would you address these concerns?

Scenario 14: Missing a Return Flight

A community member listed on the flight manifest for the next return flight is not on board the bus waiting to leave for the airport. Liaisons and family members cannot locate the person. The bus must leave in the next 10 minutes to ensure there is enough time to load the plane before takeoff.

As a team, how would you approach this scenario?

Scenario 15: Refusal to Return

A young woman in her late 20s has expressed to a member of the community liaison team that she does not want to return to their home community on tomorrow's return flight. She has specifically requested not to have her name on the flight manifest. The young woman has said that she prefers her life in the host community and is going to look for employment opportunities in order to stay.

As a host team, how would you address this situation and what support (if any) can you reasonably provide the young woman?

Appendix H: Incident Management Forms

INCIDENT STATUS SUMMARY- GENERIC (IMS 209-G)

1. Incident Name:	2. Operational Period:	Date From:	Date To:
		Time From:	Time To:
3. Current Situation:			
4. Future Outlook:			
5. Anticipated Actions:			
6. Attachments (check <input checked="" type="checkbox"/> if attached):			
<input type="checkbox"/> Organization Assignment List (IMS 203)	<input type="checkbox"/>		
<input type="checkbox"/> Incident Organization Chart (IMS 207)	<input type="checkbox"/>		
<input type="checkbox"/> Incident Map	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		
7. Prepared By (Planning Section Chief):	Name:	Signature:	
8. Approved By (Incident/EOC Command):	Name:	Signature:	
	Date/Time:		

IMS 209-G Incident Status Summary

Purpose: The Incident Status Summary-Generic (IMS 209-G) provides a general overview or 'snapshot in time' of the current situation, future outlook and anticipated actions at a particular stage during incident response operations.

It is generally used for the following purposes:

1. To provide Command Staff and other incident management personnel with basic information for planning for the next operational period.
2. Issued by the Situation Unit personnel for posting information on Status Boards or circulating as required.
3. Provides information to the Information Officer for preparing news media releases.
4. Summarizes incident information for local and off-site coordination/operations centers.
5. To brief incident officials

Preparation: The IMS 209-G is prepared by the Situation Unit Leader or Planning Section Chief. It should contain the most accurate and up-to-date information available at the time it is prepared.

Distribution: The IMS 209-G may be scheduled for presentation to the Planning Section Chief and the other General Staff prior to each Planning Meeting and may be required at more frequent intervals by the Incident or EOC Commander, or the Planning Section Chief. It may also be distributed to Information Officer and/or local/off-site coordination/operations centers. The IMS 209-G is duplicated and distributed to the Incident or EOC Commander and staff, all section Chiefs, Planning Section Unit Leaders, and organization dispatch centres. It is posted on the display board located at the Incident Command Post. All completed original forms must be given to the Documentation Unit.

Note: This is an all-hazards generic version of IMS 209-G. Additional hazard or discipline-specific versions, or sections may be developed or used as required.

Item #	Item Title	Instructions
1.	Incident Name	Print the name assigned to the incident.
2.	Operational Period	Enter the start date (YYYY/MM/DD) and time (using the 24-hour clock) and end date and time for the operational period, to which the form applies.
3.	Current Situation	Enter a concise summary of current situation at time of report.
4.	Future Outlook	Note potential future developments based on current information. This section is for the IC/UC to discuss/project their future outlook, goals, requirements, needs and issues.
5.	Anticipated Actions	Enter the key strategic actions anticipated to be required.
6.	Attachments	Check the detailed forms that are attached. Include additional forms as needed.
7.	Prepared By	Enter the name and position of the person completing the form (usually the Situation Unit Leader or Planning Section Chief).
8.	Approved By	Enter the name and position of the person approving the form (usually the Incident or EOC Commander). Enter the date (YYYY/MM/DD) and time approved (24-hour clock).

IMS 214 (Activity Log)

Purpose: The Activity Log (IMS 214) records details of notable activities of individual or team resources at various IMS organizational levels, including Units, single resources, Strike Teams, Task Forces, etc. Activity Logs should be maintained by all individuals involved in incident response (where feasible). Activity Logs may also be maintained at the group level (units, strike teams, task forces, etc.). These logs provide a basic reference from which to extract information for inclusion in any after-action report.

Preparation: When used as an individual's activity log, each individual is responsible for initiating and maintaining their own log. When used as a team level activity log, the supervisor of that team assumes responsibility for the Log and completes it or assigns a member of the team to complete it.

Distribution: Completed IMS 214 forms are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all IMS 214 forms. It is recommended that individuals retain a copy for their own records.

Note: The IMS 214 can be printed as a two-sided form. Use additional copies as continuation sheets as needed, and indicate pagination as used.

Item #	Item Title	Instructions
1.	Incident Name	Print the name assigned to the incident (duplicate on page 2, etc.).
2.	Operational Period	Enter the start date (YYYY/MM/DD) and time (using the 24-hour clock) and end date and time for the operational period to which the form applied (duplicate on page 2, etc.).
3.	Name	Enter the title of the organizational unit or resource designator (e.g. Facilities Unit, Safety Officer, Sector Leader, etc.). <u>Note:</u> When used as an individual's activity log, each individual enters his or her name in this section.
4.	IMS Position	Enter the name and IMS position of Unit lead.
5.	Home Organization	Enter the home organization of the individual completing the IMS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6.	Resource Assigned (if any)	Enter the following information for resources assigned:
	▪ Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Contact information (email, phone, mobile phone) can be added as an option.
	▪ IMS Position	Use this section to enter the resource's IMS position (e.g., Finance Section Chief).
	▪ Home Organization (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Remora Public Works Department, Water Management Unit).
7.	Activity Log	<ul style="list-style-type: none"> Enter the time (24-hour clock) and briefly describe notable activities. <u>Note:</u> If the operational period covers more than one day, note the date. Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. <u>Note:</u> This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8.	Prepared By	Enter the name, IMS position/title, and signature of the person preparing the form. Enter date (YYYY/MM/DD) and time prepared (24-hour clock). Duplicate in fields on page 2, etc.

CONSOLIDATED INCIDENT ACTION PLAN (IMS 1001)

10. Incident Name:	11. Operational Period:	Date From:		Date To:	
		Time From:		Time To:	
12. Type of IAP: (Check <input checked="" type="checkbox"/> appropriate boxes below)					
<input type="checkbox"/> Site-Level IAP (specify below):			<input type="checkbox"/> EOC-Level IAP (specify below):		
<input type="checkbox"/> Incident Command			<input type="checkbox"/> Incident Support exercised from EOC		
Additional Details:		Additional Details:			
			<input type="checkbox"/> Area Command exercised from EOC:		
			Additional Details:		
			<input type="checkbox"/> Incident Command exercised from EOC:		
Additional Details:		Additional Details:			
13. Current Situation:					From IMS 201
14. Mission:					From IMS 202
15. Objectives for this Operational Period:					From IMS 202

16. Strategies to Achieve Objectives:	From IMS 215G
17. Tactics (Optional):	From IMS 215G
18. Weather Forecast for Operational Period:	From IMS 202
19. General Safety Message:	From IMS 215A or 202

20. Key Media Messages:		From IMS 202	
21. Future Outlook:			
22. Briefing/Planning Cycle:			
23. Organization Assignment:			From IMS 203
Command Model: (Check <input checked="" type="checkbox"/> one)		<input type="checkbox"/> Single Command <input type="checkbox"/> Unified Command	
Incident or EOC Commander(s):			
Safety Officer:		Operations Section Chief:	
Information Officer:		Planning Section Chief:	
Liaison Officer(s):		Logistics Section Chief:	
Legal Advisor:		Fin/Admin. Section Chief:	
24. Detailed Forms (are attached as necessary - check <input checked="" type="checkbox"/> if attached):			
<input type="checkbox"/> Incident Objectives (IMS 202)		<input type="checkbox"/> Medical Plan (IMS 206)	
<input type="checkbox"/> Organization Assignment List (IMS 203)		<input type="checkbox"/> Incident Map	
<input type="checkbox"/> Resources Assignment List (IMS 204)		<input type="checkbox"/> Traffic Plan	
<input type="checkbox"/> Incident Telecommunications Plan (IMS 205)		<input type="checkbox"/>	
25. Prepared By (Planning Section Chief):			
Name:		Signature:	
26. Approved By (Incident or EOC Commander):			
Name:		Signature:	
		Date/Time:	

**IMS 1001
Consolidated Incident Action Plan**

Purpose: This form documents the actions developed by the Incident Commander and the Command and General Staff during Planning Meetings. When all attachments are included, the plan specifies the objectives, strategies, tactics, resources, organization, communications plan, medical plan, and other appropriate information for use in managing an incident response for the next operational period.

Structure: This IAP includes information from other IMS forms. Information may be directly inputted in designated cells (above) or attached separately (below). As IMS forms are completed throughout the Planning Cycle, this information will be included in the IAP as available/finalized.

Preparation: IMS 1001 is completed following each formal Planning Meeting, conducted by the Incident or EOC Commander and the Command and General Staff. The IAP is completed by the Planning Section and must be approved by the Incident or EOC Commander prior to distribution

Distribution: The completed IAP may be circulated electronically, in hard-copy and/or posted on a status board. Sufficient copies should be distributed to all supervisory personnel at the Section, Branch, Division/Group, Sector/Unit levels, in addition to Assisting and Supporting organizations.

Note: Should the Incident/EOC Commander or Planning Section Chief prefer, the IMS 1001 may be substituted by other IMS forms to create the IAP. In this case, the IMS 202 would become the IAP cover page and additional IMS forms attached to create a full IAP. This is particularly useful when computer/printing facilities are not readily available and forms are completed in hard-copy.

Item No	Item Title	Instructions	
1.	Incident Name	Print the name assigned to the incident.	
2.	Operational Period	Enter the start date (YYY/MM/DD) and time (using the 24-hour clock) and end date and time for the operational period, to which the form applies.	
3.	Type of IAP	Check the appropriate box indicating whether this is a 'Site-Level IAP, or 'EOC-Level IAP'.	
	<ul style="list-style-type: none"> Site-Level IAP 	If this is a site-level IAP that applies to a site-level Incident Command, check the 'Incident Command' box. Include any additional details required.	
	<ul style="list-style-type: none"> EOC-Level IAP 	If this is an EOC-level IAP, check the appropriate box:	
		Incident Support	<ul style="list-style-type: none"> Check this box if this IAP applies to Incident Support being exercised from an EOC (i.e. the provision of off-site support to an incident management team (IMT) at a site or EOC). Provide additional details as required (e.g., "Remora City EOC supporting Apex Building Collapse")
Area Command		<ul style="list-style-type: none"> Check this box if this IAP applies to Area Command being exercised from an EOC. Provide additional details as required (e.g. "Remora City Area Command for Apex Building Collapse and Oakridge School Flood"). 	
	Incident Command	<ul style="list-style-type: none"> Check this box if this IAP applies to Incident Command being exercised from an EOC. Provide additional details as required (e.g., "Remora City Incident Command for Main St. Flood".) 	
4.	Current Situation	Include specific information on the nature of the hazard/incident and known consequences at time of report. This may include information on: scope, casualties, hazards, current response activities, outstanding issues, identified needs, etc. This information may be obtained from IMS 201 Incident Briefing (if completed).	

5.	Mission	Enter a clear, concise statement of purpose for managing the response. This information may be obtained from IMS 202 Incident Objectives (if completed).
6.	Objectives for this Operational Period	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period and generally also for the duration of the incident. This information may be obtained from IMS 202 Incident Objectives (if completed).
7.	Strategies to Achieve Objectives	Enter clear, concise statements of the strategies to achieve objectives. These may be recorded individually for specific objectives or collectively for all objectives. When relevant, specific information on work and resource assignments may be obtained from IMS 215-G Operational Planning Worksheet. <u>Note:</u> Should you wish to include the Strategies and Tactics within a single chart, the form may be modified, as required.
8.	Tactics (Optional)	Enter clear, concise statements of the tactics to achieve objectives. Tactics should explain <i>how</i> strategies should be carried out (i.e., how resources will be deployed to achieve incident strategies). When relevant, specific information on work and resource assignments may be obtained from IMS 215-G Operational Planning Worksheet. <u>Note:</u> Should you wish to include the Strategies and Tactics within a single chart, the form may be modified, as required.
9.	Weather Forecast for Operational Period	Enter weather forecast information for the specified operational period. This information may be obtained from IMS 202 Incident Objectives (if completed).
10.	General Safety Message	Enter information regarding known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached. This information may be obtained from IMS 202 Incident Objectives and/or IMS 215-A Incident Action Plan Safety Analysis (if completed)
11.	Key Media Message	Enter clear and concise messages to be communicated to media. This information may be obtained from IMS 202 Incident Objectives (if completed).
12.	Future Outlook	Note potential future developments based on current information from the Planning Section Situation Unit and/or the most recent IMS 209 Incident Status Summary (if completed).
13.	Briefing/Planning Cycle	Note all command related briefings (which may include media briefings including Command) and Planning Cycle meetings scheduled within the operational period (include time and briefing title/lead).
14.	Organization Assignment	Enter the names of the key incident personnel (Command and General Staff, Branch Leaders, etc.). The full personnel assignment list should be recorded in IMS 203 Organization Assignment List and attached as necessary.
15.	Detailed Forms	Attach additional IMS Forms to provide additional information, as required.
16.	Prepared by	Enter the name, IMS position and signature of the person preparing the form.
17.	Approved by	Enter the name, IMS position and signature of the person approving the form. Enter the date (YYYY/MM/DD) and time approved (24-hour clock).

IMS Form 229

Daily Costing for _____

INCIDENT COST SUMMARY		1. Incident Name	2. Date/Time Prepared	3. Operational Period
No.	4. Task	5. Cost	Approved by	
6. Estimated Operational Period Total				
7. Estimated Incident Total				
8. PREPARED BY:				

ABOUT IMS 229 - Incident Cost Summary

Purpose:	The Incident Cost Summary (IMS 227) is used to provide a summary of incident costs for a given operational period. It may also be used for collective incident costs, or individual organization costs.
Preparation:	The Incident cost Summary is completed by the Cost Unit Leader. Note: unless specific totals are available, all entries are best estimates at the time the form is completed. A more compressive Incident Cost Summary version may be used for incidents that involve many resources or are long in duration.
Distribution:	The Cost Unit maintains a file of Incident Cost Summary forms. A copy of completed forms should be submitted to the Documentation Unit.

INSTRUCTIONS IMS 229 – Incident Cost Summary

Item #	Item Title	Instructions
	Incident Name	Print the name assigned to the incident.
	Date/Time Prepared	Enter the date prepared (YYYY/MM/DD) and time (24-hour clock).
	Operational Period	Enter the time interval for which the form applies. Record the start time and the end time with dates.
	Mission/Task	Enter the specific mission/tasking for which a cost-estimated will be included for this operational period (e.g. debris removal, perimeter control, reception centre setup, etc)
	Cost	Enter the estimated cost corresponding to specific mission/tasks in the Mission/Task column.
	Estimated Operational Period Total	Enter the estimated total of all costs for this operational period.
	Estimated Incident Total	Enter the estimated total of all costs for the entire incident. For incidents with a single operational period, this will be the same as for the 'Estimated Operational Period Total'. For incidents with multiple Operational Periods, this section will only be completed at the end of the incident.
	Prepared By	Enter the name and position of the person completing the form (usually the Cost Unit Leader).