Atlantic Pilotage Authority

Administration de Pilotage de l'Atlantique

INCIDENT MANAGEMENT

PLAN

FOR THE

Atlantic Pilotage Authority

VERSION 2.3

Document Control

Record of Amendments

#	Date	Description	Initials
1	April 28, 2014	Update of Annex A – 1.3 – Points of Contact	EML
2	June 5, 2014	Addition of COO to Document	EML

ATLANTIC PILOTAGE AUTHORITY INCIDENT MANAGEMENT PLAN

Contents

1. INTRODUCTION

1.1. GENERAL

This Incident Management Plan (IMP) is intended to provide a framework to allow the Atlantic Pilotage Authority (APA) to respond, within its scope of responsibility, to major incidents that may occur. Under the *Pilotage Act*, the APA has been charged with the requirement to "establish, operate, maintain and administer in the interests of safety an efficient pilotage service" in Atlantic Canada.

The IMP is intended to address situations beyond operational emergencies of an immediate nature, for example: situations such as a major pilotage incident, or an incident that affects APA-owned pilot boats. The IMP is intended for handling incidents that require a more significant or sustained organizational response. It must be emphasized that the pre-planned actions herein focus on the types of incidents most likely to occur that may require the activation of the plan. This is a framework that exists to support any incident that may require a robust, organization-wide response.

The plan recognizes that other parties may have defined or regulated authority in the event of such an incident. These parties include the vessel Master, Port Authorities, Transport Canada, Canadian Coast Guard (including Marine Communications and Traffic Services), Transportation Safety Board, Emergency Measures Organizations, and provincial and municipal government departments. The plan focuses on internal responses and those required to support the lead agency, and does not presume to transfer responsibilities from any other parties to the APA.

The APA recognizes that, in the event of a serious incident, its role will be as a part of an overall response. It is prepared to assist within its area of responsibility, and to assist in other matters when requested by the lead agency or overall Incident Commander/On-Scene Commander.

1.2. REFERENCES

A.   Canada Standards Association issued Z1600-08 – Emergency Management and Business Continuity Programs.

B.   National Incident Management System's Incident Command System (ICS[1]).

C.   Federal Emergency Response Plan (FERP) – Government of Canada (2010).

1.3. AUTHORITY

Pursuant to the *Pilotage Act*, the Atlantic Pilotage Authority (APA) is responsible for the operation, maintenance and administration of a safe and efficient pilotage service in Atlantic Canada. Therefore the APA must establish pre-planned procedures to enable the continued operation of a pilotage service while effectively responding to an incident.

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[1] ICS is the most common emergency management system in North America

Pursuant to the *Emergency Preparedness Act*, the APA is responsible for identifying the civil emergency contingencies that are within or related to the Authority's area of accountability and develop an Incident Management Plan (IMP). As such, this plan will also be used should APA be called upon to support other organizations during a public emergency.

1.4.   APA MISSION

The APA is committed to maximizing the use of its resources/assets to meet the goals in a safe and environmentally responsible manner. The APA will accomplish its mandate by providing the necessary expertise and experience, associated with the appropriate technology, and management systems to meet the needs of the shipping industry and related stakeholders.

1.5.   INCIDENT MANAGEMENT PLAN (IMP)

For the purposes of this plan, an incident is defined as an event that has the potential to attract media or legal attention that impacts upon the commercial activities of the port, marine safety, maritime security, or environmental protection stemming from the activities in which APA or its contractors and pilots are involved. An incident can also involve providing support to external agencies that are facing an emergency. APA's Incident Management Plan enables the organization to respond effectively, either individually or as part of a multi-agency approach, during an incident or accident and is defined as:

"Co-ordinated measures which collectively provide prompt and effective response to and control of incident-based situations in order to reduce physical damage or personnel or financial loss."[2]

1.6.   APA CORPORATE APPROACH TO INCIDENT PLANNING & RESPONSE

From the outset, the IMP has been designed to be compatible with the Incident Command System (ICS) prevalent throughout North America. The Incident Command System-compatible Incident Planning Process utilized by the APA is as follows:

- Identify potential threats
- Determine scope of the plans
- Determine response and recovery objectives
- Establish plan(s) (response & recovery)
- Establish command and control structure (Incident Command System compatible) with subsidiary functions to:
    - Train APA personnel
    - Test plan

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[2] Critical Infrastructure Institute, CIP & Business Continuity Planning (2011)

2. SCOPE (FACTORS & CRITERIA)

2.1. SCOPE

This IMP details the organization and processes that will be implemented by APA during a significant incident that requires a whole-team, comprehensive approach to mitigate the impact of the incident, while ensuring that APA's capability and reputation are maintained at a high level. The plan will cover the Authority's organizational structure in Halifax and the Dispatch, Launch and Pilotage Operations across its operations in Atlantic Canada. Each geographic area will be covered by a separate Annex.

2.2. OPERATIONAL THREATS

For the purposes of Incident Management, APA is at risk from:

- Onboard fire or accidents (e.g. Collisions and Groundings or serious injury/death)
- Sabotage & Security related incidents
- Environmental disasters such as pollution and hazardous materials spills

It must be emphasized that these threats differ in nature from expected operational emergencies such as a ship dragging an anchor or breaking away from a berth. These types of emergencies tend to be of short duration, and are normally handled without the requirement to activate the Incident Management Team (IMT). This is because the APA response would likely be effected *before* a whole-organization response could be mounted. The IMP is intended to address situations beyond these operational emergencies of an immediate nature. For example, a major pilotage incident may require a more significant organizational response than a vessel breaking away from a berth. Although the latter is a serious occurrence, it would normally require a rapid and short-lived response. It must be emphasized that the pre-planned actions herein are related to specific types of incidents. These focus on the types of incidents *most likely* to occur that may require the activation of the plan, but the IMP is a framework that exists to support *any* incident that may require a robust organization-wide response.

2.3. STAKEHOLDERS

Given the huge geographical area that APA covers there are a number of disparate, external, public and private stakeholders whose relationship with APA is fundamental to the successful delivery of pilotage services across Atlantic Canada. This organisational reality has led to the creation of an IMP that is compatible with the structure and general principles of the Incident Command System and recognizes that other entities would normally be the lead organization under most circumstances.

3. INCIDENT COMMAND AND STRUCTURE

3.1. THE INCIDENT COMMAND SYSTEM (ICS)

"A standardized on-scene emergency-management concept specifically designed to allow its user(s) to

adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries."[3]
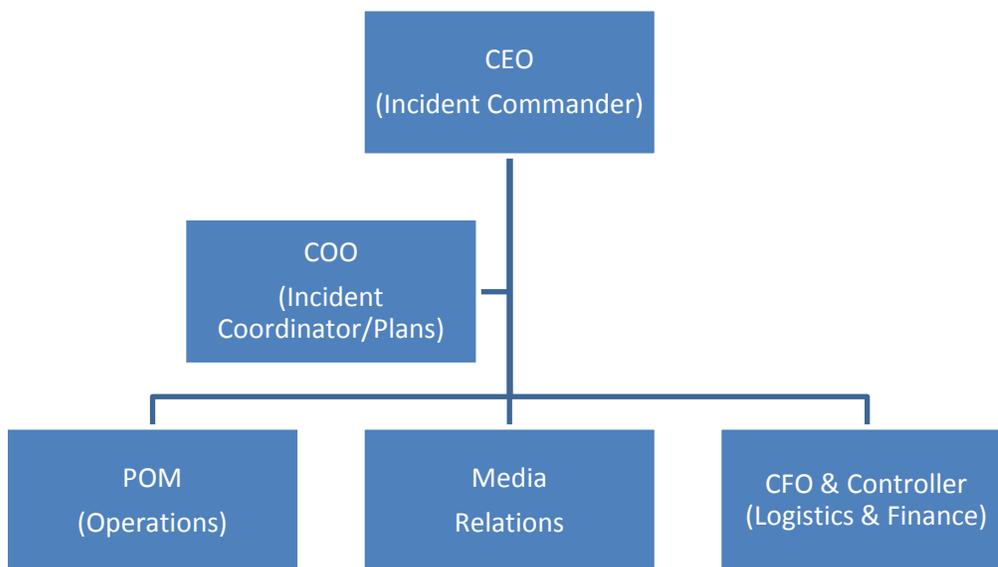
A lexicon of commonly used Incident Command System terminology is at Annex F.

3.2.   APA's INCIDENT COMMAND SYSTEM COMPATIBLE STRUCTURE

It is intended for APA to follow an Incident Command System-compatible approach to Incident Management and, as required by events, form an Incident Management Team (IMT). The following structure demonstrates how the normal Incident Command System structure can be adapted to provide an optimum response across a number of staff domains and areas of activity with very few people. The Incident Management Team will be formed to:

- Manage internal and external communications
- Plan and direct response and recovery activities
- Monitor the recovery progress
- Provide or reallocate recovery resources

The Incident Management Team - APA's Incident Command System - Compatible Structure

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                    ┌─────────────────────┐
                    │        CEO          │
                    │ (Incident Commander)│
                    └─────────┬───────────┘
                              │
          ┌──────────────────┐│
          │       COO        ││
          │    (Incident     ││
          │ Coordinator/Plans)│
          └─────────┬────────┘│
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        ┌───────────┬──────────┴──────────┐
 ┌──────┴─────┐ ┌────┴─────┐ ┌────────────┴────────┐
 │    POM     │ │  Media   │ │  CFO & Controller   │
 │(Operations)│ │ Relations│ │(Logistics & Finance)│
 └────────────┘ └──────────┘ └─────────────────────┘
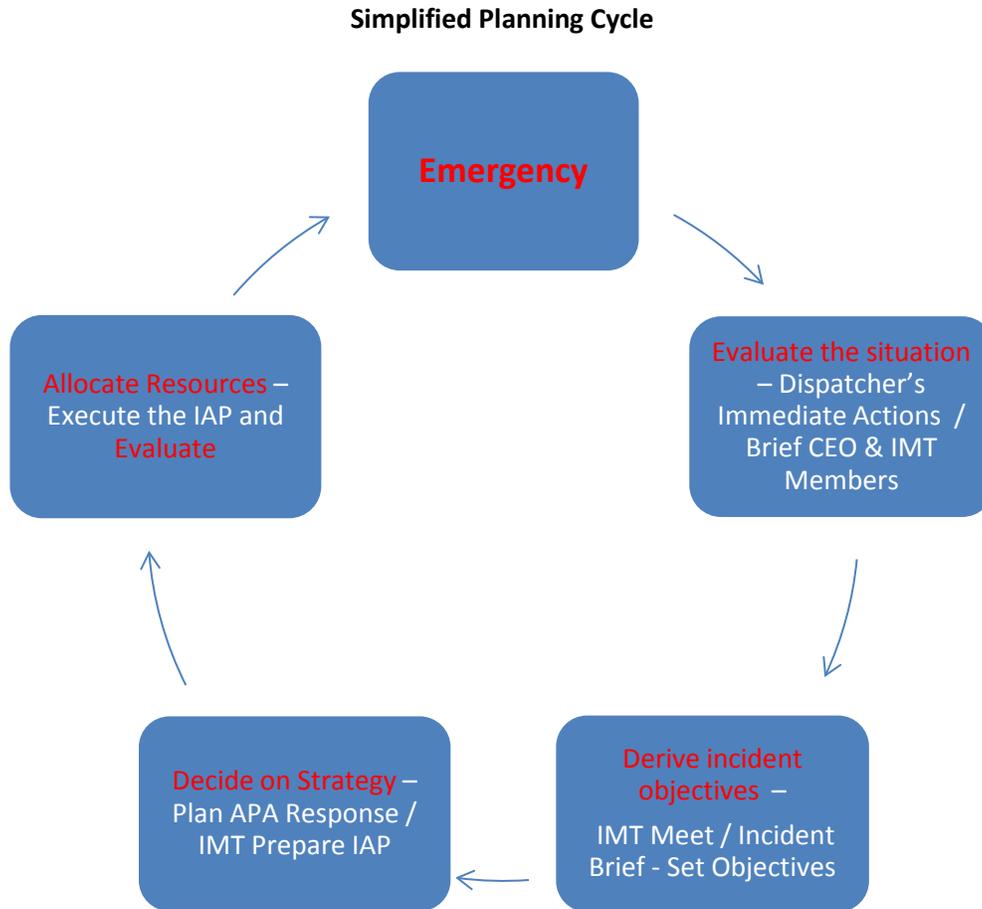```

## 3.3.   INCIDENT MANAGEMENT TEAM COMPOSITION

The Incident Management Team is comprised of APA Executives, Managers and Subject Matter Experts. These people are divided across the normal Incident Command System domains (Plans, Operations, Logistics and Finance) so as to ensure a comprehensive approach is maintained.  In the event that an

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[3]  Source: Justice Institute of BC, on ICS)

individual in the Incident Management Team is unable to fulfill the role, it is important that another individual is delegated the responsibilities.

## 3.4. PLANNING PROCESS

Given its widespread use, a simplified version of the Incident Command System planning cycle is considered the most appropriate for APA's planning and for the resumption of normal operations.

**Simplified Planning Cycle**

**Emergency**

**Evaluate the situation** – Dispatcher's Immediate Actions / Brief CEO & IMT Members

**Derive incident objectives** – IMT Meet / Incident Brief - Set Objectives

**Decide on Strategy** – Plan APA Response / IMT Prepare IAP

**Allocate Resources** – Execute the IAP and **Evaluate**

## 3.5. INCIDENT ACTION PLAN (IAP) - THE PLANNING DELIVERABLE

The Incident Action Plan is a consolidated incident-related plan that will allow APA to formalise its response and activities when dealing with a sizeable incident or accident. Incidents will be managed by setting specific objectives and ranking them in priority. An Incident Action Plan ensures that all personnel are working in concert toward the same goals set for that operational period and provide a coherent means of communicating the overall incident objectives for both operational and support activities. They include measurable objectives to be achieved in a time frame called an Operational

Period, after which the planning cycle recommences.  The Incident Action Plan must, as a minimum, answer four questions:

- What do we want to do to meet objective(s)?  (Response and Recovery Objectives with timeline across both Plans and Operations)
- Who is responsible for doing it?  What manpower is allocated to the Incident (including those working with other agencies)?
- How do we communicate with each other?
- Any logistics considerations?

## 3.6.  COMMAND AND CONTROL

Conceptually there are two spheres of command and control:  internal and external.  The CEO or designate will be in charge of the Incident Response and act as the Incident Commander (IC) within APA's scope of responsibility and authority.  In a multi-agency response when APA is in a supporting role, they will perform the APA Incident Co-ordinator's role – see below.  Heads of Departments are responsible for emergency functions as described in this plan, under the coordination of the Chief Operating Officer (COO).  These activities and responsibilities focus on executing APA's mandate, either independently or in support of a lead agency, according to the situation.  APA will not exert command and control externally.

Under federal emergency procedures, a lead agency is designated according to the specific circumstances of the emergency.  When tasked by the lead agency, emergency operations may be conducted by APA beyond its normal mandate, usually in support of other Government Agencies, particularly the Canadian Coast Guard.  In a catastrophic incident, APA will interact with other stakeholders to support emergency management, and may co-locate Dispatch functions with another marine organization's Emergency Operations Centre, such as the Halifax Port Authority.  An APA Incident Coordinator may also be part of the supporting team at an Emergency Operations Centre.

## 3.7.  ASSIGNMENT OF RESPONSIBILITIES

Heads of departments will ensure they are prepared for an incident or accident.

- Assign a representative, if required, to assist with the situation in the Dispatch Office.
- Operate in accordance with normal policies and procedures and ensure that the Incident Management Plan has been implemented.
- If necessary, an on-scene coordinator (default – Chief Operating Officer) is to take charge of APA's responsibilities at the command and control site of major operations (e.g. an Emergency Operations Centre), and ensure that a clear chain-of-command for APA is established.  Normal chains-of command are not to be bypassed.
- Ensure that provision has been made for their department to function on a 24-hour basis if it appears this will be required.
- Advise the Chief Operating Officer of any special requirements or funding that is required to meet the emergency situation.
- Ensure that the Chief Operating Officer is receiving up to date Situation Reports on the actions being taken by their department.

# 4. PRE-PLANNED RESPONSES

## 4.1.  PILOTAGE INCIDENT

### 4.1.1. INCIDENT PILOT RESPONSIBILITIES

**Initial Actions**

Under the Atlantic Pilotage Regulations (section 25) pilots have the obligation to "**immediately report to the Authority by the fastest means available all known details of the incident**".  The fastest means is by voice communications and the Regulations require that pilots follow up with a written report within 72 hours of the incident.[4]

It is essential that APA receive the basic facts surrounding the situation as soon as possible, as they will need to respond to external agencies and the media.  The Pilot shall communicate the details of the situation to the Duty Officer (during working hours the pilot will make the initial report to the Pilotage Operations Manager) by phone (VHF radio secondary).  This is to be done as soon as practicable in light of the specific circumstances in the case of an ongoing incident.

The initial report to the APA should consist of at least the following details:

Facts:

- Basic details of the incident:  what, where and when (APA does not require information on _how_ the incident occurred unless the pilot has information relating to an apparent equipment casualty)

Assessment Based on Observation (without speculation):

- Whether or not the pilot requires APA assistance (e.g. relief pilot)
- Whether there is any pollution or threat of pollution or other apparent consequences for Marine Safety, Security and or the Environment
- The pilot's initial intentions/recommendations

**Follow-Up Actions**

Once the urgent communications have been made, the pilot may communicate with the Canadian Merchant Service Guild when it is practicable.  The Guild will address its responsibilities and contact the APA as required.  In order to accurately capture the details of the incident, the pilot should, as soon as possible given the circumstances, start recording the events and actions leading up to the incident or accident so as to document the situation as he sees it, as details may be difficult to recollect after the

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[4] If requested, the pilot would normally assist the master in making the required occurrence notification to Marine Communications and Traffic Services.

fact. Although specific circumstances (such as language barriers) may limit the information available to the pilot, such details based on observation without speculation would include:

- What happened (both events and actions leading up to the incident)?
- Are there any apparent consequences for Marine Safety, Security and or the Environment?
- What has been the ship's response to events thus far?
- What has been the APA pilot's response to the situation?
- What resources does the ship have at its disposal to deal with the consequences of the incident?

As the situation allows, after contacting the Guild and receiving advice as required, pilots should be prepared to speak with APA again if necessary for the purpose of providing amplifying facts related to the information passed with the initial report, which will allow the APA to respond to the situation and deal with regulatory agencies. *It must be emphasized* that this communication is not intended to address culpability or liability; it is simply to gather any additional facts necessary for the APA to deal with the situation. The APA will not require the pilot to provide any information related to liability or culpability related to the incident.

It is expected that the Guild will assist the pilot in meeting his obligation under the Regulations to provide a written report within 72 hours of the incident.

Pilots are not to provide statements or give interviews to media or third parties except where required to do so by a regulatory body, such as Transport Canada or the Transportation Safety Board. The pilot should advise the Guild or his counsel when an interview is requested or required by a regulatory agency. The APA expects to be advised as soon as possible after any request for an interview is made.

APA will endeavour to dispatch a relief pilot. As such, prepare a turnover for the relief pilot and continue keeping a log of all events and decisions. A pilot incident checklist is provided at Appendix 1.

### 4.1.2. RELIEF PILOT

In the event of a serious incident (collision or grounding) involving a ship under the pilotage of an APA pilot, and if circumstances allow, every effort should be made to relieve the onboard pilot, so that he can concentrate on collating a record of the incident and be removed from the immediate stress of the situation.

## 4.2.   LAUNCH/PILOT BOAT INCIDENT

In the event of a serious launch incident it may be advisable to activate the Incident Management Team. The focus is to supplement the initial actions of the launch master and ensure the continuation of operations.

## 4.3.  RECEIPT OF EMERGENCY CALL AT APA

The Dispatcher shall commence an Incident Log to record the details of the pilot's or launch master's report and any details copied on the radio.  S/he shall immediately brief the Duty Officer (during working hours the Chief Operating Officer / Pilotage Operations Manager), who is then to brief the CEO/Chief Financial Officer (as required) and activate the Incident Management Team if deemed appropriate (Note:  during working hours the pilot will make the initial report to the Chief Operating Officer).  Any authorised person may activate the Incident Management Team.  Once the Incident Management Team is assembled and briefed, the Chief Operating Officer or his designate will contact the CEO to update him on the situation along with their recommendations.  The CEO will notify outside agencies at his discretion.

Once the immediate actions and call out have been completed, Dispatch is to start recording the events and actions leading up to the incident or accident so as to provide background information for the Incident Management Team.  Try to answer the following questions (facts only – no speculation):

- What happened (both events and actions leading up to the incident)?
- Are there consequences for Marine Safety, Security and or the Environment?
- What have been the APA and other agency responses to events thus far?
- Are all APA Personnel accounted for?
- What resources does APA have at its disposal to deal with the consequences of the incident?
- Who are APA and the embarked Pilot communicating with?
- Does APA need the support of other agencies and or outside expertise?

## 4.4.  EMERGENCY OPERATIONS CENTRE (EOC)

In the event that the incident response requires a multi-agency approach, it is highly likely APA's CEO (or designate) will need to integrate into Halifax Port Authority's Emergency Operating Centre.  That presence within the Emergency Operating Centre can be physical or virtual dependent upon the circumstances of the case and numbers of personnel available to APA to man their own operations.

## 4.5.  SUPPORTING AN EMERGENCY

In the event of a major emergency or a catastrophic incident or for events which require the activation of the Federal Emergency Response Plan (FERP) or Marine Events Response Protocol (MERP) an Emergency Operating Centre will be activated.  It is highly likely the CEO (or designate) will perform the duties as APA's liaison officer, which will likely be at HPA's Emergency Operations Centre.  APA's resources will be coordinated as required to assist.

# 5.  COMMUNICATIONS AND RECORDKEEPING

## 5.1.  COMMUNICATIONS

The following communications are to be monitored during the incident response and recovery phases of any incident:

- VHF channels 12/14/ 16 & 23
- Mobile Phone
- Dispatch E-mail

## 5.2.  RECORDKEEPING

All personnel involved in managing an incident shall keep a formatted log.[5]  This log is to include the time of all significant events and decisions.  Once the CEO has deemed the response complete, all logs shall be turned over to the Pilotage Operations Manager, who is to ensure their security.

# 6.  MEDIA AND INTERNAL COMMUNICATIONS

## 6.1.  BACKGROUND

All newsrooms are equipped with scanners, which constantly monitor marine, police, fire and emergency response bands and many also routinely monitor analog cellular telephone calls.  Assume that any incident, no matter how minor, reported or unreported, has the potential to become a news story very quickly.

## 6.2.  COMMUNICATIONS OBJECTIVES

- To coordinate and manage the flow of information by providing a central location to ensure that timely, accurate and accessible information is available to staff, the community and other stakeholders.

- To earn the confidence of employees, customers, stakeholders and shareholders while responding and handling an emergency situation.

- To protect the reputation of the APA, minimizing negative impact on the corporate image.

- To reinforce the APA's leadership by creating a strong presence during an emergency situation or major public relations issue.

- To create a widespread understanding of the APA's approach to managing crisis situations.

## 6.3.  PROACTIVE MEDIA STANCE

Adopting a proactive news media stance from the outset will help APA influence the public message and shape their perception.  Avoiding the media is not an option.  The media need to have early information, even if generic; otherwise they will become frustrated and obtain information from a third party.  For just these types of incidents APA possesses pre-existing "B Roll" video (available from the APA website) and print-media fact sheets.

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[5] Use of the log at Annex F should be the norm.

One of the key principles of media management will be that APA has a single point of contact for all news media.  This will be the CEO, unless the duties are explicitly delegated to another member of the staff or a media relations agency.  The Chief Financial Officer and then the Chief Operating Officer are the alternate media spokespersons.  No other member of APA is authorized to discuss any issues pertaining to APA or pilotage; all news media inquiries will be directed to the Halifax Office so media interest can be managed efficiently, effectively and consistently.

Because APA is a 24/7 operation, news media will likely contact the APA Dispatch Centre (426-7609 and 426-7610).  Ideally, all calls from the media will be initially screened by another member of the staff, but this may not be possible.

## 6.4.    ACTIONS ON RECEIVING A MEDIA CALL

When a reporter calls seeking an interview, the CEO or designated media representative is *under no obligation* to grant one.  The person taking the call is to get the full name, contact details, the media outlet they represent, the nature of the inquiry and specifically what they would like to discuss.  Tell them that you will pass this on immediately and that the CEO or designated spokesperson will respond shortly, or at an agreed time if they wish to make an appointment.  Pass the message immediately to the CEO or designate.  This will allow time to consider a response and speak to legal or media counsel from a media agency if deemed appropriate.  All news media inquiries must be responded to in a timely and professional manner.

### 6.4.1. MANAGEMENT EARLY DISCLOSURE STATEMENT

The initial statement regarding the incident, which will be released by the CEO, will play an important role in the communications that will follow.  This statement should be factual, accurate and honest, and should generate public confidence in the APA's ability, along with other stakeholders, to respond to the situation.  The following is an example of the initial statement format:

Regarding the report of a _____, this is what we can confirm at the

present time. At approximately _____, we were alerted that there has been a

_____ at _____. The situation at the scene

is being managed by _____. At this point, we do not have any other details

regarding what happened, but we will update you as soon as we have additional verified

information. The lead agency for this incident is _____. Thank you for your

cooperation and understanding.

### 6.4.2. ONGOING MEDIA COORDINATION

As APA will not be the lead agency for the response to, or investigation of an incident, it is important to coordinate with those agencies and ensure that they field media queries appropriate to their role.  Once

the initial media contact has been made with APA, the CEO (or media agency) will provide contact information.  In order to avoid being swamped by media requests, APA will establish a media communications plan whereby regular updates will be provided as they relate to APA's mandate.  Consideration should be given to engage the media agency to coordinate this task as it can be challenging, demanding and onerous.

The APA website should be updated as soon as practicable with an incident situation report and kept up to date in cadence (hourly initially) with the published media communications plan.

As soon as practicable after notification of an incident establish print and broadcast News Media Monitoring through the media agency for the appropriate geographic area and give them notification their advisory services will be required.

### 6.4.3. STAKEHOLDER AND INTERNAL COMMUNICATIONS

Once the CEO has been briefed, the Chief Operating Officer or APA Duty Officer is to draft an email situation report for the APA Board and other key stakeholders for the CEO's review and release.  To facilitate this task an address group (see contacts) has been created, which shall be supplemented as the situation dictates.  It is important that all be reminded not to discuss the situation with media but to refer enquiries to the APA spokesperson.

Internal communications is a vital component of the communications function within any organization.  Employees are key stakeholders, and thus, it is important that they receive frequent communications.  Communicating with staff during a crisis is fundamental to the success of the response.  Keeping staff informed and ensuring that each individual understands his or her role will enable prompt response to inquiries with accurate and timely information.  The situation reports to the Board and key stakeholders can be simply modified to suit this requirement through an internal email.

## 7.  TESTING AND TRAINING

### 7.1.1. TESTING

The procedures and contact lists of this plan shall be updated and tested at least once a year.  Any defects or deficiencies are to be corrected.  A follow up test is to be conducted within a month of any major corrective action.

### 7.1.2. INCIDENT COMMAND SYSTEM TRAINING

As a priority, all members of the Incident Management Team should be Incident Command System qualified to at least ICS level 200, as this is deemed to be the appropriate level for managers within the Incident Command System structure.  The following APA staff members are to undertake on-line ICS training: CEO Chief Financial Officer, Chief Operating Officer, Pilotage Operations Manager, and Controller; whenever possible, staff should participate in HPA's annual training to become more familiar with their Emergency Operations Centre structure.

# 8. PLAN REVIEW

The Pilotage Operations Manager is responsible for the IMP and, in consultation with other members of the Incident Management Team, shall review the plans annually or after a significant change in personnel or duties.  Reviewers of these IMPs should assess their accuracy, relevance and effectiveness.  Continuous appraisal of an IMP is deemed essential by Public Safety Canada for maintaining its effectiveness.  This can be performed by an internal review, or by an external audit.

# Annex A – Halifax Incident Management Plan

## 1.1  Plan A:  Launch/Pilot Boat Accident

Likely causes (Mechanical/Engineering Failure, Fire, Flood or Launch Damage)

**Immediate Incident**
- Launch Standard Operating Procedures and complete
- Check that personnel are accounted for and safe

**Rescue**
- Await Search and Rescue personnel to arrive on scene (if required)
- Contact Emergency Services, Pilot Boat Administrator and the Maintenance Contractor (if required)

**Contact**
- Pilot Boat Administrator will arrange for replacement boat crew (if required)
- Contact Chief Operating Officer and pass Situation Report

## 1.2 Plan B – Collision or Grounding (Pilot Embarked)

**Immediate Actions**
- Stabilise the situation (Pilot)
- Pilot contacts Dispatch (brief Situation Report)
- Pilot or Dispatch will then contact APA Duty Officer & provide Situation Report
- Dispatch to commence record keeping log for the incident
- Is relief pilot required? (Pilot/APA Duty Officer to determine)

**Response**
- Dispatch/COO/Duty Officer to activate APA IMT (call personnel)
- APA Duty Officer/COO to brief CEO & IMT when in place
- COO (or designate) to arrange relief for the onboard pilot
- COO to liaise and coordinate with lead organizations as required

**Recover**
- Transcribe and safeguard Record Incident Log
- IMT to formulate the IAP within multi-agency response if required
- COO to liaise and coordinate with lead organizations as required

## 1.3   Points of Contact

| Police / Fire / Ambulance **911** | |
|---|---|

| APA Duty Officers | | | | |
|---|---|---|---|---|
| Name | Section | Office | Cell | Home |
| Chief Operating Officer (COO) | Operations | 902-426-6389 | 902-478-2830 | 902-444-9786 |
| Pilotage Operations Manager (POM) | Operations | 902-426-6389 | 902-476-4719 | |
| Controller | Finance | 902-426-1964 | 902-223-2421 | 902-457-1233 |
| Chief Financial Officer (CFO) | Finance | 902-426-8657 | 902-478-2829 | 902-435-4329 |
| Chief Executive Officer (CEO) | Executive | 902-426-2553 | 902-478-2828 | 902-823-1125 |
| APA – Operations Contact | | | | |
| Dispatch | Operations | 902-426-7609 or 902-426-7610 | 902-456-6880 & 902-476-6673 | |
| Dispatch Emergency | Operations | 902-476-6673 | | |
| Dispatch 1-800 No. | Operations | 877-272-3477 | | |
| | | | | |

| MCTS Regional Offices | | |
|---|---|---|
| Section | Primary | Secondary |
| Halifax | 902-426-7244 | 902-426-9750 |
| Fundy | 506-636-4696 | |
| Placentia | 709-227-2182 | 709-227-6800 |
| St John's | 709-772-2083 | |
| Sydney | 1-800-686-8676 | |
| Halifax Port Authority | | |
| Marine Operations Manager | 902-426-3648 | 902-229-4466 |
| Halifax Harbour Bridges | | |
| Operations | 902-463-2800 | |

**Annex B - FUNDY (TBD)**

**Annex C - PLACENTIA (TBD)**

**Annex D - ST JOHN'S (TBD)**

**Annex E - CANSO (TBD)**

# Annex F – IMP TERMINOLOGY

**All hazards.** All-hazards incorporates natural and man-made hazards threats including traditional emergency management events such as flooding and industrial accidents, as well as national security events such as acts of terrorism, and cyber events.

**Comprehensive resource management.** Comprehensive resource management is a key management principle that implies that all assets and personnel during an event need to be tracked and accounted for.  It can also include processes for reimbursement for resources, as appropriate.  Resource management includes processes for:  Categorizing resources, Ordering resources, Dispatching resources, Tracking resources and Recovering resources.

Comprehensive resource management ensures that visibility is maintained over all resources so they can be moved quickly to support the preparation and response to an incident, and ensuring a graceful demobilization.  It also applies to the classification of resources by type and kind, and the categorization of resources by their status.

**Coordinate.** Bring (parts, movements, etc.) into proper relation, cause to function together or in proper order.

**Coordinating department.** Public Safety Canada is the federal coordinating department based on the legislated responsibility of the Minister of Public Safety under the *Emergency Management Act*.  As such, Public Safety Canada is responsible for engaging relevant federal departments in an integrated Government of Canada response to an emergency.

**Emergency.** A present or imminent incident requiring the prompt coordination of actions, persons or property in order to protect the health, safety or welfare of people, or to limit damage to property or to the environment. (Source: An Emergency Management Framework for Canada)

**Emergency support function.** Emergency support functions are emergency response actions in support of the needs that are anticipated to arise prior to or during an emergency.

**Emergency Operations Centre.** A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**Incident.** An abnormal situation that requires prompt action to prevent or limit injury to persons or damage to services, property or the environment.

**Management by objectives.** This is one of the principles of the Incident Command System.  Personnel agree to the objectives and understand their overall direction to attain the objective.

**Operational period.** An operational period is a length of time to achieve a given set of objectives.  The length of the operational period may vary and is determined by the emergency.  An operational period is usually 8–12 hours. (Source: Justice Institute of BC, on ICS)

**Preparedness.** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process.

**Primary/Lead department.** A federal department with the legislated mandate related to a key element of an emergency. Depending on the nature of the emergency, there may be multiple primary departments.

**Private sector.** Organizations that are not part of any governmental structure, including for-profit and not-for-profit organizations, formal and informal structures, commerce, industry, private emergency response organizations, and private voluntary organizations.

**Resource management.** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

**Situational / Domain awareness.** Is the process of collecting, analyzing, and disseminating intelligence, information, and knowledge within a given domain or situation.

**Supporting departments.** Supporting departments are federal departments that provide general or specialized assistance to a primary department during an emergency.

**Threat.** The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional. (Source: EM Framework for Canada).

**Unified Command.** Where there is more than one agency with incident or management jurisdiction or when incidents cross political jurisdictions: agencies work together through the dedicated members of the UC to establish a common set of objectives and strategies. (Source: NIMS [2008] p.130)

**Unity of command.** Each individual participating in the operation reports to only one supervisor. This concept is fundamental to the Incident Command System chain of command structure.

## Annex G: INCIDENT LOG

| Incident Name | | Date |
|---|---|---|
| | | |

| Summary of Situation Events | | |
|---|---|---|
| Time | Event / Decision / Objective | Location / Comment |
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# Appendix 1

## PILOT INCIDENT CHECKLIST

1. As soon as practicable after MCTS notification[6], contact APA Chief Operating Officer (working hours) (902) 426-6389 or (902) 478-2830 or dispatcher (902) 426-7610 / 7609 (Halifax Pilots, all other Pilots call 1-877-272-3477):
   - Basic details of the incident: what, where and when (APA does not require information on how the incident occurred unless the pilot has information relating to an apparent equipment casualty)
   - Whether or not the pilot requires APA assistance (e.g. relief pilot)
   - Professional assessment on whether there is any pollution or threat of pollution or other apparent consequences for Marine Safety, Security and or the Environment
   - The pilot's initial intentions/recommendations

2. Contact Canadian Merchant Service Guild. (Dartmouth: (902) 466-5622; St. John's: (709) 722-1615; elsewhere and after hours: 1 866 427-4477).

3. Do not provide statements or give interviews to media or third parties. Refer media to APA.

4. Keep a running log (facts only - no speculation) on a best effort basis:
   - What happened (both events and actions leading up to the incident)?
   - Are there any apparent consequences for Marine Safety, Security and or the Environment?
   - What has been the ship's response to events thus far?
   - What has been the APA pilot's response to the situation?
   - What resources does the ship have at its disposal to deal with the consequences of the incident?

5. APA may request clarifying information for the purpose of gathering amplifying facts after the initial report, which will allow the APA to better respond to the situation.

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[6] If requested, the pilot would normally assist the master in making the required occurrence notification to Marine Communications and Traffic Services.

## Appendix 2

### Canadian Merchant Services Guild Members' *Guide in Case of Marine Occurrences*

The attached aide memoir is appended as reference material that may be helpful as a supplement to the direction provided in the Incident Management Plan. It does not form part of APA policy.