



Incident Management Plan

Revision: 4

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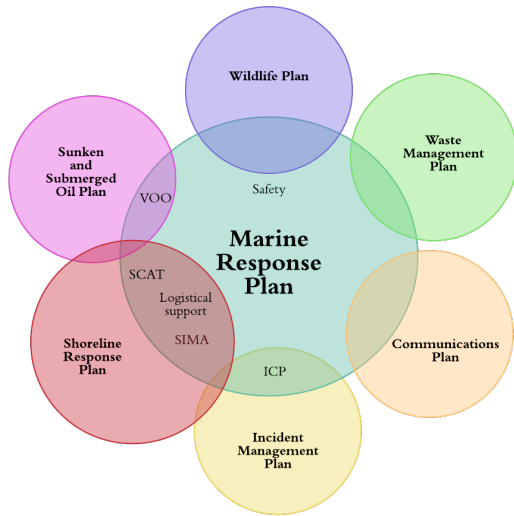
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ABBREVIATIONS

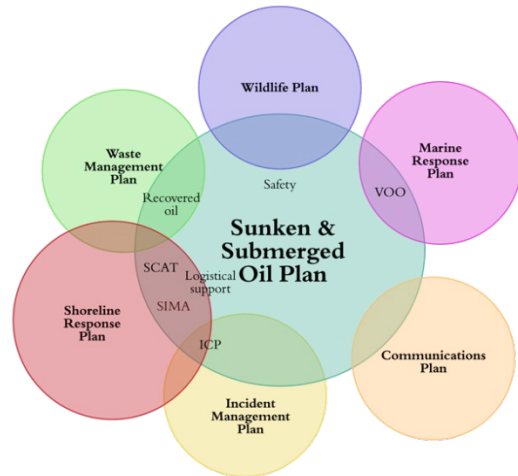
Abbreviation	Definition
API	American Petroleum Institute
BC	British Columbia
BCMoE	British Columbia Ministry of Environment & Climate Change Strategy
ECCC	Environment and Climate Change Canada
GRS	Geographic Response Strategy/Strategies
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IOGP	International Association of Oil & Gas Producers
IPIECA	International Petroleum Industry Environmental Conservation Association
IRA	Increased Response Area
m	Metres
NEB	National Energy Board
NEBA	Net environmental benefit analysis
NEBA	Net Environmental Benefit Analysis
OSC	On-Scene Commander
OSRP	Oil Spill Response Plan
PPE	Personal Protective Equipment
RO	Response Organization
SCAT	Shoreline Cleanup Assessment Technique
SIMA	Spill Impact Mitigation Assessment
SRM(s)	Spill Response Manager(s)
SRP(s)	Strategic Response Plan(s)
TC	Transport Canada
WCMRC	Western Canada Marine Response Corporation

STRATEGIC DOCUMENT CONNECTIVITY

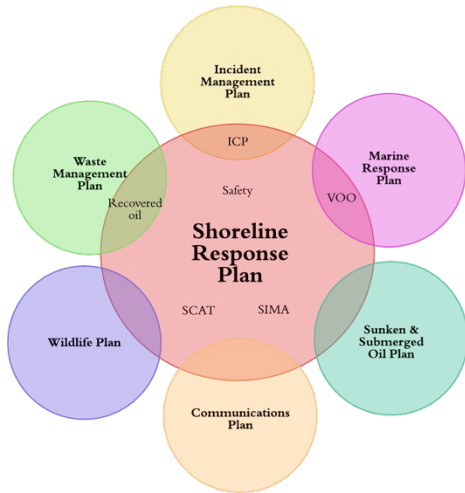
Marine Response Plan



Sunken & Submerged Oil Plan



Shoreline Response Plan



Waste Management Plan



Communications Plan

Wildlife Response Plan

Surveillance Plan

Alternative Countermeasures Plan

Convergent Volunteer Plan

Decontamination Plan

Vessel of Opportunity Program

Staging Area Program

Coastal Response Program

Tier 5 Operational Response Plan

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1 INTRODUCTION

1.1 PURPOSE

The Incident Management Plan (IMP) demonstrates Western Canada Marine Response Corporation's (WCMRC) capability to carry out incident management requirements as outlined in the WCMRC Oil Spill Response Plan (OSRP), as part of WCMRC's requirement to meet regulations and planning standards under the Canada Shipping Act, 2001 (CSA, 2001) as they apply to WCMRC as a Response Organization (RO).

The OSRP demonstrates WCMRC's response capability by reflecting on the use of a tiered response model, a Spill Response Manager (SRM) Field Operations Guide (FOG) (which creates a disciplined approach to response for each responding role within the Incident Command System (ICS) framework) and WCMRC's documented track record of spill response and staff training, exercising and equipment maintenance.

This plan, the IMP, has been written in support of both the OSRP and FOG with the purpose of:

- ▶ Explaining how ICS is used as a scalable incident management system to mobilise an **appropriate response in both scale and capability based on the requirements of an incident**
- ▶ Provide operational personnel with a **methodology for incident assessment and Incident Management Team (IMT) selection** based on the required scale of response.

This IMP also acts as a parent plan for other strategic plans within the WCMRC response framework (as outlined in Section 2.2.2). The use and enactment of all strategic plans within the WCMRC response framework are underpinned by the principles described in this IMP.

1.2 USE

This plan should be used by WCMRC personnel to, as effectively and efficiently as possible, establish an incident management organisation within WCMRC or in integration with the Polluter, government agencies, local communities and First Nations. It provides a clear methodology for how this should be done, as well as guidance on incident management locations and stakeholder engagement. The plan is a strategic document and as such, acts as a guide to establishing response activities over the first 24-48 hours of a response. It does not cover specific tasks and arrangements required during the initial response phase (as covered in the FOG) nor does it cover operations as they move into the 'project phase' as sites become established for long term recovery.

This IMP is applicable to all WCMRC response personnel at strategic level and above and is shared internally as 'required reading'. This ensures all response personnel are aware of the procedures and guidance which have been put in place to ensure any response is conducted in accordance with that described in the OSRP.

This plan will also be utilised in the training of new and existing Spill Response Managers and as part of routine exercises and regular refresher training for all WCMRC personnel.

1.3 BACKGROUND

The following definitions apply within the context of this plan:

- ▶ **Incident:** Any unplanned event which brings about a lack of control and/or has the potential for escalation¹. For WCMRC purposes, this would be an incident which results or has the potential to result in a spill of oil to the marine environment.
- ▶ **Incident Management:** Actions undertaken to bring an incident to a place where it is under control, its effects mitigated so far as reasonably practicable and the potential for escalation has been removed.

Effective incident management is contingent on the ability to establish and maintain full command and control. Experience in responding to major incidents has shown that the use of a structured incident management system (ICS as used by WCMRC) is critical to achieving this. Furthermore, a common response philosophy and shared priorities must underpin any incident management system to ensure that the actions taken by all are consistent in achieving an outcome which is widely acceptable to all stakeholders. In addition to WCMRC's vision, values and corporate goals, the response philosophy and priorities are:

▶ **Philosophy:**

1. Immediately respond in accordance with the requirements of an incident, based on the size, complexity, and potential for escalation
2. Continually monitor and assess the effectiveness of the response, including strategies used and tactics chosen, seeking feedback from all parties as appropriate
3. Maintain a response throughout the life of an incident to a point where the impact is mitigated so far as reasonably practicable
4. Demobilise in a responsible manner once obligations to all stakeholders have been fulfilled
5. At all times meet the requirements of the CSA, 2001 as they apply to ROs.

▶ **Priorities:**

1. Safety of life and the wellbeing of all personnel
2. Protect the environment, wildlife and habitats
3. Minimise impact on property, businesses and resources
4. Engage with stakeholders and all concerned parties as necessary

These priorities inform the response objectives which, as part of the ICS process, form the basis of all response actions, assignments, and efforts.

¹ 'Emergency Incident' is otherwise defined in the WCMRC OSRP as 'in British Columbia, a situation as defined by Emergency Program Act, Environment Management Act and other provincial acts and regulations which requires saving lives, reducing suffering, protecting property and the environment and mitigating economic and social losses'.

2 INCIDENT MANAGEMENT

2.1 WHAT INCIDENTS ARE WCMRC RESPONDING TO?

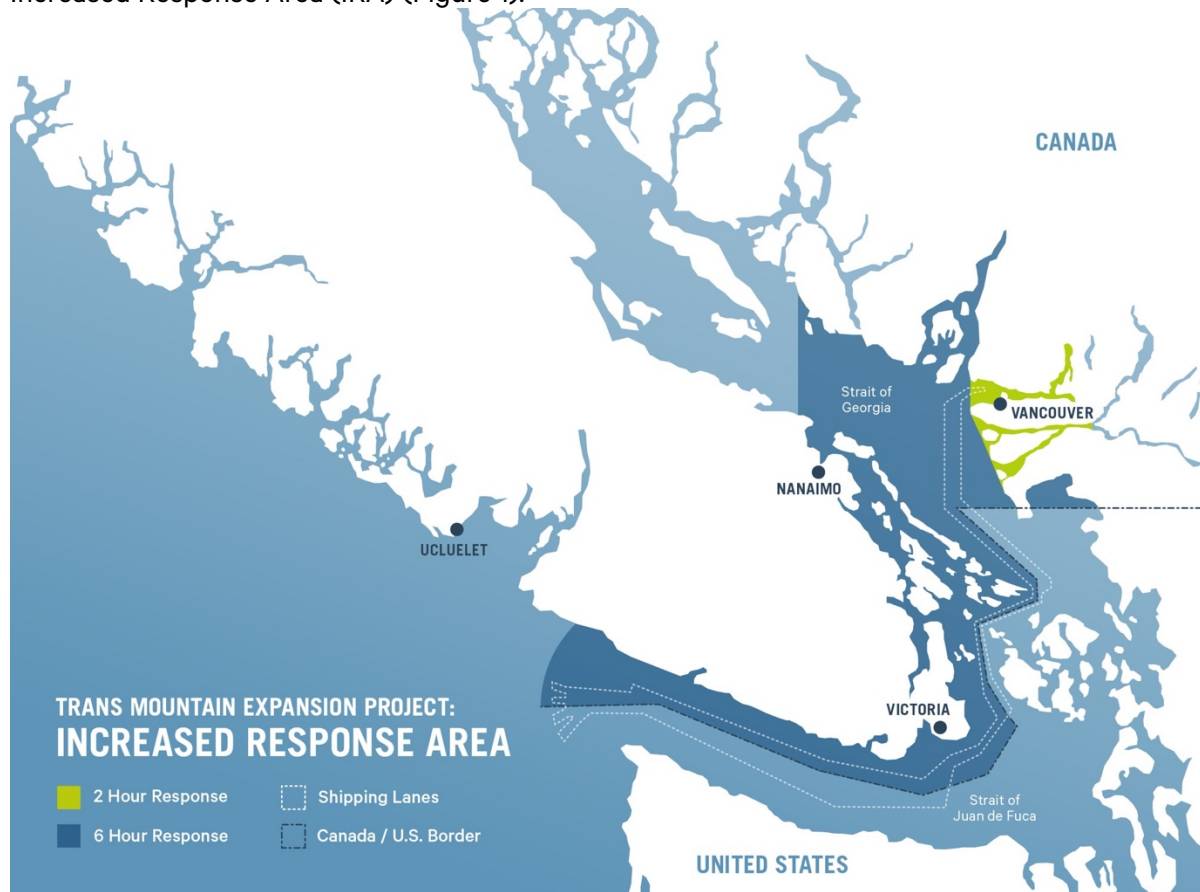
2.1.1 TYPE OF INCIDENTS

WCMRC maintains dedicated equipment and personnel, to support the operations of a Polluter or the Canadian Coast Guard (CCG) for **oil spill pollution incidents**. An oil spill pollution incident is defined in the WCMRC OSRP as ‘an occurrence, or a series of occurrences having the same origin, that results or is likely to result in a discharge of oil’.

WCMRC’s main objective as a RO is to assist the Polluter in minimising the damage caused by pollution in respect of the priorities outlined in Section 1.3.

2.1.2 AREA OF RESPONSIBILITY

WCMRC have an area of responsibility for waters covering the coastal portions of British Columbia (BC) and extending throughout the Exclusive Economic Zone (as per Federal legislation), including inland waters. These areas are referred to as WCMRC’s Geographic Area of Response (GAR) and Increased Response Area (IRA) (Figure 1).



As illustrated by Figure 1, WCMRC's Increased Response Area (IRA) extends from the 'Designated Port' area (Vancouver), north through the Strait of Georgia and south through the Haro Strait along the Canada/US border, west along the south coast through the Strait of Juan de Fuca. Waters extending beyond these areas are within WCMRC's GAR and its boundaries is contained within the OSRP.

The Designated Port and IRA are linked to the requirements of the CSA, 2001 which specifies mandatory response capabilities for 'tired' spill quantities in each area. The use of the CSA, 2001 oil spill tiers in respect of WCMRC's incident management methodology is covered in Section 3.1.1 of this plan.

GAR extends from the 'Designated Port' area (Vancouver), north through the Strait of Georgia and south through the Haro Strait up to the Canada/US border (Primary Area of Response [PAR]). WCMRC's 'Enhanced Response Area (ERA)' extends west along the south coast of Vancouver Island and along the Strait of Juan de Fuca. Waters extending beyond these areas are within WCMRC's GAR but require additional travel/mobilization time. Specific information relating the WCMRC GAR and its boundaries is contained within the OSRP.

The Designated Port, PAR and ERA are linked to the requirements of the CSA, 2001 which specifies mandatory response capabilities for 'tiered' spill quantities in each area. The use of the CSA, 2001 oil spill tiers in respect of WCMRC's incident management methodology is covered in Section 3.1.1 of this plan.

2.1.3 RESPONSE TIME PLANNING STANDARDS

WCMRC's commitments under the Trans Mountain Expansion Project (TMEP) specify mandatory 'Response Time Planning Standards' for equipment deployment in each area, as summarized by Table 1. These standards supplement and enhance the standards laid out for RO's by the CSA, 2001.

Table 1 – RO Response Time Planning Standards for Tier Levels (from WCMRC OSRP)

DESIGNATED AREA	TIER 1 150 TONNES	TIER 2 1,000 TONNES	TIER 3 2,500 TONNES	TIER 4 10,000 TONNES	TIER 5 20,000 TONNES
Designated Port (Vancouver Harbour)	Deployed on-scene in Designated Port (dedicated resident equipment) from time of notification	Deployed on-scene in Designated Port from time of notification	Deployed on-scene in Designated Port from time of notification	Deployed on-scene in Designated Port from time of notification	Deployed on-scene in Designated Port from time of notification
	2 hours	2 hours	2 hours	36 hours	36 hours
Inside IRA	Deployed on-scene within the IRA from time of notification	Deployed on-scene within the IRA from time of notification	Deployed on-scene within the IRA from time of notification	Deployed on-scene within the IRA from time of notification	Deployed on-scene within the IRA from time of notification
	6 hours	6 hours	6 hours	36 hours	36 hours
Outside IRA Inside GAR	Not Applicable	Not Applicable	Deployed on-scene from time of notification	Deployed on-scene from time of notification	Not Applicable
			18 hours + travel time	72 hours + travel time	

The WCMRC GAR, tiered response capability and capability to respond under the Response Time Planning Standards is described in more detail in the OSRP.

2.1.3.1 INCLUSION OF 'TIER 5' PLANNING STANDARD

While not specifically referenced in Sections 2.1.2 and 2.1.3, WCMRC has the capability and capacity to respond to incidents categorized as 'Tier 5/20,000 tonnes' under the CSA, 2001 Response Time Planning Standards.

The same methodology outlined in this plan will be applied to incidents which fall into the 'Tier 5/20,000 tonne' category and a proportionate response organisation will be mobilised in all cases.

2.1.4 INITIAL NOTIFICATION AND MOBILIZATION

The initial notification and mobilization process for WCMRC is described in detail by an internal response procedure which outlines the actions taken by WCMRC in the first 24 hours of a response until communication and integration with the Polluter has been established. This process is summarised very generally in Figure 2 with the steps assisted by this IMP highlighted.

The 'mobilization' and 'Quick Mission Analysis' steps as illustrated by Figure 2 are points of initial incident assessment and decision making which require WCMRC to mobilize resources based on the requirement of the incident. This IMP aims to provide guidance to WCMRC during these steps to ensure that an adequate and proportionate response is mobilised early, in anticipation of any escalation or additional complexity.

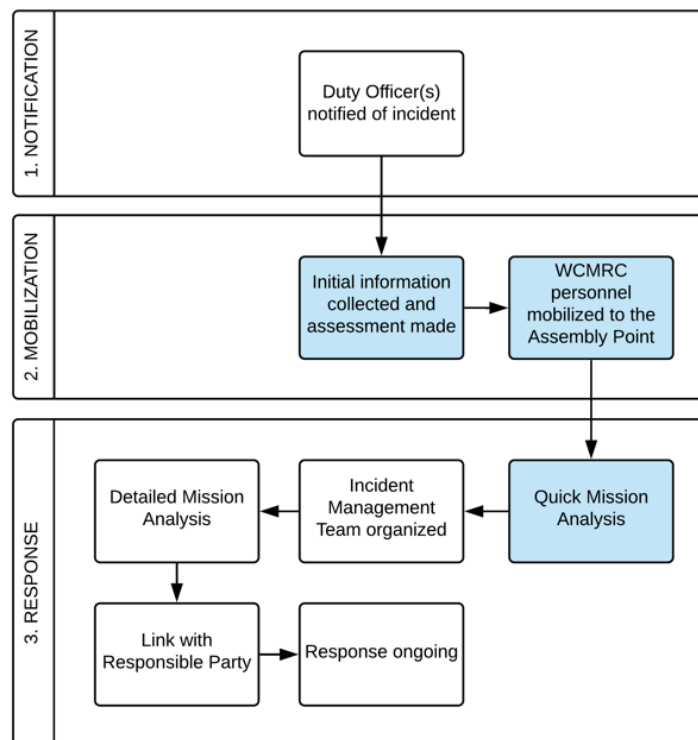


Figure 2 – Simple notification process adapted from WCMRC SRPB highlighting stages assisted by the IMP

2.2 HOW DO WCMRC MANAGE INCIDENTS?

2.2.1 INCIDENT COMMAND SYSTEM

ICS provides an organizational framework to manage all types of emergency incident(s). It employs standardized forms and a defined planning process, using common terminology, to help ensure the efficient use of resources for an effective and timely response.

ICS uses a defined 'Initial Response Phase' and 'Planning Cycle' (Section 2.2.1.1) during the life of an incident with the intention of developing multiple Incident Action Plans (IAP) which are implemented during following 'operational periods'. ICS is structured to address the following major functions which must be carried out during a response:

- ▶ Command (including Liaison Officer, Safety Officer, Legal Officer, Information Officer)
- ▶ Operations
- ▶ Logistics
- ▶ Finance/Administration
- ▶ Planning

The ICS organization, principles and the roles and responsibilities of each function are covered in more detail by the OSRP and within the WCMRC Incident Management Handbook (IMH).

2.2.1.1 INITIAL RESPONSE PHASE & PLANNING CYCLE

As outlined in Section 2.2.1 and illustrated by Figure 3, ICS uses two distinct response 'phases'. These phases often precede one another but may overlap and/or concur throughout the life of an incident.

The Initial Response Phase (or 'leg of the P') is the time between the initial notification to WCMRC that a spill has occurred, and the beginning of the Planning Cycle. This phase covers the first hours of a response and may be short in duration (between 4 and 72 hours) depending on the nature of the incident. In this phase the IMT are **reactively responding to the incident based on readily available information and using predesignated response procedures.**

Should the requirements of the incident (in terms of complexity, resource requirement etc.) exceed the capability of the Initial Response Phase organization, it is likely that the Incident Commander will begin transitioning to the 'proactive' Planning Cycle.

Transitioning to this phase and following the Planning Cycle allows the IMT to begin **proactively managing the incident by making decisions based on what they want to achieve** (i.e. the objectives) as opposed to responding to what has occurred and mitigating the consequences.

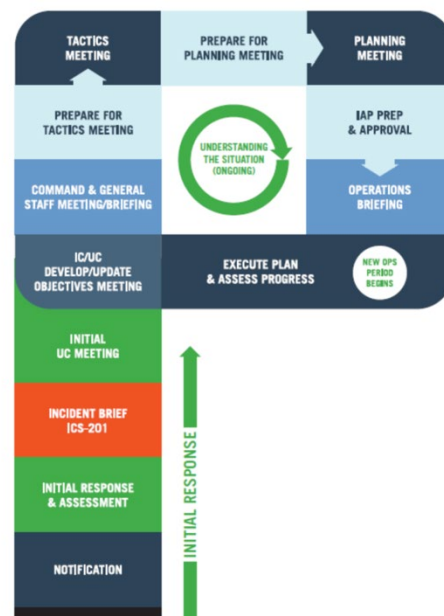


Figure 3 – The ICS planning 'P' diagram illustrates the Initial Response Phase or 'leg of the P' followed by the Planning Cycle in the 'head of the P'

The Planning Cycle (or ‘head of the P’) is a highly structured process based on a series of meetings with predetermined agendas to facilitate the development of an IAP for the next operational period (e.g. the following day). The IAP defines the actions to be taken during the next operational period to achieve the strategic objectives and response priorities specified by the Unified Command.

Both the Initial Response Phase and Planning Cycle are described in more detail by the OSRP.

2.2.1.2 UNIFIED COMMAND

A major component of ICS is the ability of Command (and the entire IMT) to integrate across organisation/agency. A Unified Command allows participation of multiple organisations/agencies in Command meetings, allowing multiple stakeholders to engage in the response and have a say in what the priorities are and how these are enacted through objectives. There are other clear benefits to this such as the sharing of resources and expertise. In British Columbia (BC), a Unified Command is typically composed of a Federal representative, Provincial representative, local government representative, First Nations representative as well as the Polluter who is required to be the Incident Commander (IC). WCMRC’s designated SRM will act as a technical advisor to a Unified Command (via the Polluter) and provide specialist advice and technical expertise in the field of oil spill response.

2.2.1.2.1 SPILL RESPONSE MANAGER

For each spill response, WCMRC will designate a Spill Response Manager (SRM). The role of the SRM is described in the OSRP as follows:

“The SRM is typically a senior, experienced member of the organization who is responsible for managing and overseeing the overall response activities of the RO. In this sense the SRM fulfills mainly an administrative role, being the primary contact with the authorized representative of the Polluter to ensure that Work Orders are regularly completed, internal WCMRC processes and procedures are properly followed and documented, staffing and equipment needs are adequately resourced, and to provide an interface between WCMRC senior management and UC/IC as required. The SRM is not intended to take on the role of directing operational and tactical planning, however they can provide advice and assistance to the Operations Section Chief and other Branches/Groups under Operations as required.

“The SRM is also responsible for being a technical advisor to UC or the IC of the Polluter or CCG as applicable. The SRM can assist in setting priorities, developing realistic objectives, resolving resource or planning disputes, advising on next steps, and in general provide an experienced spill response perspective to UC/IC.

“Under the WCMRC FOG, the SRM is accountable directly to the IC, and will interface with WCMRC and other personnel in the other ICS sections as needed – It is important to note that the SRM is not a member of Unified Command, but WCMRC is flexible in that the SRM can act as an advisor to UC/IC, or act as a member of the General Staff if desired.

“The SRM may activate a Deputy SRM if deemed necessary in order to delegate parts of the workload; this activation is at the discretion of the SRM and to be approved by UC/IC.”²

2.2.1.3 SCALABILITY & FLEXIBILITY

Another major component of ICS is the flexibility it provides in offering a scalable response in terms of the roles and resources deployed as an IMT. By utilizing principles such as deputising and span of control, a modular organization can be constructed to suit the specific requirements of any incident. An IMT can therefore be very different depending on the requirements of an incident.

This being the case it is impossible to prescribe the exact requirements of an IMT for every eventuality. There are, however, often ‘core’ roles which are present in an IMT that, on the majority of occasions, are utilized for common scenarios and can be confidently recommended as part of this plan. All recommendations made in this plan and in Section 3.2 specifically are based on this premise with the acknowledgement that, just as no two incidents are the same, there is no ‘one size fits all’ IMT structure that can be accurately prescribed.

2.2.1.4 EMERGENCY OPERATIONS CENTRE & INCIDENT COMMAND POST

WCMRC may manage an incident from two locations, an Emergency Operations Centre (EOC) and/or an Incident Command Post (ICP). These two facilities, while often separated geographically, may be co-located in the event of a small-scale response.

In the event of an incident, the ICP is where the IMT work and where the **needs of the incident** are managed. The ICP is likely to have been established by the Polluter or government agencies, with WCMRC integrating into the IMT as required. It is within this location where the ‘scaled response’ structure(s) explained in this document responds and manages the incident.

The EOC, however, is where the **needs (i.e equipment and staff) of the incident response (as provided by WCMRC)** are managed. No aspect of the response itself is managed by EOC personnel. In the event of a WCMRC EOC being mobilised, their purpose is to support and manage WCMRC’s requirements in relation to the incident response being provided and not to participate in the response itself.

WCMRC may also use the EOC format to provide the management, planning and support functions typical of a full ICP either early in a response, prior to an ICP being activated, or for the duration of the response if a larger ICP is not activated; WCMRC’s EOC will coordinate remotely with representatives from the Polluter, government agencies, local communities and First Nations as required in this case.

The role and functions of both the ICP and EOC are outlined in Section 4.

² WCMRC Oil Spill Response Plan 2019 to 2022, Revision 2 – WCMRC, July 2019

2.2.2 DOCUMENTS & PLANS

In addition to the adoption of ICS as a robust incident management system, WCMRC has at its disposal a suite of detailed documents and plans, all based on the fundamentals and principles as set out by the OSRP and thus approved under the CSA 2001.

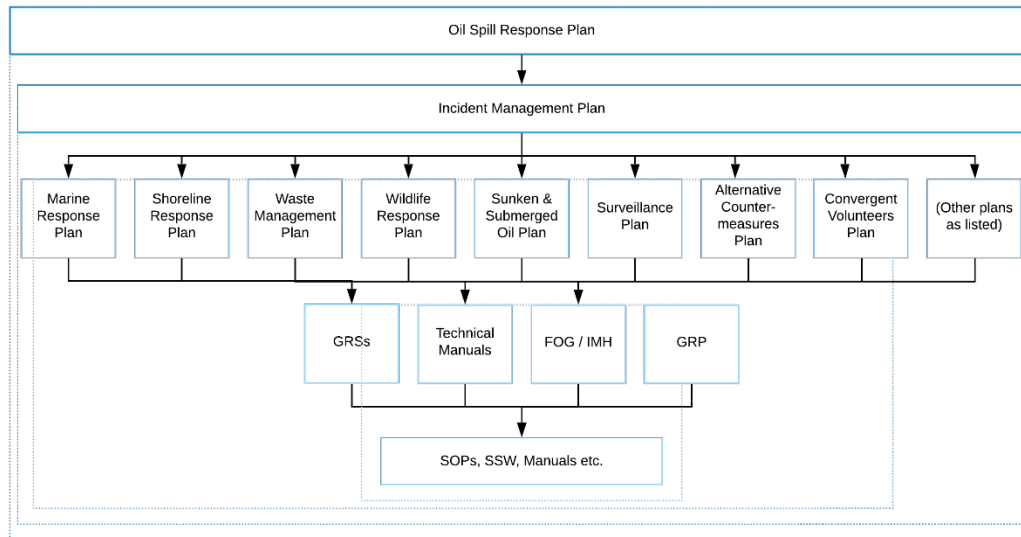


Figure 4 – WCMRC response documentation framework and hierarchical plan linkage

As illustrated by Figure 4, these plans range from the high-level OSRP which describes in detail large elements of the entire WCMRC response process, through to strategic plans, including this IMP, which outline the strategies which WCMRC will employ as a means of achieving the objectives established throughout the incident management process in line with the priorities (see Section 1.3) set out both in this document and by Command at the time. These strategic documents are:

- ▶ Marine Response Plan
- ▶ Shoreline Response Plan
- ▶ Waste Management Plan
- ▶ Wildlife Response Plan
- ▶ Sunken & Submerged Oil Plan
- ▶ Communications Plan
- ▶ Surveillance Plan
- ▶ Alternative Countermeasures Plan
- ▶ Convergent Volunteer Plan
- ▶ Decontamination Plan
- ▶ Coastal Response Program
- ▶ Vessel of Opportunity Program
- ▶ Staging Area Program
- ▶ Tier 5 Operational Response Plan

Supporting these strategic plans are a range of technical manuals in the form of FOGs and Geographic Response Plans³ which are tailored to the particular requirements of the product spilled, the marine environment, beach and shoreline.

Standard Operating Procedures, Safe Work Procedures (SWP), Equipment/Vessel Manuals etc. are also available to assist with the enacting of work assignments which are allocated as a result of the tactics chosen for a particular strategy.

WCMRC also use an Incident Management Handbook (IMH) which outlines in detail the ICS response process and the role and responsibilities of the various functions which may be mobilised in the event of an incident. The IMH is used to implement the output of the IMP and provide guidance throughout the life of the response.

³ Geographic Response Plans act as a guide to WCMRC in the first 24-72 hours of a response to a spill, until an Incident command Post and Unified Command can be established.

3 RESPONSE METHODOLOGY

3.1 INCIDENT COMPLEXITY & RESOURCE REQUIREMENT

In order to assess the response requirements of a spill, the incident must first be categorized to provide an initial indication of:

- ▶ The size and complexity of the spill/incident
- ▶ The level resources available to the Polluter **or** required from WCMRC by the Polluter

These two categorization factors can then be used to **estimate** the scale of the required response.

It should be noted that this first assessment is often difficult to carry out with any degree of accuracy, as the information available in the early stages of a response is typically incomplete or from unconfirmed sources. This being the case, WCMRC personnel must use both **the information available to them at the time and their own knowledge, experience and ‘gut feeling’** to estimate the complexity of an incident, polluter requirement and subsequent scale of response.

3.1.1 OIL SPILL VOLUME OR ‘TIER’

The CSA, 2001 RO and Oil Handling Facility (OHF) Regulations define incident tiers based on the maximum quantity of oil spilled (Table 2). **This method of classification is only appropriate when the requirements of a spill only need to be measured quantitatively**, hence why the CSA, 2001 tiers inform the response capability and deployment times as outlined in Section 2.1.2 and 2.1.3 and described in detail by the OSRP.

Table 2 – CSA, 2001 tiered response capabilities for ROs and OHFs

Tier	Maximum Quantity of Oil Spilled
Tier 1 response	150 tonnes
Tier 2 response	1000 tonnes
Tier 3 response	2500 tonnes
Tier 4 response	10,000 tonnes
Tier 5 response	20,000 tonnes

While the quantity of a spilled pollutant may provide some initial indication towards the required scale of response, this method fails to consider external factors which contribute to the complexity of an incident and thus the actual response level required.

Clearly, the volume of pollutant will always provide some indication to the scale of an incident, however, it is one of many factors which should be considered under incident complexity. As a mean of assessing the required scale of response, volume alone is too vague an indication and often does not accurately reflect the true requirements of an incident.

In order to accurately estimate the scale of response, **WCMRC use a methodology which allows for a qualitative assessment of a spill to be carried out**, considering both incident complexity and Polluter requirement.

3.1.2 INCIDENT COMPLEXITY

The International Petroleum Industry Environmental Conservation Association (IPIECA) and International Association of Oil & Gas Producers (OGP) define and thus recommend incidents are categorized by the proximity of the required resources to the source of the spill⁴.

This being the case, WCMRC has taken steps to identify incident response levels which consider both the estimated quantity of spilled pollutant (tier) and the geographic reach of the spill (and its subsequent likely resource requirement).

Furthermore, the response level categorization adopted by WCMRC also considers the likely scale of the IMT using triggers such as whether Command & General Staff are mobilized or if an IAP is required.

The WCMRC response level hierarchy therefore uses the three following descriptors to assist in categorizing the complexity of an incident:

- ▶ Spill characteristics (size of spill, geographic impact, pollutant qualities etc.)
- ▶ Level of resources (number of personnel, number of bases, regional resources etc.)
- ▶ Incident Management (requirement for ICS roles, facilities established etc.)

Each of these descriptors are made up of 'complexity factors' which further specify the requirements of an incident. Specific complexity factors and their relationship to the scale of response are covered in Section 3.4.2

The response level structure based on these descriptors is outlined as a response level matrix on page 9 (Table 3).

⁴ *Tiered preparedness and response: Good practice guidelines for using the tiered preparedness and response framework.* IPIECA, OGP – January 2015

Table 3 – SRM FOG 'Response Level' matrix identifying descriptors for incident complexity classification

	RESPONSE LEVEL 1	RESPONSE LEVEL 2	RESPONSE LEVEL 3
Spill characteristics	<ul style="list-style-type: none"> ▶ Small spill, contained locally 	<ul style="list-style-type: none"> ▶ Larger spill, or a smaller spill of a persistent oil. ▶ Large spill offshore of non-persistent oil. ▶ Larger geographical area impacted 	<ul style="list-style-type: none"> ▶ Large ongoing spill, large area impacted with multiple sensitivities
Incident Management	<ul style="list-style-type: none"> ▶ Command & General Staff positions are not activated. ▶ No IAP is required ▶ Incident is contained within the first operational period and often within a few hours after resources arrive on scene 	<ul style="list-style-type: none"> ▶ When incident exceeds local base capabilities, the appropriate ICS positions should be added to match the complexity of the incident ▶ Appointment of SRM, Command and General Staff ▶ Written IAP may be required for each operational period ▶ Branches, and/or divisions are established 	<ul style="list-style-type: none"> ▶ Full IMT Team activated—Command and General Staff Positions ▶ Appointment of Deputy SRM ▶ Written IAP is required for each operational period
Level of resources	<ul style="list-style-type: none"> ▶ The incident can be handled with 1-2 resources with up to 6 personnel ▶ Local resources involving 1 Response Base. 	<ul style="list-style-type: none"> ▶ Regional resources involving 2 or more Response Bases 	<ul style="list-style-type: none"> ▶ Multi regional resources involving 2 or more response areas. Ex. VI plus SC ▶ Operations personnel in field exceed 200 per operational period

3.1.3 POLLUTER REQUIREMENT

It is inherent to the service provided by WCMRC as a RO that they are required to be flexible in their capability to respond to incidents in support of a Polluter or the Canadian Coast Guard (CCG). Some Polluters are likely to be well equipped and adequately prepared to respond to spill incidents (e.g. large oil producer with well-established operations in-country) and thus the requirements of the Polluter in terms of support from WCMRC is likely to be specific in nature (e.g. containment and recovery equipment operated by trained personnel). There are also instances where the requirements of the Polluter will be much greater (e.g. spilled cargo from foreign-flagged crude oil tanker) and the extended capabilities of WCMRC as an organization will be required to combat the spill effectively (e.g. a large-scale IMT with Unified Command drawing upon national stockpiles of equipment).

The requirements of a Polluter will vary greatly and thus the requirements of WCMRC in terms of required resources is difficult to estimate. Who and what should be mobilized to support a Polluter must be considered at an early stage and without hesitation. Experience has shown that the practice of 'considered over-reaction' or 'prudent over-response'⁵ in the initial response period far outweighs any benefit of being conservative (and therefore potentially under-equipped) at the outset. This being the case, WCMRC will always uphold the response priorities identified in this plan and mobilize whatever resources it considers necessary in conjunction with the Polluter.

A key indicator for the scale of response when considering the requirements of a Polluter is the number of ICS functions required to mitigate the effects of an incident during the first 24-48 hours. The number of ICS functions should be taken as an indicator over the amount of other resources due the fact that the fundamental principles of ICS (e.g. scalability, span of control, modular organization etc.) mean that the scale of the IMT is often a reflection of the scale of an incident. Moreover, without an IMT in place to actively manage an incident, all resources remain unassigned and the response stalls.

The requirements of the Polluter (and thus the resources required from WCMRC) will therefore ultimately inform the scale of response.

⁵ The practice of 'prudent over-response' or 'considered over-reaction' is based on the principle of considering an incident's 'worst case scenario' and the potential for escalation from the outset of a response. The needs of the incident (i.e. resource requirement) are therefore based on its forecasted potential effects as opposed to its actual or current impacts. More resources than immediately required, therefore, are likely to be deployed in response to an incident, however, this will always be done in close communication with equipment bases and/or suppliers to ensure that the resources deployed are not leaving neighbouring or nearby areas under-equipped or exposed.

3.1.4 INCIDENT COMPLEXITY & POLLUTER REQUIREMENT RELATIONSHIP

These two considerations, incident complexity and Polluter requirement, provide WCMRC with the best means of identifying the required scale of response (i.e. which IMT functions should be mobilized). It should be noted, however, that both the incident complexity and Polluter requirement are not inextricably linked. There may be occasions where a large spill is reported but the Polluter requires very little resources from WCMRC. On the other hand, there are likely to be occasions where there is a relatively small spill, but the complexity of the response and Polluter requirement is such that a sizable WCMRC presence in the IMT is required.

Both incident complexity and Polluter requirement should be used in partnership to assess the required scale of response. It is important to remember, however, that the correlation between the two is not linear. When considering both as indicators as to the required scale of response, they should be viewed on a spectrum of possible outcomes.

3.2 SCALE OF RESPONSE

In order to apply the methodology explained in Section 3.1 in practice, the spectrum of incident complexity and Polluter requirement has been adapted as a matrix (Figure 5) with several pre-determined 'response levels' identified and described in this section.

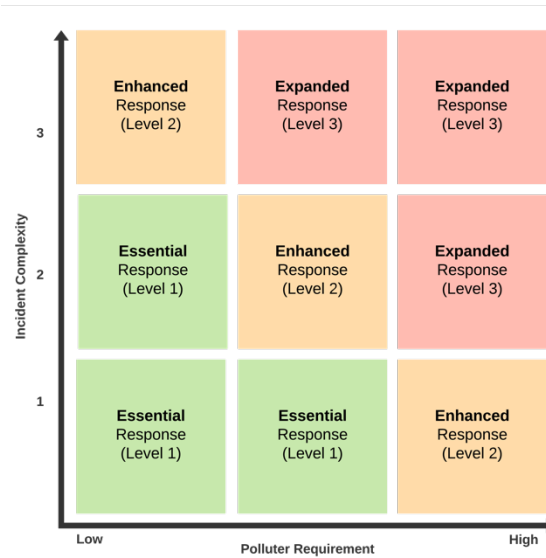


Figure 5 – The incident complexity and Polluter requirement spectrum can be viewed as a matrix to assist with identifying the likely scale of response

These response levels are not prescriptive, they are intended to be used by WCMRC personnel for guidance or as an 'aide memoir' following notification of an incident.

As noted earlier in this IMP and reiterated in later sections, it is not possible to recommend a 'one size fits all' IMT organization for every eventuality. The recommendations of the response levels are based on best-practice and are intended to form the basis of an IMT which, as the incident progresses, is likely to naturally evolve based on requirement.

3.2.1 ESSENTIAL RESPONSE ('LEVEL 1')

The first response level is 'Essential Response' or 'Level 1'. This is the fundamental response requirement and the basis of every IMT formed by WCMRC. This being the case, **an Essential Response is required in all circumstances**, however, there are instances where the requirements of the response are sufficiently met by the positions in this response level alone.

An Essential Response level alone is likely to be suitable in the following instances:

- ▶ A small spill
- ▶ The spill is/can be contained locally
- ▶ There is a low chance of escalation and no complicating limitations and constraints (see Section 3.3.2)
- ▶ The pollutant characteristics are such which there is no cause for concern (e.g. non-persistent hydrocarbon)
- ▶ There is no immediate threat to environmental, ecological or economic sensitivities

Generally speaking, these incidents can be seen as the 'routine' spills which WCMRC are called upon to assist with regularly and have significant experience in managing. These incidents can usually be managed by a single local Response Base, several resources and a small team of personnel.

An 'essential' response may also be appropriate in the event of a larger spill (higher quantity, not exceeding 1,000 tonnes) where the Polluter is capable of responding in a large part using their own resources and expertise

In instances such as this, WCMRC may only be called upon to provide specialist knowledge and advice, however, it is advisable to mobilize a number of supporting personnel as indicated, should the incident escalate, or additional support/resources be requested. It may also be the case that the personnel fulfilling the particular IMS functions are regarded as 'subject matter experts' within that field, thereby making support available from the most qualified and relevant person.

A full ICP will likely not be activated within an 'essential' response, so WCMRC IMT staff engaged to support the response will most likely support operational responders from an EOC setting (as outlined in Section 2.2.1.4), either consolidated at a WCMRC office location, or collaborating remotely – IMT staff and the SRM will coordinate remotely with the Polluter, government, local communities and First Nations as needed.

3.2.1.1 IMT SUPPORT DURING ESSENTIAL RESPONSE

During the early stages of a response and in circumstances where an 'Essential Response' has been assessed as being appropriate, support functions provided by the Incident Management Team ensure that operational personnel are afforded the best chance of success.

The supporting functions within the Incident Management Team are ideally placed to provide the operational response with the information and support required to achieve the desired outcome in the most effective manner. This support can only be provided, however, if communication from the scene of incident is swift, regular and effective.

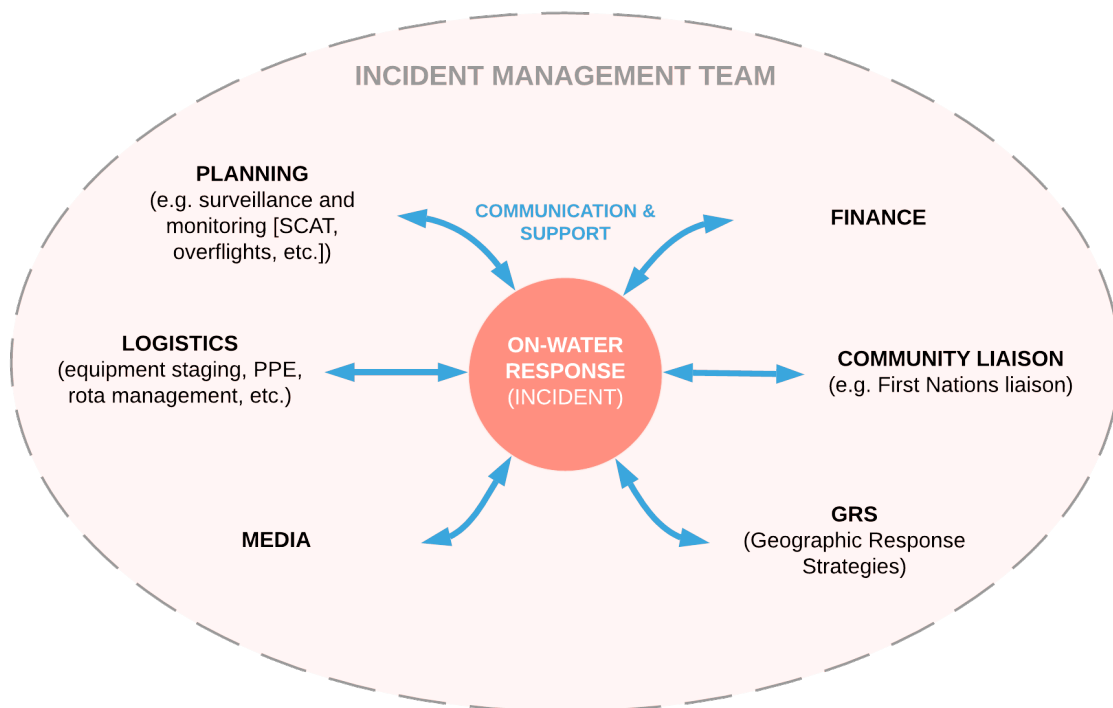


Figure 6 – In the early stages of an incident and/or during an 'Essential Response', quick and effective communication between the 'on-water' response and Incident Management Team results in the appropriate supporting functions being mobilised in a timely fashion. These support functions can directly influence the effectiveness and success of the response.

3.2.1.2 RECOMMENDED INITIAL IMT (OR EOC) ORGANIZATION: ESSENTIAL RESPONSE ('LEVEL 1')

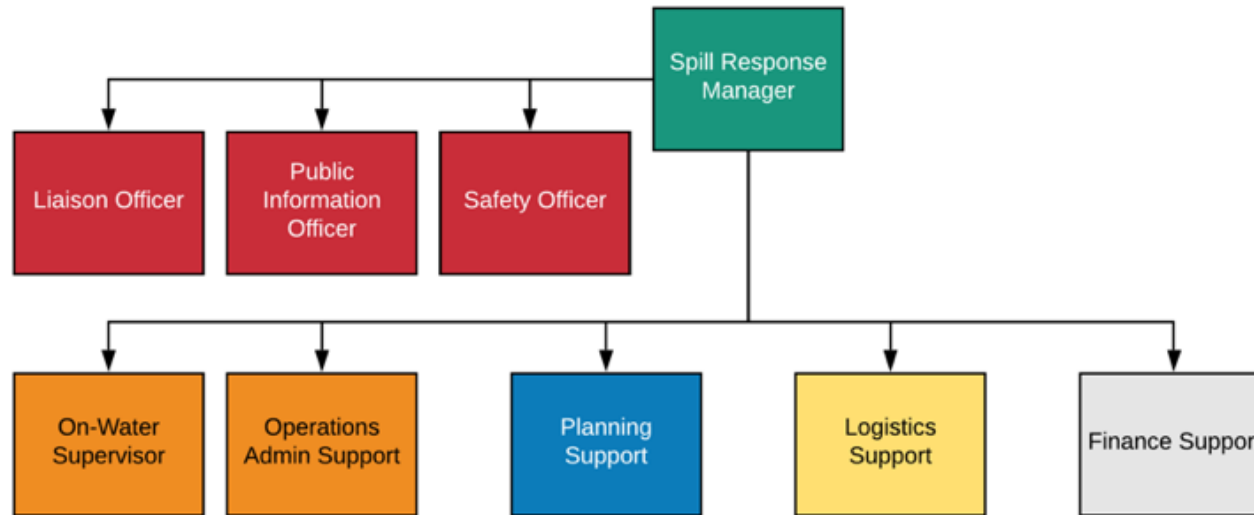


Figure 7 – Recommended Initial IMT (or EOC) Organization: Essential Response ('Level 1')

3.2.2 ENHANCED RESPONSE ('LEVEL 2')

The next response level is 'Enhanced Response' or 'Level 2'. This response level indicates a **requirement for the Essential Response capability with the addition of enhanced capability in one or more of the Sections within the ICS organization.**

An Enhanced Response level is likely to be required in the following instances:

- ▶ A larger spill
- ▶ The spill cannot be contained locally or is offshore
- ▶ The possibility of escalation is an identifiable risk and/or complicating limitations and constraints exist (see Section 3.3.2)
- ▶ The pollutant characteristics are such which there is cause for concern (e.g. persistent hydrocarbon)
- ▶ Environmental, ecological or economic sensitivities are at risk

These instances can be summarized as circumstances beyond that covered by an Essential Response ('Level 1') but are not so significant that there is a clear and imminent threat to life or environmental, ecological and economic sensitivities. **The requirement for significant intervention, however, has been identified to protect these sensitivities.** This being the case, there is likely to be a requirement for regional resources and more than one Response Base. An enhanced IMT organization is appropriate to allow for all response operations and work assignments to be managed through a formal IAP.

All or part of the Enhanced Response ('Level 2') IMT Organization may be also be required in circumstances where an Essential Response ('Level 1') would usually suffice, but the following conditions have been recognised:

- ▶ The Polluter has very little or non-existent response capability (or has not acknowledged responsibility or is not known)
- ▶ The Polluter has a very robust and readily available response capability and is adequately prepared to dispatch and manage the majority of resources in its own right, however, the spill is:
 - Large in size and geographic coverage
 - Is not contained or is offshore
 - Of a persistent hydrocarbon
 - Posing a risk to environmental, ecological and economic sensitivities
- ▶ The incident is a 'Complex Incident' as defined by the SRPB

In a situation calling for an 'enhanced' response, the Polluter, in coordination with government agencies, local communities and First Nations, will likely consider establishing an ICP. As in the 'essential' response, WCMRC IMT staff can initially support the response from an internal EOC (as outlined in Section 2.2.1.4) and will mobilize key IMT personnel to the ICP as required to integrate into the larger ICS structure being activated. The internal EOC may continue to function as required if necessary IMT personnel are not sent to the ICP.

3.2.2.1 RECOMMENDED INITIAL IMT ORGANIZATION: ENHANCED RESPONSE ('LEVEL 2')

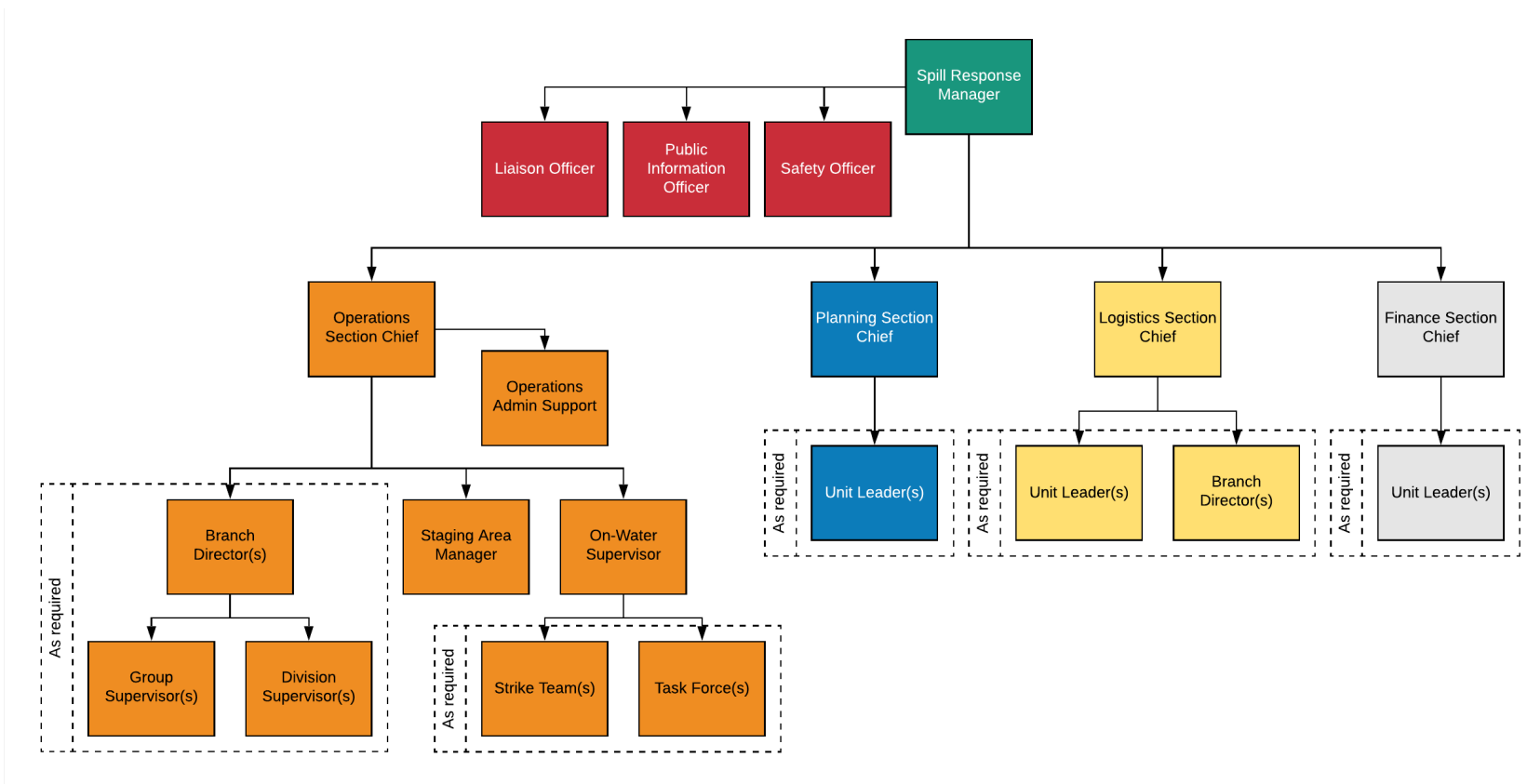


Figure 8 – Recommended Initial IMT Organization: Enhanced Response ('Level 2')

3.2.3 EXPANDED RESPONSE ('LEVEL 3')

The next response level is 'Expanded Response' or 'Level 3'. This response level indicates a **requirement for significantly more capability than that provided by the Essential or Enhanced Response levels, with the addition of multiple enhanced functions across all Sections of the ICS organization.** As indicated by being the highest of the response levels, an Expanded Response will require the majority of WCMRC resources and personnel in order to mount an effective response to a significant incident with severe ecological and/or economic impact.

It should be noted that, given the scale of response at this level, it is unlikely that an incident will 'start' with an Expanded Response in place. In practice, it is more realistic to **begin with an Enhanced Response and acknowledge the requirement to develop an Expanded Response as soon as practicable.** By doing so, the response process can commence the IMT can work in the knowledge that additional functions are being organized as required.

An Expanded Response level is likely to be required in the following instances:

- ▶ A very large spill
- ▶ The spill cannot be contained or is ongoing
- ▶ There is a high likelihood of escalation risk and/or multiple complicating limitations and constraints exist (see Section 3.3.2)
- ▶ The pollutant characteristics are such which there is cause for concern (e.g. persistent hydrocarbon)
- ▶ Multiple environmental, ecological or economic sensitivities are at immediate risk in the coming hours and days
- ▶ The incident is a 'Complex Incident' as defined by the SRPB, meeting several of the criteria

These instances can be summarized as circumstances which require a significant amount of concentrated resources (e.g. >200 in-field personnel) working 24-hours for a period extending beyond weeks into months at a time. **There is a serious risk to sensitive resources and the requirement for several methods of significant intervention has been identified.** Significant stakeholder engagement is likely to be required and all aspects of the response are underpinned by a detailed and robust IAP.

All or part of the Expanded Response ('Level 3') IMT Organization may be also be required in circumstances where an Enhanced Response ('Level 2') would usually suffice, but the following conditions have been recognized:

- ▶ The Polluter has inadequate or very little response capability (or has not acknowledged responsibility or is not known)

Situations calling for an Expanded Response will likely feature the eventual establishment of a large ICP; WCMRC will mobilize IMT staff to the ICP as required but may still staff an internal EOC (as outlined in Section 2.2.1.4) to support internal management and administrative processes .

3.2.3.1 RECOMMENDED INITIAL IMT ORGANIZATION: EXPANDED RESPONSE ('LEVEL 3')

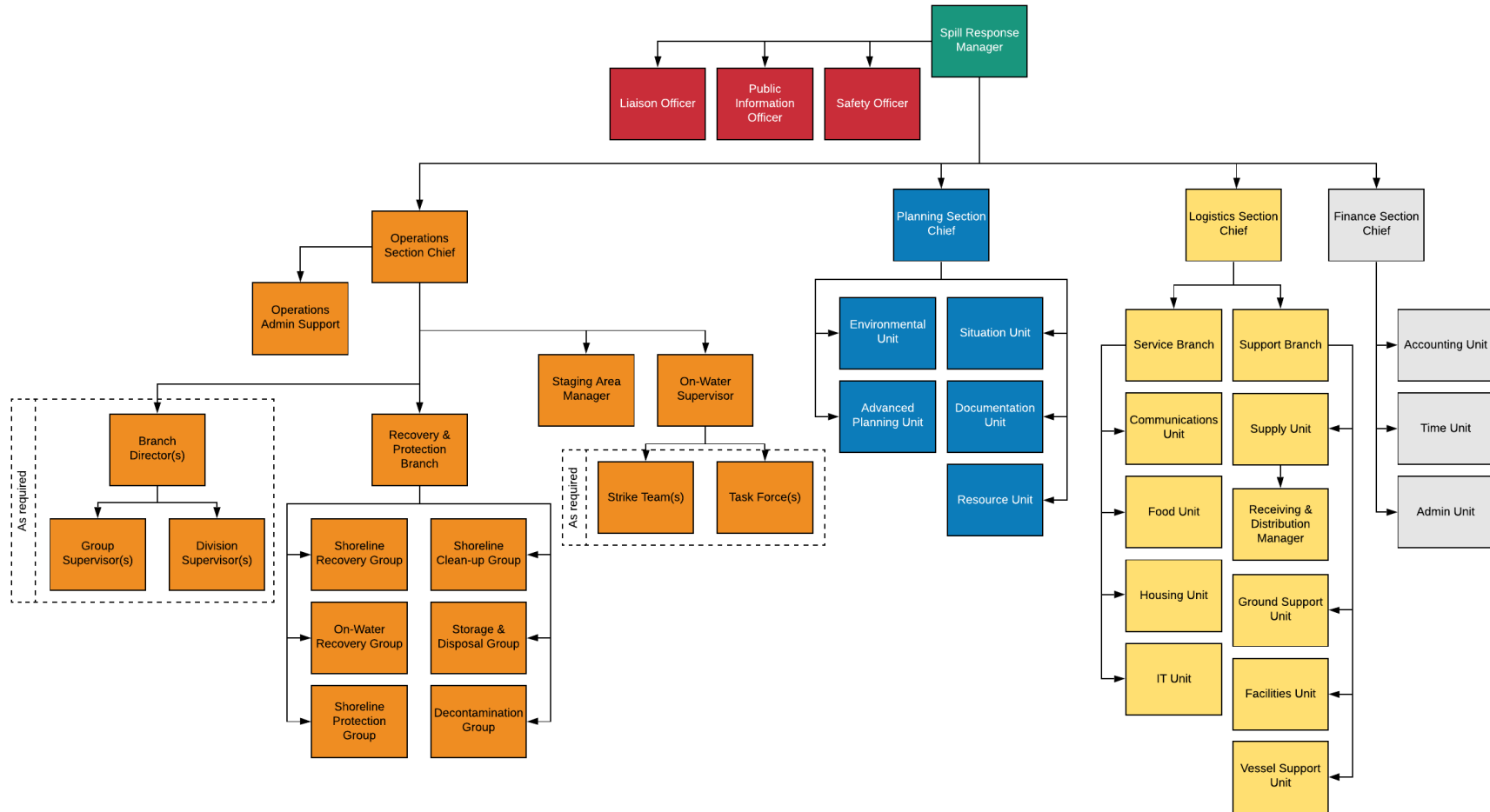


Figure 9 – Recommended Initial IMT Organization: Expanded Response ('Level 3')

3.3 ASSESSING THE INCIDENT

In order to determine which response level is required, we first need to assess the incident.

As highlighted in Section 3.1, this is done using a combination of the information available at the time and drawing on expertise, training and experience. The primary indicator as to the required scale of response is always, however, the information – what we know about the incident or the ‘situation’. While situation information is not necessarily inalienable, ‘what we know’ about an incident is critically important and our best indication of the required scale of response.

In addition to what we know about an incident, is also important at this early stage to assess any external issues which may influence the response or make matters more complex, these are known as ‘complexity factors’.

3.3.1 CONSIDERING THE SITUATION

The first stage of the assessment process is to filter what we know about an incident (or ‘the facts’) through the incident complexity structure described in Section 3.1.2. The outcome of this is then balanced against the Polluter requirement described in Section 3.1.3. Having done this, the facts can be applied to the Response Level Matrix (Figure 5) to provide an indication of the required scale of response, with practical guidance on what each scale ‘level’ looks like available in Section 3.2.

3.3.2 CONSIDERING COMPLEXITY FACTORS

Having established where on the scale of response an incident is located, a further layer of assessment can be applied to account for external factors which may impact on WCMRC’s (or the Polluter’s) ability to respond. These complexity factors can be applied to the Scale of Response Matrix as illustrated by Figure 10.

Complexity factors are varied and far ranging, the below paragraphs do not contain an exhaustive list but examples of what to consider when assessing an incident.

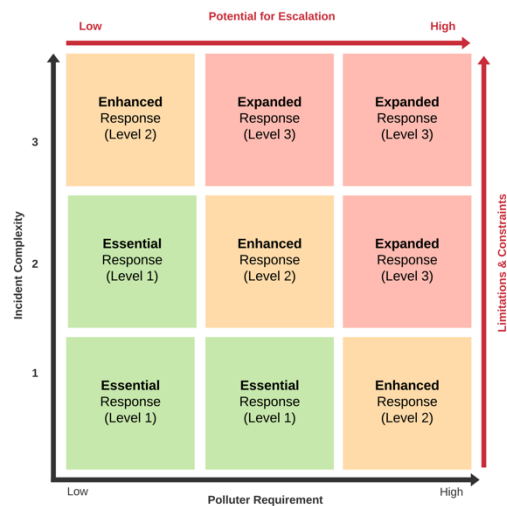


Figure 10 - Response Matrix as influencing complexity factors

3.3.2.1 LIMITATIONS & CONSTRAINTS

There may be certain limitations and constraints placed on WCMRC which restrict its ability to respond to the best of its ability at a given time. These factors may be out of WCMRC's control, such as:

- ▶ Type and fate of the product spilled
- ▶ Available daylight
- ▶ Adverse weather (e.g. restricted visibility or temperatures)
- ▶ Government/agency regulatory requirement (e.g. dispersant approval process)

Influencing factors may also be self-imposed to ensure safe and efficient operations, such as:

- ▶ Available manpower (e.g. amount of personnel on-call)
- ▶ Resource movement (e.g. saturation of response area with vessels)
- ▶ Safe systems of work (e.g. restrictions on working hours due to exposure)

These are factors which will, in the case of an Enhanced or Expanded Response, be considered by a Unified Command but should also be considered during the initial assessment to ensure the response is set on the right trajectory and can circumvent any foreseeable limiting factors.

3.3.2.2 POTENTIAL FOR ESCALATION

A critical factor in the initial assessment of any incident is the potential for escalation. As outlined in Section 3.1 it is important to identify the 'worst-case' scenario and respond using 'considered over-reaction' to ensure adequate preparedness from the outset. This can only be achieved when taking into account any likelihood of escalation and using this as the baseline for incident assessment.

Any consideration of escalation should of course only be applied in a practical and realistic sense. This applies to instances where there is a reasonable, viable and realistic risk of matters getting worse before the response can counteract or mitigate any effects of escalation.

3.4 DETERMINING THE SCALE

Regardless of the perceived scale, complexity and circumstances of an incident, every incident is different and must be considered in its own right. This isn't to say that experience and learning from similar incidents should be discounted, but that each incident must be properly assessed, no matter how familiar, to ensure that all aspects specific to the incident are given due consideration. This ethos avoids 'knee-jerk' and 'muscle-memory' responses based on assumption as opposed to measured and proportionate responses based on assessment.

Supporting functions and roles must be mobilised in a timely manner, this may mean putting personnel 'on-notice' or requesting ad-hoc support instead of mobilising to a fully established ICP.

In order to support WCMRC response personnel in using the methodology outlined in this plan, several job aids have been developed and are outlined below. These job aids can be used during in the initial assessment phase of an incident to ensure adherence to the IMP methodology, but may also be used continually throughout the life of an incident to:

- ▶ Assess the current circumstances of an incident to ensure that the current scale of response is still appropriate
- ▶ Check whether all factors have been considered and whether suitable mitigations are in place
- ▶ Determine the effectiveness of the response over time (i.e., ensure the requirements of the situation are not escalating at a rate which exceeds the growing capability of response)

3.4.1 DECISION-MAKING MODEL

In order to illustrate the incident assessment process and assist WCMRC in the initial stages of a response, a decision-making model (Figure 11) has been developed and included in this plan. This model is not intended to replace or 'short-cut' the detailed assessment process outlined in the previous sections, but to provide an overview of the process as a whole and illustrate the key triggers for the differing incident complexities and subsequent response levels.

The suggested use for this decision-making model is as a tool for immediate incident assessment which should followed by a more detailed assessment using the methodology outlined in Section 3.

3.4.2 COMPLEXITY FACTORS AS SCALE TRIGGERS/INDICATORS

The requirements of the Polluter, limitations and constraints and potential for escalation mean that the complexity of an incident and the scale of response are not intrinsically linked (as explained in Section 3.1.4). There are, however, certain complexity factors which, if present, indicate the requirement for a certain scale of response or IMT function.

The diagram on page 34 (Figure 12) illustrates the relationship between certain complexity factors and a required response level/IMT function. This diagram can be used as a tool to decipher from the circumstances of the incident which complexity factors apply and what the scale of response is likely to be.

3.4.3 EXAMPLE EXPANDED RESPONSE ORGANISATIONS

Example response organisation charts have been included in this plan for reference. Figure 13 illustrates how a response organisation focussing on Shoreline Response **may** be arranged, Figure 14 offers the same example but with a focus on Marine Response operations.

These organisation charts are not intended as 'one size fits all' examples. Each incident must be assessed in its own right, and a proportionate response organisation mobilised based on that assessment.

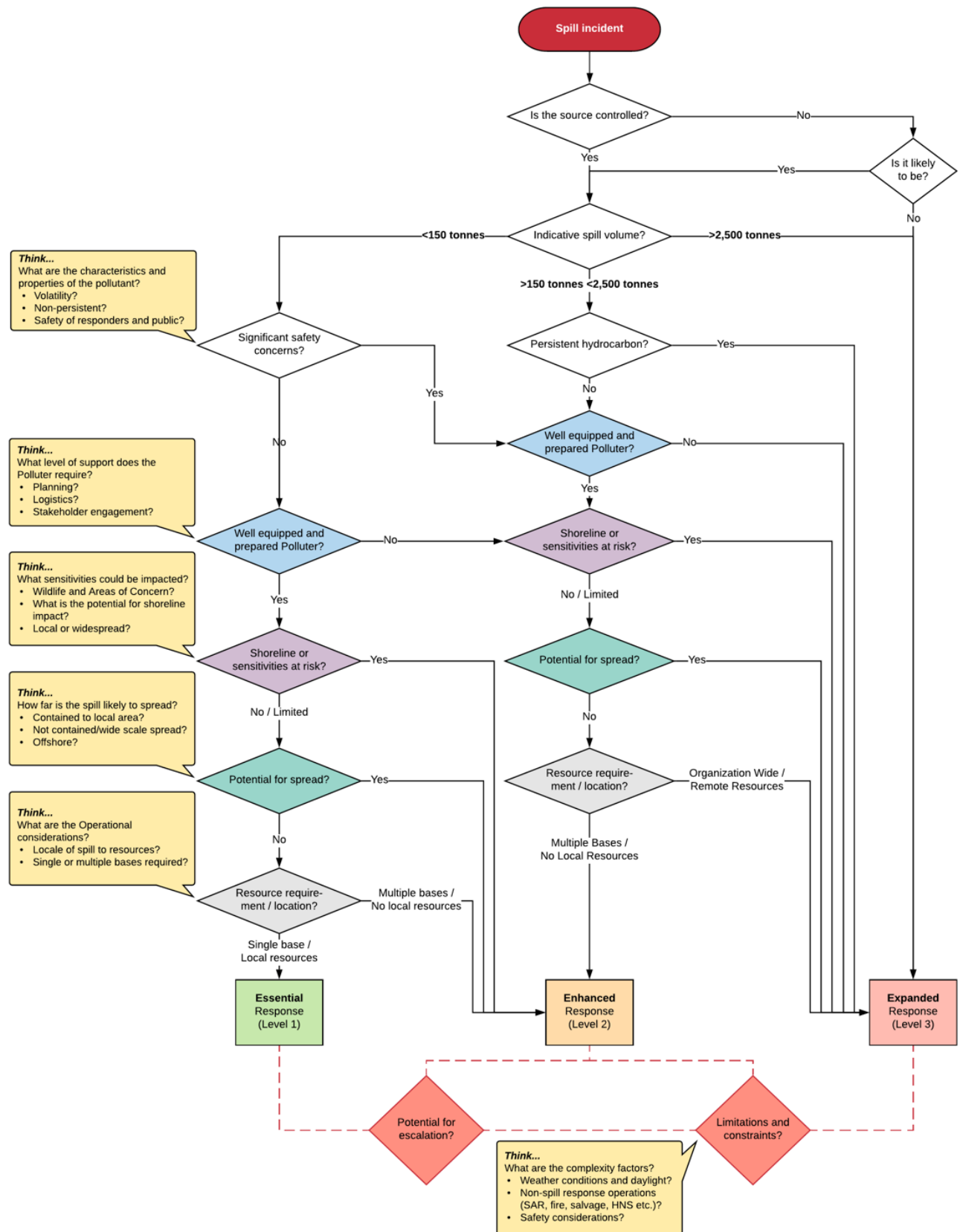
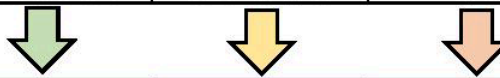


Figure 11 – Immediate incident assessment decision-making model

Factors Impacting Complexity of Incident (non-exhaustive list)	Level 1 Incident Essential Response	Level 2 Incident Enhanced Response	Level 3 Incident Expanded Response
Safety Considerations	Routine safety concerns	Moderate safety concerns	Significant safety concerns
Potential Spread of Spill	Spread contained to local area	Potential for oil to spread beyond local area	Wide scale spread of oil
Type of Oil Spilled	Non-persistent oil	Non-persistent oil	Persistent oil
Ongoing Spill or One Time Release	Source controlled, no risk of further release	Potential for further release	Uncontrolled, ongoing incident
Distance of Spill Location from Response Resources or Infrastructure	Spill location is local to response resources and infrastructure	Spill location is moderate distance from response resources or infrastructure	Spill location is significant distance from response resources or infrastructure
Potential Impact to Wildlife, Sensitivities or Areas of Concern	One or no sensitivity or area of concern at risk of impact	More than one sensitivity or area of concern at risk of impact	Multiple sensitivities or areas of concern at risk of impact
Potential Impact to Shorelines	No risk or local risk of impact to shorelines	Potential for impact to shorelines beyond local area	Widescale risk of impact to shorelines
Environmental Considerations	No concerns for environmental factors (weather, winds, sea conditions) to affect response	Potential for environmental factors (weather, winds, sea conditions) to affect response	Environmental factors (weather, winds, sea conditions) will affect response
Operational Considerations	Resources from a single base sufficient to respond	Resources from more than one base required to respond	Organizational wide resources required to respond
Logistical Considerations	Local or virtual Logistics support sufficient	In-person Logistics support required	Significant in-person Logistics support required
Planning Considerations	Local or virtual Planning support sufficient	In-person Planning support required	Significant in-person Planning support required
Non-Spill Response Incident Considerations (i.e. presence of SAR, fire, salvage, HNS operations)	No or limited non-spill response operations	Some non-spill response operations ongoing	Significant non-spill response operations ongoing
Stakeholder Requirements	Virtual coordination with Polluter, agencies and local communities sufficient	Some in-person coordination with Polluter, agencies and local communities required	Full coordination with Polluter, agencies and local communities required



	Level 1 Incident Essential Response	Level 2 Incident Enhanced Response	Level 3 Incident Expanded Response
Incident Management Format	EOC or virtual Incident Management format	Small scale ICP activated, some EOC or virtual Incident Management support	Full ICP activation
Recommended Key Incident Management Team roles for WCMRC responders to fill, while integrating with Polluter, government agencies and local communities as required	Spill Response Manager	Spill Response Manager	Spill Response Manager
	Safety Officer	Safety Officer	Safety Officer
	Public Information Officer	Public Information Officer	Public Information Officer
	Liaison Officer	Liaison Officer	Liaison Officer
	On-Water Supervisor	Operations Section Chief	Operations Section Chief
	Operations Admin Support	Operations Admin Support	Operations Admin Support
	Logistics Support	Staging Area Manager	Staging Area Manager
	Planning Support	Branch/Group/Division Staffs required	Recovery and Protection Branch
	Finance Support	On-Water Supervisor	On-Water Recovery Group
		Task Force/Strike Team as required	Shoreline Recovery Group
		Logistics Section Chief	Shoreline Protection Group
		Branch/Unit Staff as required	Shoreline Cleanup Group
		Planning Section Chief	Storage and Disposal Group
		Unit Staffs required	Decontamination Group
		Finance Section Chief	Other Branch/Group/Division Staff as required
		Unit Staffs required	On-Water Supervisor
			Task Force/Strike Team as required
			Logistics Section Chief
			Service Branch
			Communications Unit
		Food Unit	
		Housing Unit	
		IT Unit	
		Support Branch	
		Supply Unit	
		Ground Support Unit	
		Vessel Support Unit	
		Receiving & Distribution Manager	
		Facilities Unit	
		Planning Section Chief	
		Situation Unit	
		Resource Unit	
		Environmental Unit	
		Advanced Planning Unit	
		Demobilization Unit	
		Documentation Unit	
		Unit Staff as required	
		Finance Section Chief	
		Accounting Unit	
		Time Unit	
		Admin Unit	
		Unit Staffs required	

Figure 12 – Complexity factors which contribute to scale of response and likely IMT functional requirements

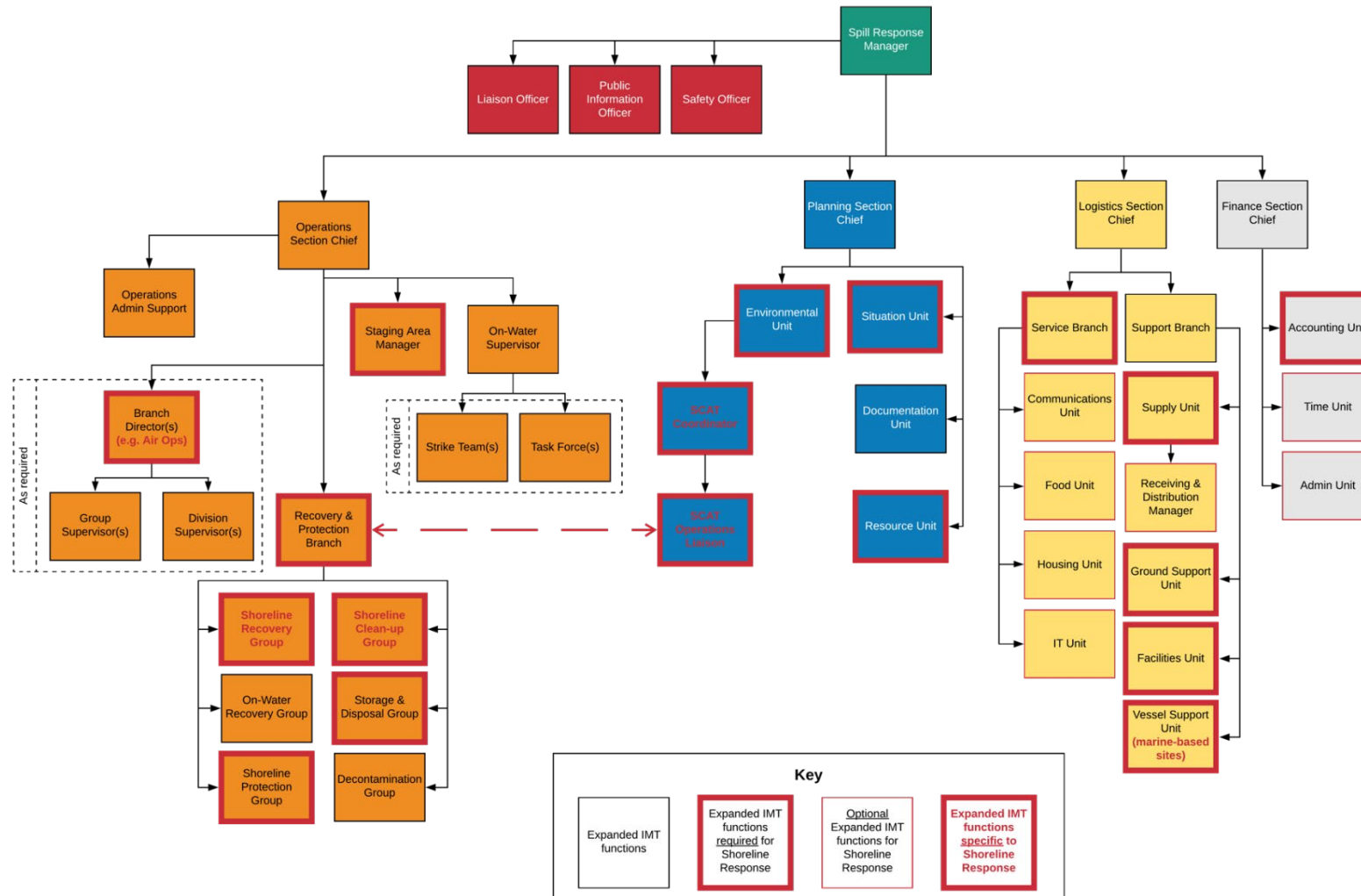


Figure 13 – Example Expanded Response Organisation with functions specific to Shoreline Response

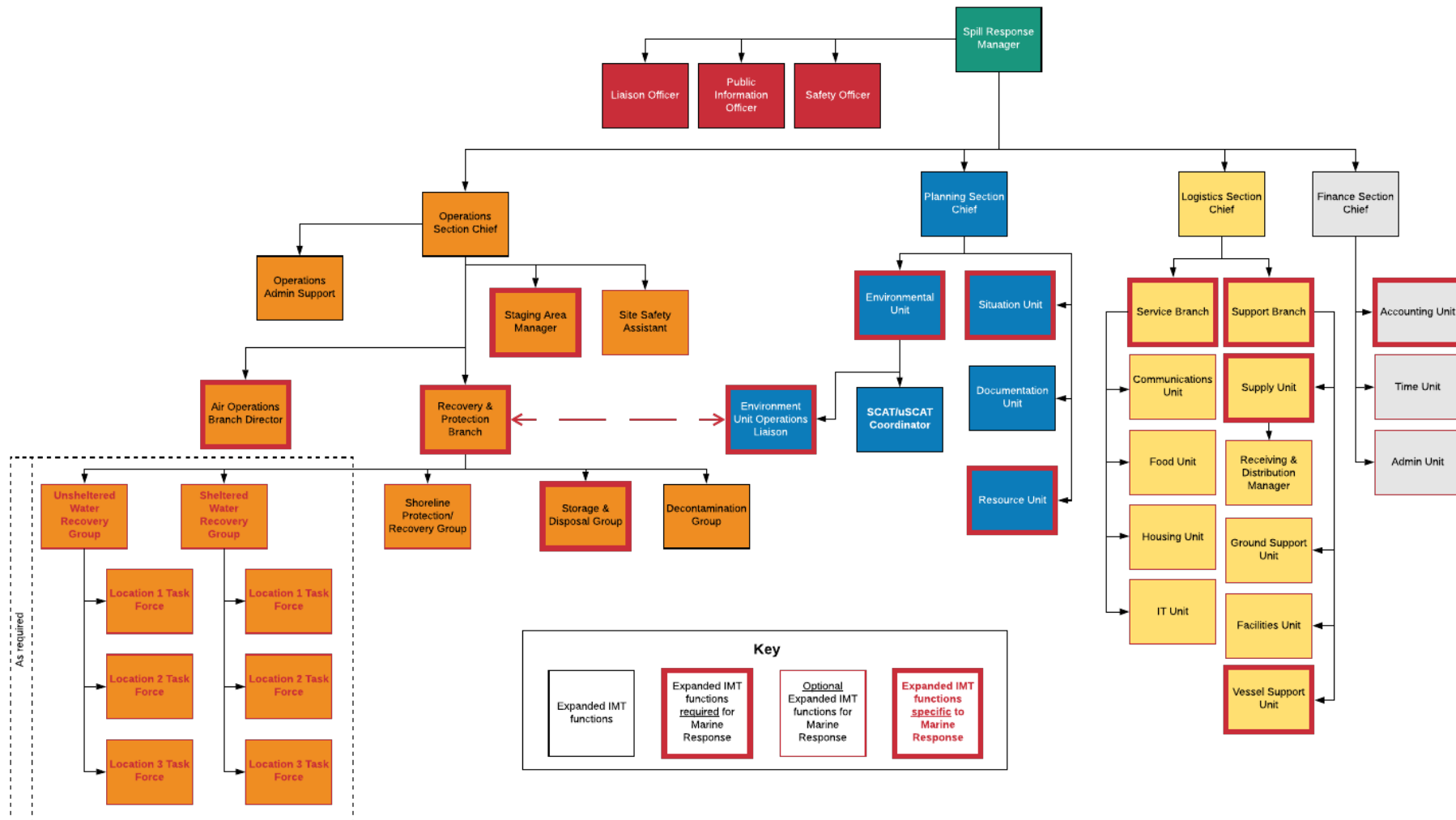


Figure 14 – Example Expanded Response Organisation with functions specific to Marine Response

3.4.4 SUPPORTING PLANS

As indicated by the recommended IMT organizations in Section 3.2, specific Strategic Response Plans exist for use by the IMT and can be implemented at certain levels of the response. These documents outline the specific organizational elements required to successfully implement the plan and should be referred to by the relevant Section Chief when reviewing the organizational structure of the IMT.

3.4.5 THE SCALE OF RESPONSE WITHIN THE ICS PROCESS

As outlined in Section 2.2.1.1, the ICS incident management process uses two distinct phases, the Initial Response Phase and the Planning Cycle. The circumstances and requirements of the incident will generally dictate which response phase is appropriate, however, a response which is growing in scale is often an indicator of the requirement to transition into the Planning Cycle, given the required ‘up-manning’ of an IMT to facilitate both the requirements of the IAP and the ongoing initial response operations.

Similar to how the scale of the response is a reflection of the required ICS functions (as explained in Section 3.1.3), the scale of the response is therefore an indicator of whether or not the, often difficult, transition should be made from the Initial Response Phase to the Planning Cycle (as illustrated by Figure 15). Vice versa, a distinct decision to move into the Planning Cycle at a certain point in time, will trigger the requirement for an increase in the scale of response.

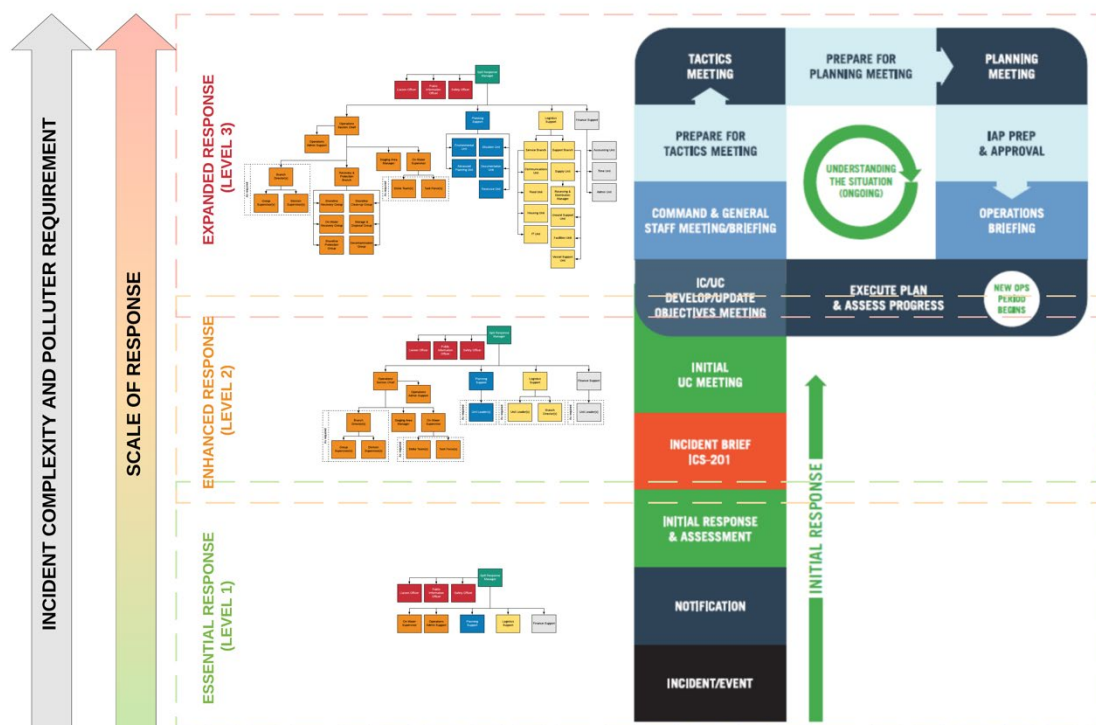


Figure 15 – Relationship between Incident Complexity & Polluter Requirement, Scale of Response and ICS Process

4 INCIDENT MANAGEMENT LOCATIONS

4.1 FIELD

In ICS the scene of the incident and response operations is referred to as the 'field'. Personnel responding to an incident are referred to as 'Field Operations' and are trained in how to implement the tactics chosen by the IMT by means of work assignment, SOP or tactical manual. The term 'Field Operations', when used to refer to personnel involved in the response in the field, includes both personnel from WCMRC and any other organization or agency (e.g. CCG).

The tasks carried out in the field are based on the instructions of the IMT (via IAP and work assignments during an Enhanced and Expanded Response). Feedback from the field to the IMT is critical to allow the IMT to make an assessment of the effectiveness of the chosen tactics and adjust the response as required. In order to ensure a robust feedback procedure is maintained, close communication between all parties in the field is vital and should be established by means of a formal Communications Plan. In most cases, where there is no formal Communications Plan or it is in the process of being written, the Operations Section Chief or their Deputy takes the role of regularly contacting the On-Water Supervisor and requesting feedback.

4.1 INCIDENT COMMAND POST

The ICP is the facility where the IMT is located. WCMRC will either establish an ICP or integrate with one near to the incident site. WCMRC has a number of area and geographic response plans for the BC coastline which include logistical information in relation to pre-identified ICP locations.

WCMRC also has mobile ICP supplies in the form of trailers located in Burnaby, Nanaimo and Prince Rupert. These trailers are pre-packed with display boards and other supplies which are necessary to initially activate and supply an ICP.

Further information on establishing an ICP can be found in the OSRP and IMH.

4.1 EMERGENCY OPERATIONS CENTRE

In the event of any incident, WCMRC may require an EOC to be established. A WCMRC EOC is likely to be established at a WCMRC office location in the early stages of a response. The EOC is established with the purpose of coordinating WCMRC's overall response and support to the ICP and wider incident management organization. Issues typically dealt with by the EOC in support of the ICP are:

- ▶ Management of internal issues (e.g. HR and finance)
- ▶ Supply and provision of personal protective equipment to all WCMRC staff
- ▶ Development of staffing rotas and shift management
- ▶ Media engagement on behalf of WCMRC

In the event of an 'essential' level 1 response, or during integration into an existing ICP, the entire WCMRC response may be operated from within an EOC if deemed appropriate by the SRM.

5 STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a crucial element of incident management and as part of the ICS structure, external agencies and organizations expect to participate in the response as part of a Unified Command.

Information from the GVIRP regarding the role of Federal and First Nation response partners is outlined in Table 4 below.

Table 4 – Role of Federal and First Nation response partners as outlined in the Greater Vancouver Initial Response Plan for Marine Pollution Incidents

FEDERAL RESPONSE PARTNERS	
Name	Role
Canadian Energy Regulator	Lead federal regulatory agency for spills originating from Canadian Energy Regulator regulated pipelines and facilities, including oil handling facilities such as Westridge Marine Terminal when no transfer of oil is underway to a ship present at the facility.
Fisheries & Oceans Canada	Protection of fisheries, fish (including marine mammals), fish habitat, sensitive marine ecosystems, aquatic Species at Risk and their habitat.
Canadian Coast Guard	The Canadian Coast Guard Environmental Response program is responsible for ensuring the cleanup of all oil, and other noxious substance spills in Canadian waters. The Environmental Response program has three mission objectives: <ul style="list-style-type: none"> ▶ Minimize the impact of marine pollution incidents on public safety ▶ Minimize the environmental impact of marine pollution incidents; and ▶ Minimize the economic impact of marine pollution incidents If the polluter is unknown, unwilling, or unable to respond to an incident, the Canadian Coast Guard will manage the response.
Transport Canada Marine Safety & Security	Lead federal regulatory agency responsible for Canada's Marine Oil Spill Preparedness and Response Regime. Responsible: <ul style="list-style-type: none"> ▶ To conduct on-board investigation of ship source pollution occurrences ▶ To investigate discharges of oil that occur during transfers between vessels and Oil Handling Facilities ▶ To serve as the lead Agency for salvage of vessels during a pollution incident; and ▶ To provide technical expertise to Canadian Coast Guard with respect to the ship and ship's onboard activities (e.g., lightering) in the event of a marine spill or threat of a spill
Environment & Climate Change Canada	To provide coordinated environmental information and expert advice to efficiently inform response actions and to protect the environment from the effects of emergency pollution incidents.
Canadian Wildlife Service (CWS)	CWS will concentrate its efforts during pollution incidents on preventing further harm to wildlife and take actions that support the humane treatment of affected wildlife. CWS has three main roles during a pollution incident affecting wildlife: <ul style="list-style-type: none"> ▶ Knowing and providing information on the wildlife resources in the area of an incident ▶ Determining the appropriate response strategies to prevent more wildlife from becoming affected; and ▶ Determining the appropriate response strategies to support the humane treatment of affected wildlife

Public Safety Canada	Public Safety Canada is the federal coordinating department, as such, Public Safety Canada is responsible to engage relevant federal organizations and coordinate regional support, as required.
INDIGENOUS RESPONSE PARTNERS	
	Role
Indigenous People	<p>If an Indigenous Nation has been directly impacted by an oil spill, a representative will often be asked to participate in Unified Command as an Incident Commander. Unified Command is discussed in more detail below. Spills in Canada are managed using the Incident Command System (ICS) and as there are multiple agencies involved in responding to a marine oil spill, the ICS structure is often managed through Unified Command. In the ICS, Unified Command is the authority structure in which the role of Incident Commander is shared by two or more representatives.</p> <p>There are several other roles Indigenous Nations could take in a spill response, which will be discussed under Incident Command System. It is critically important to have Indigenous Nations representation in the Environment Unit to ensure cultural sensitivities (burial sites, current food harvesting areas, etc.) are considered in the overall response. As well, responders can rely on Indigenous Nations local knowledge of the area that will help the overall response. Understanding local currents, tidal actions can help responders understand where oil may move.</p>

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