
Nova Scotia Energy Board

IN THE MATTER OF *The Public Utilities Act*, R.S.N.S. 1989, c.380, as amended

Nova Scotia Power Emergency Services Restoration Plan

2025 Drill Report

August 28, 2025

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**2025 Emergency Services Restoration Plan Drill Report
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1.0 INTRODUCTION

Each year, Nova Scotia Power Inc. (NS Power) conducts an emergency operations drill to assess its preparedness to effectively manage restoration activities for major outage events. Following this, NS Power files both an annual report and any updates to NS Power's Emergency Services Restoration Plan (ESRP) with the Nova Scotia Energy Board (NSEB).

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2.0 2025 ESRP ACTIVATION OVERVIEW

As per Section 3.0 of the ESRP, each weather event that impacts the province is monitored in advance by the Early Monitoring Team (EMT) which determines the level of response NS Power will undertake. A summary of the events monitored by the EMT since the 2024 Drill Report was issued is listed in **Figure 1** below. As of August 28, 2025, NS Power has not activated its Emergency Operations Centre (EOC) since the filing of the 2024 Drill Report

Figure 1 – EMT Activity Since 2024 Drill Report

EOC Activation Date	Event	EMT Decision
December 19, 2024	Winter Storm	No EOC Activation
April 18, 2025	Wind Event	No EOC Activation

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3.0 ESRP DRILL

Continual administration and periodic review and testing of NS Power's ESRP are essential to its effectiveness in an emergency. Verification of the effectiveness of the ESRP through staged drills, or implementation of the ESRP in response to an actual major storm event, provides organizational learning and identifies process improvement opportunities. Training, review and execution of the ESRP elements by all participants supports their ability to fulfill their assigned roles.

This year's drill was conducted on June 5, 2025 and focused on planning for a Level 3 or 4 event under the current cyber incident circumstances, assuming operational system function availability as of June 2025.

The 2025 ESRP Drill had 3 main objectives:

- Exercising the ESRP for a Level 3 or 4 event while simultaneously working to restore the power system safely and securely following the cyber incident affecting NS Power.
- Ensuring these contingency plans are capable of scaling, as required.
- Considering the impact on the customer experience of a large weather event, compounded by the cyber incident.

Drill Overview

The drill was a simulation exercise designed to maintain corporate readiness for a Level 3 or 4 storm response by testing Emergency Operations Centre (EOC) members and response teams. The drill simulated a Level 3 or 4 response during the cyber incident experienced by NS Power to provide ongoing training and preparedness for the following EOC roles:

- Storm Lead
- Control Centre Operations (CCO) Lead
- Transmission Operations Lead

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- Regional Operations (ROPS) Lead
- Restoration Planning & Performance (RPP) Lead
- Safety Lead
- Customer Lead
- Corporate Communications Lead
- Duty Officer
- IT Operations
- Emergency Management Office (EMO) Liaison
- Logistics Lead

Drill Scenario

The drill scenario was designed to test a Level 3 or 4 storm response with the additional complexity of investigative and restoration efforts pertaining to the current cyber incident. The following scenarios were presented to EOC leads throughout the drill, broken up into three phases.

(1) Phase 1 - It is three days before a predicted Level 3 or 4 storm lands in Nova Scotia. At present, NS Power is experiencing the effects of a cyber incident that has impacted certain systems in the network.

(2) Phase 2 - It is now mid-storm at 7:00 pm on Saturday and winds and rain have been stronger than forecast. Updated forecasts have winds gusting above warning levels and precipitation continuing until 5:00 am Sunday. EMO has reported coastal flooding, with some roads not passable by vehicle. Transmission lines have tripped, and it is suspected that transmission structures are compromised. There are currently 140,000 customers without power.

(3) Phase 3 - It is now 12:00 pm on Sunday, the storm has passed, and the weather is clear. 200,000 customers remain without power. Some coastal roads are washed

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1 out and will be impassable for days, but water has receded. There are nine
2 transmission lines out, with confirmed wood pole structures on the ground. Areas
3 outside Nova Scotia had less impact and resources from neighboring regions are
4 available.

5
6 **Drill Day**

7
8 On June 5, 2025 over 30 employees participated in the annual ESRP drill virtually and in person.
9 These participants included EOC storm leads, management level employees, and other company
10 employees with key storm response roles. The storm simulated for the drill was executed in
11 accordance with the three drill scenario phases:

12
13 (1) Pre-Storm Planning – the drill opened with an introduction to the drill scenario, and
14 participants were asked to plan for a Level 3 or 4 event with the added challenges of the
15 current cyber incident investigation and response. The group then reviewed those plans in
16 a simulated EMT meeting where each EOC Lead reviewed their plan of action for the
17 pending weather event.

18
19 (2) Mid-Storm Planning – the team was presented with an update on the state of the electrical
20 system approximately 12 hours after the start of the storm. This included stronger than
21 forecast winds and rain with winds gusting above warning levels and precipitation
22 continuing until 5:00 am Sunday. Coastal flooding with impassable roads has also been
23 confirmed, as well as suspected transmission structures down. The team was asked to
24 update their plans for these new circumstances. This was then reviewed in a simulated EOC
25 call where each EOC Lead reviewed their plan of action.

26
27 (3) Post-Storm Planning – the team was presented with further details of the extent of the
28 damage to the system post-event. This included washed-out coastal roads and nine
29 confirmed transmission lines out with confirmed wood pole structures on the ground. The

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1 team was asked to update their plans for these new circumstances which were reviewed in
2 another simulated EOC call.

3
4 Each team was given 15 minutes to organize a plan for each phase, and 15-20 minutes to present
5 their plan to the group before moving on to the next phase. Drill participants were asked to present
6 their plans after each phase of the drill and were encouraged to focus on areas that would look
7 different or impose a change from common practice under the current cyber incident investigation
8 and response. The 2025 annual ESRP drill lasted approximately 4 hours.

9
10 **De-brief**

11
12 Following the drill, the organizing members reviewed the notes taken from the drill to identify
13 new or updated action items, discuss changes required to any existing plans or procedures, and
14 make relevant updates to the ESRP, if needed.

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4.0 UPDATES ON PREVIOUS ACTION ITEMS

In its December 17, 2024 decision on the 2024 ESRP Drill Report, the NSUARB provided the following directions for updates in the 2025 ESRP Report:

NS Power is directed to provide the Board with an update on its progress completing the 2024 and 2023 Restoration Plan Action items in its next ESRP report, along with an update on the outstanding action item from 2021.

2023 & 2024 Restoration Plan Action Items

Of the ten action items that were filed last year, three were marked as complete upon filing. NS Power has completed six of the remaining seven items. There is one item remaining that is still in progress. See **Figure 2** below for detailed action item status updates from the 2023 and 2024 ESRP Drill.

Figure 2 – 2023 & 2024 ESRP Drill Action Items

#	ESRP Area	Status	Action Item	Status Update
1	Logistics	Complete	Develop essential kits and inventory lists for Level 4 events and roll out to stakeholders.	Essential kits and inventory lists have been developed, and this has been communicated to the inventory management team. This was documented in a new Subplan titled STORM600 – Logistics Subplan and was approved and circulated November 25, 2024.
2	Safety	Complete	Revise crew lead training	Crew Leads Training was updated and rolled out to all Regional Planner crew leads and Wiring Inspectors were trained (Confirmed on December 5, 2024).

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#	ESRP Area	Status	Action Item	Status Update
3	Customer	Complete	Formalized damage mast process deployed during Fiona	The process has been documented in STORM303 Inspection Reconnect . Hazard codes have been updated in ADMS to reflect mast damage to facilitate more accurate reporting.
4	Control Centre	Complete	Complete ADMS training for connectivity roster	Training for the Connectivity team was completed on September 24, 2024
5	Regional Operations	Ongoing	Explore crew tracking technology options to augment existing tools	NS Power has continued to evaluate market solutions for crew tracking and will pursue an RFP for this technology in Q4 2025.
2024 ESRP Action Items				
6	Transmission	Complete	Assess and validate storm material /inventory list to account for potential loss of multiple towers on Chignecto Isthmus. Verify availability and location of a spare L-8001 Transmission tower	Material for a spare L-8001 transmission tower has been verified and is stored in a centralized location.

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#	ESRP Area	Status	Action Item	Status Update
7	Logistics	Complete	Explore opportunities for alternate entrance to province when/if roadways are closed (i.e. Chignecto Isthmus).	In the event of losing land roads, the vendors available to assist are generally public sea carriers, so there is minimal value in contacting vendors at this time. NS Power would work with EMO to prioritize transportation of recovery teams over the St John to Digby Ferry, the Confederation Bridge, the PEI to Pictou Ferry and NL to NS ferries.

Status of Remaining 2021 Action Item

The remaining 2021 Action Item was to work with EMO stakeholders to receive more information on their critical infrastructure and locations. As of July 2024, this action item was dependent upon the deployment of a technology solution (WebEOC) in the provincial EMO. Training on the new tool took place during the second week of June 2025 and it is ready to use in future events. This item is now complete.

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5.0 ESRP DRILL FINDINGS & ACTION PLAN

Figure 3 provides a list of the actions identified during the 2025 ESRP Drill. These items are being addressed to prepare NS Power to respond to future Level 3 or 4 events while still in a cyber incident investigation and recovery posture.

Figure 3– 2025 ESRP Drill Action Items

#	ESRP Area	Status	Action Item	Status Update
1	Control Centre	In Progress	Ensure technology at the Control Centre is scalable to meet the increased staffing capacity requirements of a Level 3 or 4 storm.	SCADA, ADMS & Telecommunications teams to action. e.g. additional ADMS stations, networking capacity/drops.
2	ESRP Leads	Complete	Confirm business continuity plans (BCPs) are scalable in the event of a technology interruption from a cyber event or other disruption during a Level 3 or 4 storm.	Contingency EMT call log developed. EOC leads will review the EMT call log and consider any changes to each BCP during the monitoring phase of any potential EOC events.
3	Regional Operations	In Progress	Update STORM300 to include embedding Damage Assessment within ROP node structures for Level 3 & 4 response.	ROP node structure has been created. The revised STORM300 draft is being circulated for review.
4.	Duty Officer	In Progress	Confirm ESRP rosters for all ESRP teams for a Level 3 or 4 event and ensure no overlap exists across teams.	Populated rosters will be collected by Duty Officers and cross-referenced for duplication.

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6.0 UPDATES TO THE ESRP DOCUMENT

ESRP Revision 5.2 includes two minor updates, including section 6.6 where the term ‘Coordinator’ was updated to ‘Lead’ and as a result, Figure 2 was also updated. The second minor update was to section 8.1 where the title “Sr. Director, TD&D Operations” was changed to “Sr. Director, Energy Delivery”. The content is substantively the same as previous versions except for the changes noted in Summary of Recommended Changes included as Appendix A.

Attached to this report are the following:

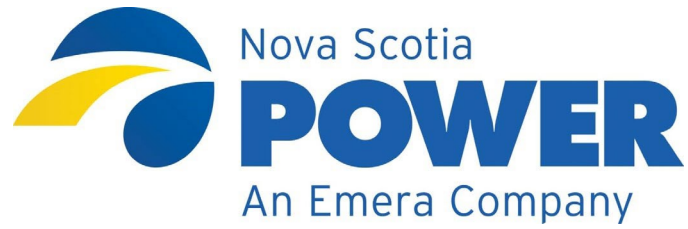
Appendix A – Summary of Recommended Changes and Status Update

Appendix B – ESRP Revision 5.2

NS Power
Summary of Recommended Changes
August 28, 2024

ESRP Rev 5.2 (filing version 5.2 with no new major changes)

	ESRP Section	Change	Justification
	Entirety of document	Changed “Coordinator” to “Lead”	To better differentiate roles, the term “Coordinator” was changed to “Lead”. “Leads” are represented in the EOC while “Coordinators” may be located elsewhere during Storm.
	6.2	Updated Figure 2 – EOC Command Team Structure – Level 3 & 4 Events	Updated the command structure role titles to reflect the “Coordinator” to “Lead” change.
	8.1	Changed “Sr. Director, TD&D Operations” to “Sr. Director, Energy Delivery”	T&D (Transmission & Distribution) is no longer used and has been replaced with “Energy Delivery”.



EMERGENCY SERVICES RESTORATION PLAN

LEVEL 3 & 4 RESPONSE

REV. 5.2

August 28, 2025

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EMERGENCY SERVICE RESTORATION PLAN (ESRP)

1.0 OVERVIEW & PURPOSE

The NS Power Emergency Service Restoration Plan (ESRP) is a coordinated operating approach to service restoration to be used whenever there is a prolonged effect upon the company's ability to provide service to our customers.

The plan will undergo an annual review for accuracy and revision. Completing the review will be the responsibility of the Storm Lead.

NS Power will conduct an annual drill using the plan and testing its procedures. Key learnings from the drill will be documented and incorporated into an updated version of the ESRP.

2.0 PRINCIPLES

2.1 Occupational Health and Safety Policy

The Occupational Health and Safety of people is more important than any business interest. For this reason, occupational health and safety is our number one priority.

Nova Scotia Power's goal is to provide reliable electricity to Nova Scotians at the lowest possible cost. No business objective, however, takes precedence over the safety of our people and customers. Guiding our journey towards Safety Excellence are our shared values—communication, involvement, recognition, and relationships built on mutual trust and respect—applied to help us achieve our vision:



Normally, emergency service response activities take place during adverse conditions. Therefore, all restoration workers are required to exercise the highest level of prudence and caution. Refer to Section 6.6.3 for additional details on Safety.

2.2 Basic Restoration Principles

In response to an emergency, NS Power places the safety of the public and its employees as its highest priority. NS Power works in partnership with other emergency agencies to

respond quickly and effectively to the event. Recognizing that every event is unique, a scalable approach is used to allow for appropriate resources and actions dependent upon impact on the electrical system, geographical extent, and impact on customers. From a service restoration perspective, NS Power balances customer restoration and service levels with prudent cost management and in full compliance with all applicable regulations and legislation.

In terms of restoration protocols, NS Power will respond in the following order:

- 1) Public Safety/Emergency Situations
- 2) NS Power Critical Transmission Infrastructure
- 3) Emergency Management Operations (EMO) identified Critical Infrastructure priorities (public security, safety, or vital support services)
- 4) Main line feeders (3 phase)
- 5) Branch lines (3 phase and 1 phase)
- 6) Individual services

As a practice, restoration crews will endeavor to repair individual customer services (homes and business) in an assigned area after street side supplies have been restored and provided the service masts are intact and safe to connect.

3.0 EVENT MONITORING TEAM

Ongoing monitoring and evaluation of NS Power's power system conditions and assessment of weather conditions, alerts and warnings is conducted at the Ragged Lake Control Centre. If a forecast weather event is expected to impact NS Power's power system and customers, a meeting is initiated by the Storm Lead with the Event Monitoring Team (EMT) and potentially representative(s) from contracted weather service providers to discuss and evaluate the potential impact of the impending event. Based on this assessment, a recommendation is made as to the response level and timing of the Emergency Operations Centre (EOC) activation, or for continued event monitoring by the Restoration Planning & Performance Team along with a schedule for subsequent EMT meetings.

The EMT consists of representatives from the following teams:

- Storm Leads
- Duty Officer
- Safety
- Control Centre Operations
- Regional Operations
- Customer Care
- Corporate Communications
- Transmission Operations
- Restoration Planning & Performance

- Logistics
- IT

The role of the EMT is as follows:

- Collectively evaluate the impending weather reports to determine the appropriate response level. Evaluations are to include comparison of weather forecasts noting the following:
 - Differences in forecasts
 - Factors causing the differences in forecasts
 - Range of uncertainty in key forecast elements
- Determine and declare level of response
- Recommend timing of EOC activation
- Carry out additional monitoring of the conditions, if EOC activation is not recommended, along with time for subsequent EMT meetings
- Initiate early notification of all EOC members regarding any conditions/alerts/warnings requiring ongoing monitoring by the EMT
- Initiate other pre-event actions as required based on system conditions and status of lines and stations
- Initiate pre-event stakeholder messaging and communications as required

EMT and EOC contact lists will be maintained for issuing earliest possible notification of conditions / alerts / warnings being monitored and tracked.

EMT meetings will utilize the agenda format provided in Appendix 8. This activity is described in EOC Sub-Process #1, Appendix 5.

4.0 EVENT PREDICTION

The Event Prediction process is a combined knowledge base and database tool set that utilizes past storm experience to predict, in advance, both the geographical extent and magnitude of the event and its impact on the NS Power power system.

This tool correlates weather forecasts and predictions with historical damage experience to provide an indication of the impact on the system. The event prediction approach will be utilized to the fullest extent possible as a pre-event planning input to guide activities and decisions, and as a mid-event planning input to confirm response and resource decisions based on actual weather conditions.

The model is used to better translate weather forecast and location information and enable faster and better escalation and deployment decisions. It is expected that the usefulness and dependability

of this model will increase as more historical data and better correlation with weather forecasts is incorporated into it.

The Restoration, Planning & Performance team, once alerted, will monitor the weather event closely and run damage prediction models with each updated weather forecast.

5.0 OUTAGE RESPONSE LEVELS AND ESCALATION

This plan is intended to provide scalability in the response to a major outage event. It does not attempt to exhaustively describe every type of event that could occur, nor does it try to replace the good judgment that must be exercised by operations personnel when responding to the many different scenarios that can occur.

Four response levels have been identified which establish the responsibilities and actions related to declaring an emergency and coordinating the resources necessary for the restoration activity.

5.1 Description of Response Levels

5.1.1 Level 1 – Regional Service Restoration Response

A Level 1 regional service restoration response shall be initiated by the affected Region Operations Lead (or designate) when it is anticipated that an event will affect less than 50,000 customers and where restoration is expected to be completed within twelve hours.

5.1.2 Level 2 – Multi-Region Service Restoration Response

A Level 2 service restoration response shall be initiated by the Director of Regional Operations (or designate) when it is anticipated that restoration can be completed within 36 hours when less than 50,000 customers are out, or within 24 hours when more than 50,000 customers are out.

If assistance from resources external to Nova Scotia is deemed to be required to restore service then the response may be declared as a Level 3, unless Level 4 applies.

Once initiated, a Level 2 service restoration response shall remain in place until power is restored to all customers affected by the storm event unless the restoration response is raised to Level 3 or Level 4.

5.1.3 Level 3 – Provincial Service Restoration Response

A Level 3 service restoration response shall be initiated by the Storm Lead when it is anticipated that restoration will be completed within 72 hours with more than 50,000 customers out, or will take longer than 36 hours with less than 50,000 customers out.

Once initiated, a Level 3 service restoration response shall remain in place until power is restored to all customers affected by the storm event unless the restoration response is raised to Level 4.

5.1.4 Level 4 – Corporate Service Restoration Response

A Level 4 service restoration response shall be initiated by the Storm Lead when the extent of the emergency / outage affects more than 50,000 customers and exceeds the capacity of NS Power and external resources to restore electrical services in less than 72 hours.

Once initiated, a Level 4 service restoration response shall remain in place until power is restored to all customers affected by the storm event.

In the event where a State of Local or Provincial Emergency is declared, NS Power will coordinate service restoration priorities under the direction of the Operations Director of the Provincial Emergency Operations Centre of the Emergency Management Organization.

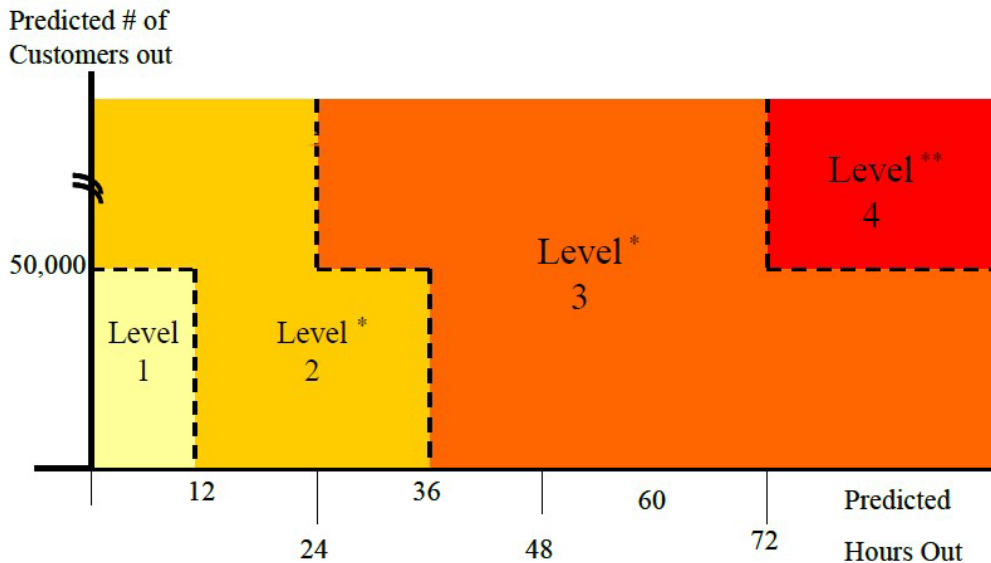
A Level 3 and Level 4 service restoration response results in the opening of the Emergency Operations Centre (EOC) and the establishment of the EOC Team.

5.1.5 Discretion

A Level 3 or 4 EOC opening may also be initiated at the discretion of NS Power Executive or Storm Lead.

5.2 Response Trigger Levels

Figure 1 – Response Trigger Levels



- * Once triggered, a Level 2 or Level 3 restoration response must remain in place until power is restored to all customers affected by the storm event or until a higher response level is triggered.
- ** Once triggered, a Level 4 restoration response must remain in place until power is restored to all customers affected by the storm event.

If a Level 3 or Level 4 response is recommended, the Storm Lead initiates the activation of the EOC. (Note: If a Level 1 or Level 2 response is recommended, the EOC is not activated and Regional Operations leads the restoration effort.)

6.0 EMERGENCY OPERATIONS CENTRE (EOC)

6.1 Purpose and Mandate

Direction and control of the performance of any plan or operation are vital functions of management. Arrangements must be made to ensure that co-ordination of the operations set in motion by the plan, including the resources supporting the plan, are efficiently managed and controlled. To achieve this, a focal point of management must be established. This point is the Emergency Operations Centre, or EOC, along with the EOC Team.

The EOC is a physical facility designated for the gathering and dissemination of information plus service response analysis. It is also the facility in which decisions and

policies governing the emergency response are planned and implemented by the EOC Team.

Its purpose is to facilitate strategic management of any significant event that affects the company's ability to operate or provide service to its customers. From an emergency service restoration perspective, the EOC will be implemented for Level 3 and Level 4 responses.

The EOC will be located in NS Power's Ragged Lake facility in Halifax or another suitable location that meets all the necessary criteria to support the operation of the EOC before, during and after a significant storm event.

The EOC Team includes representatives from all major functional areas of operations and is responsible for control and co-ordination of the response plan including:

- Managing information by gathering, evaluating and disseminating critical information
- Managing decisions by ensuring a unified command response and facilitating inter-company and inter-agency communications
- Managing resources by ensuring adequate people, equipment and financial support to effectively implement the response plan
- Managing long-range response by planning and thinking ahead of current events in order to anticipate consequences as the event continues

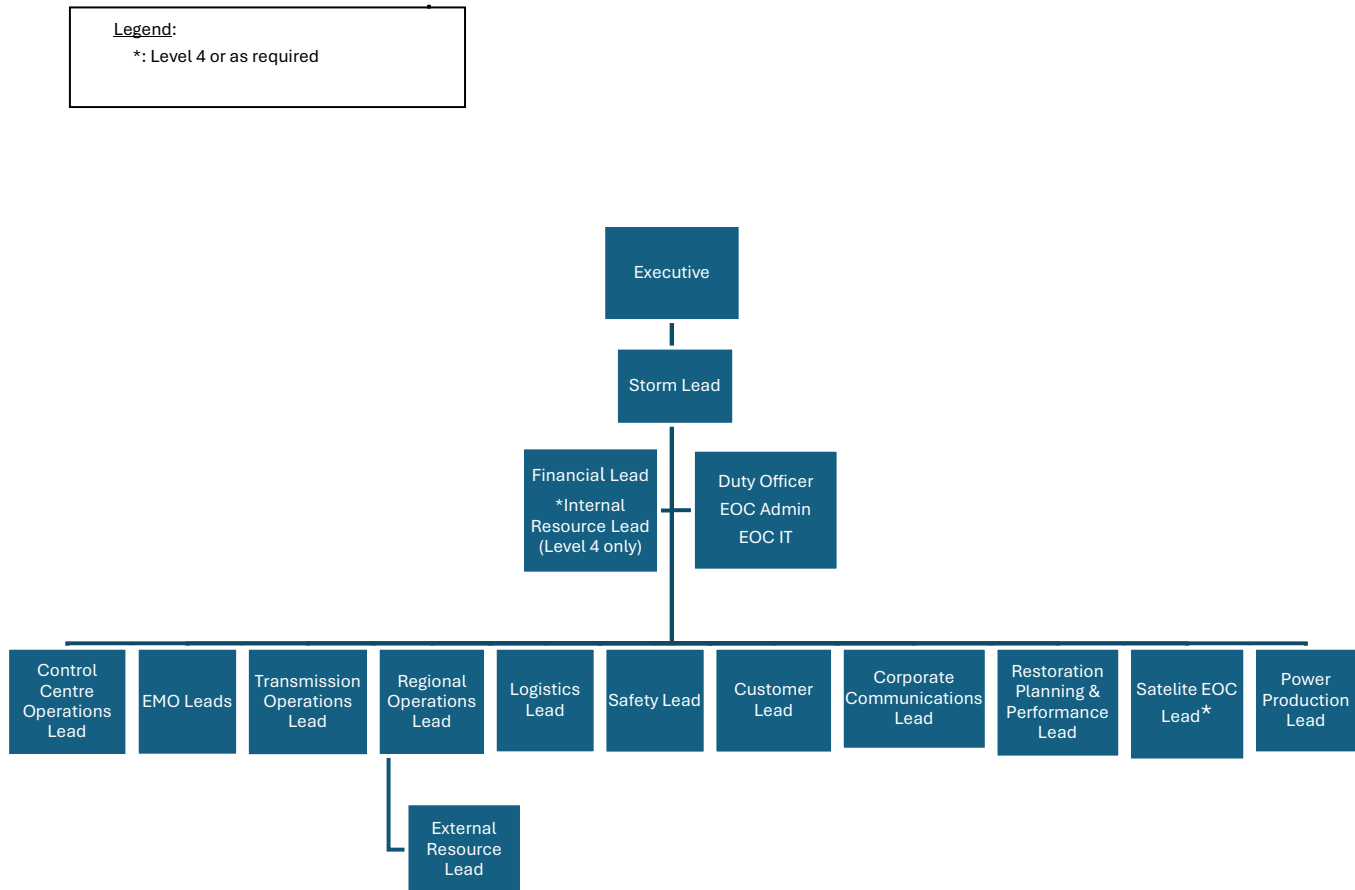
An Executive Group maintains executive control with responsibility for strategic direction and oversight of the service restoration effort and ensures business continuity. They also make decisions on matters not covered in the plan, or which are beyond the authority of the EOC Storm Lead. The Executive will communicate regularly with the Storm Lead and EOC Team by participating in scheduled conference calls and team briefings, and will support the restoration team through visible presence at work locations and in the community as required.

6.2 Command Team Structure for Level 3 & 4 Events

The Command Team structure shown below is used for Level 3 and Level 4 responses.

Each position within the EOC Team shall have alternative candidates identified and trained. These alternates are expected to participate fully in the response if the primary employee is not available, and/or relieve the primary employee according to the established work schedule. Refer to Appendix 1 – Resource List for designates.

Figure 2 – EOC Command Team Structure – Level 3 & Level 4 Events



6.3 EOC Activation & Operation

The Ragged Lake Control Centre is an essential facility for power restoration activities during weather events and it is crucial that this facility has uninterrupted and reliable power throughout the event. A decision to determine if the Control Centre should be transferred to the backup generator in advance of power system disturbances will be made as part of the EOC opening procedure.

The following steps (and the associated process charts in Appendix 5) outline EOC operations. Details on specific EOC Team roles are provided in the following sections.

- 1) The EOC Storm Lead activates the EOC by initiating the Fan-out and the Set-up processes.
- 2) EOC staff arrive on site, complete orientation and begin pre-event planning including storm monitoring, predictive model analysis, contingency and resource planning (internal and external), resource staging, logistics planning, high-level restoration planning, opening of regional offices, EMO Coordination, and external communication (media, etc.). The EOC Storm Lead declares the EOC Operational.
- 3) As the event starts to impact the electrical system, the EOC is managing system security, identifying and managing safety issues requiring immediate response and monitoring overall weather conditions and impact.
- 4) As soon as it is safe to begin response, EOC directs restoration and critical infrastructure repair, and damage assessment procedures.
- 5) Damage assessment reports, ADMS reports, weather conditions, EMO and NS Power critical infrastructure priorities are used to determine resource effort and identify priority deployment areas.
- 6) EOC establishes restoration work schedule.
- 7) EOC sets target for days to complete restoration. This will be used to guide resource quantity and deployment as well as manage customer expectations.
- 8) Detailed response planning begins and is refined as detailed damage assessment is completed and priorities from customers and EMO are identified.
- 9) Response plan implemented. Resources added as required.
- 10) Restoration progress monitored and plan adapted as necessary to achieve objectives, including restoration commitments communicated to customers. In

the event that it is more efficient for an EOC member to work from a remote location, the member may be released to that location but is required to participate in all EOC conference calls and to provide regular status updates.

- 11) Re-run predictive model analysis using actual weather conditions to:
 - a) verify that the correct amount of resources have been obtained
 - b) verify that resources have been assigned to the correct areas
 - c) aid in setting restoration targets
- 12) When power is restored the clean-up plan is developed and resources identified to implement it. Non-essential resources are debriefed and released and/or transitioned to regular operations.
- 13) EOC sets date for post-event debrief and closes.
- 14) Return to normal operations.
- 15) Post event review completed and all necessary reports filed. Any resulting action plans completed and ESRP updated as necessary.

6.3.1 EOC Daily Agenda

Below is a typical daily (based on a 7:00 am to 7:00 pm shift schedule) agenda for EOC meetings and activities:

Time	Activity	EOC Roles Involved
7:00 am	Night shift to day shift handover	Individual meetings/calls with EOC night & day roles
8:00 am	Communications Debrief	Storm Lead Communications Lead Other EOC roles (if available)
9:00 – 9:45am	ROPS Call	Storm Lead ROPS Lead Safety Lead RPP Lead Logistics Lead (optional)
10:00 am	ETR Discussion	Storm Lead Customer Lead RPP Lead ROPS Lead Communications Lead (optional)
11:00 am	EOC Day Shift Call	All EOC roles

Time	Activity	EOC Roles Involved
12:00 pm	ETR Discussion	Storm Lead Customer Lead RPP Lead ROPS Lead Communications Lead (optional)
3:00 – 3:45 pm	ROPS Call	Storm Lead ROPS Lead Safety Lead RPP Lead Logistics Lead (optional)
4:00 pm	Communications Debrief	Storm Lead Communications Lead
5:00 pm	ETR Discussion	Storm Lead Customer Lead RPP Lead ROPS Lead Communications Lead (optional)
6:00 pm	EOC Day Shift Call #2 (if required)	All EOC Roles
7:00 pm	Day shift to night shift handover	Individual meetings/calls with EOC night & day roles
10:00 pm	Night Shift Check-In	All EOC roles
2:00 am	Nighttime Plan Review	Storm Lead RPP Lead ROPS Lead
4:00 am	Communications Debrief	Storm Lead Communications Lead

6.4 EOC Communication Protocols

6.4.1 Teleconferences

Purpose:

EOC teleconferences serve as the primary communications method for the EOC Team and other operations leads to understand the overall status of the response and any emerging issues.

The EOC conference call will provide the opportunity for each functional area to understand overall efforts and issues and will ensure consistent communication of key decisions and action plans as determined by the EOC Team.

The EOC Storm Lead will chair calls; the EOC Duty Officer will keep a record of key decisions in the Decision Log.

Who should participate:

- EOC Team
- Executive member
- Others as appropriate

Schedule of calls:

- Pre-event calls will be held to facilitate planning and preparation as determined by the Storm Lead.
- Once the EOC is activated, calls will be held at 11:00 hrs. and 18:00 hrs. (or as needed)
- Functional area restoration updates (conference calls) are generally held at least one hour in advance of the EOC call.

Agenda: (Form Attached in Appendix 8)

6.4.2 Restoration Status Reporting

Purpose:

Restoration status updates provide a snapshot of the restoration progress enabling the EOC team and all others leading the restoration effort to gauge effectiveness of current execution and to identify issues affecting progress. Information from these updates will also provide the basis of information used externally to update customers and other stakeholders.

These status updates normally will be conducted by each EOC functional lead with a summary provided by each lead at the EOC conference call.

6.5 Resource Planning and Deployment

NS Power will take a thoughtful and proactive approach to ensuring sufficient internal and external resources are available, deployed and managed to complete an effective, efficient restoration response enabling safe and timely restoration of service to our customers.

Prior to Landfall:

- 1) Resource planning, acquisition and deployment is a function of the EOC Team and begins immediately upon team arrival at the EOC, up to 36 hours in advance of a major storm event. A full EOC shift complement will be in place at least 12-18 hours before the onset of the storm.
- 2) Upon declaration of a Level 3 or 4 response, each EOC functional area will immediately begin the team contact process to alert the team members of the approaching event. Staff identified to report for immediate duty will do so; others will stand by for further direction about deployment, in accordance with their response plans.
- 3) Prior to the event making landfall, the EOC team will conduct on-going weather system tracking and communication with weather service providers; use the predictive model, the scenario planning model and other system information as inputs for decisions about predicting storm impacts and implications for resources required, staging areas and early deployment.
- 4) In accordance with the Regional Operations Emergency Service Restoration Plan, the province will be sub-divided into sub-regional restoration nodes. The predicted damage within these geographic areas will determine how many nodes are to be activated and manned with full restoration and management teams.
- 5) Damage assessment teams, tree trimming crews, PLT crews assigned to critical infrastructure repair and Customer Care Centre staff will be among those staged to the appropriate areas to support early deployment.
- 6) Calls to external resource providers to determine number, timing, cost and availability will be made by the External Resource Lead as part of the advance resource planning.

After Landfall:

- 7) After the event makes landfall, and once it is safe to proceed, initial damage assessment and reactive restoration efforts will commence. The initial damage assessment manhour predictions, ADMS reports and ongoing weather forecasts will influence decisions about quantity of resources required.
- 8) A team comprised of the Regional Operations, Transmission Operations, Control Centre Operations Lead and Restoration Planning & Performance

Leads will analyze the latest damage assessment reports and develop restoration plans including: resource requirements (total person-days by worker type), staging locations, initial critical restoration priorities, and recommended sources for workers.

- 9) Using this information, the target for final restoration (duration of event) will be set by the Storm Lead in consultation with the EOC team.
- 10) As more damage assessment is completed and information is gained from the first response efforts, sub-regional restoration nodes, staffing and ETR's will be adjusted to reflect actual conditions. In the event that it is more efficient for an EOC member to work from a remote location, the member may be released to that location but is required to participate in all EOC conference calls and to provide regular status updates.
- 11) As the event continues, the EOC team will update the predictive model based on actual weather conditions and actual damage assessments to:
 - a) verify that the correct amount of resources have been obtained
 - b) verify that resources have been assigned to the correct areas
 - c) aid in setting restoration targets
- 12) Restoration progress will be tracked against provincial and sub-regional targets through the use of Restoration Status Reports and conference calls. This will influence decisions about additional quantities required, crew movement and target for restoration completion.

6.6 EOC Team Responsibilities & Role Descriptions

The following sections detail the EOC Team roles and responsibilities during Level 3 and Level 4 event response.

6.6.1 Storm Lead

The Storm Lead is responsible for overall execution of the Emergency Services Restoration Plan, leadership of the EOC Team and liaison with NS Power executive. Once assigned to this role, the Storm Lead is relieved of all other duties.

Specific Accountabilities – Storm Lead:

Level 3 & Level 4

- Ensure that all safety and security procedures are being followed and that any significant risks and hazards identified are addressed
- Engage in pre-event assessments with Operations staff
- Initiation and notification of the Level 3 or 4 response
- Activation of the EOC
- Lead EOC team orientation briefing
- Ensure that all EOC Team roles are assigned and understood
- Maintain presence in the EOC
- Ensure adequate resources are available to effectively implement the ESRP
- Liaise with and provide periodic status updates to Executive team
- Lead EOC Team briefings and conference calls
- Monitor and manage emerging issues and longer-term impacts
- Initiation of post-event review and report creation

6.6.2 Duty Officer

The Duty Officer will serve as EOC coordinator and provide support to Storm Lead.

Specific Accountabilities – Duty Supervisor:

Level 3 & Level 4

- Serve as information link between Event Monitoring Team and EOC Team at the pre-event stage
- Report to EOC and contact EOC Team members (fan out process); staff two shifts

- Conduct a basic safety orientation at the beginning of each shift noting the location of fire exits, first aid supplies, Automated External Defibrillator (AED), and the Ragged Lake Control Centre emergency contact number (7750)
- Ensure overall smooth running of EOC by problem solving for Storm Lead and EOC Team
- Maintain schedule of shift changes of EOC Team members
- Create and maintain current EOC roster
- Maintain the EOC Decision Log
- Schedule meetings and conference calls in conjunction with the Storm Lead; liaise with EOC Admin for set up
- Ensure team takes adequate rest breaks; watch for team health and safety issues
- Coordinate with EOC Admin and IT support
- Participate in EOC Team briefings and conference calls
- Participate in post-event review
- Serve as Deputy Fire Warden in the EOC; coordinate with the Ragged Lake Fire Warden
- Coordinate or delegate annual ESRP drills

6.6.3 Safety Lead

The Safety Lead is responsible to provide direction and support for the EOC team and all emergency response staff regarding safety-related hazards, risks and or incidents. During the restoration effort, the Safety Lead assigns Safety Specialists to all impacted areas, to support the local supervision and workers in accordance with a predetermined ratio of worker to Safety Specialist.

- 1) The Safety Lead is responsible for providing the EOC with accurate information regarding any reportable safety incidents or accidents, including identifying emerging health and safety issues and effective strategies to respond. This information is provided through reports delivered to the EOC in advance of

conference calls, participation in conference calls and direct contact with the EOC Team members.

- 2) The Safety Lead ensures that sufficient Safety Specialists are available and deployed to support the operating areas
- 3) The EOC is responsible for identifying health and safety issues or reportable incidents to the Safety Lead. This information is provided through participation in EOC conference calls and direct contact with the EOC Team members.

Deployment of Safety Specialists

- 1) As workers are deployed in the restoration effort, the Safety Lead works with the EOC team to identify the requirements and locations for Safety Specialists.
- 2) Safety Specialists will be deployed to support the field operations at an initial ratio of one Safety Specialist for every 150 tool workers (1:150).
- 3) This ratio will be reassessed and evaluated throughout the event by the EOC Safety Lead to ensure that adequate coverage and support are being provided.
- 4) The Safety Specialists will be assigned to work with a set of Field Supervisors within a geographical area or restoration node.

Reporting

All processes for safety incident reporting shall be followed according to the latest version of NS Power's Safety Manual.

Specific Accountabilities – Safety Lead:

Level 3 & Level 4

- Ensure that all Corporate and Provincial Health and Safety procedures and rules are being followed
- Ensure that Safety Specialists are assigned to all impacted areas according to the pre-determined ratio of worker to safety specialist
- Ensure that sufficient personnel are available to deploy as Safety Specialists

- Ensure all contract staff have completed the NS Power orientation
- Inspect contractor equipment to ensure compliance to NS Power standards
- Ensure all damage assessors have completed safety training and have the required Personal Protective Equipment (PPE)
- Provide safety briefings and updates to the EOC Team as required
- Provide immediate notification to the Storm Lead (and EOC members) and Company Executive regarding any reportable incidents or accidents
- Support emergency response Managers, Leads, Coordinators and Supervisors (including the EOC Team) in safety related matters including reporting and recording of incidents
- Provide immediate feedback and coaching of restoration team members on safety issues
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.4 Restoration Planning & Performance Lead

The Restoration Planning & Performance (RPP) Lead is responsible for weather monitoring and tracking, damage prediction, the planning and execution of damage assessment, resource planning, and performance reporting for to provide the EOC team with an assessment of overall impact of the event on the power system. Upon the opening of the EOC, the team will implement its Damage Assessment process to guide the planning and deployment of post-event damage assessment. The plan includes roles, procedures, processes, forms and computer programs to gather, collate and analyze damage reports of the distribution and transmission infrastructure. The key deliverables of this function are projections of the geographical extent of damage, identification of components of the power system affected and an early projection of the manpower requirements necessary to complete the restoration.

- 1) The Damage Assessment Team is responsible for providing the EOC with earliest possible post-event assessment of the impact of the event and a projection of the person-hour requirements using early assessment data and event prediction tools and knowledge.

- 2) The Restoration Planning & Performance Lead works directly with the Regional Operations Lead, the Control Centre Operations Lead, Transmission Operations Lead and the External Resource Lead to develop an integrated restoration plan.
- 3) The EOC is responsible to provide logistic and administrative support for the Damage Assessment effort.

Specific Accountabilities – RPP Lead:

Level 3 & Level 4

- Ensure that all safety procedures are being followed and that any risks and hazards identified are addressed
- Direct the pre-event monitoring and event prediction processes
- Participate in Event Monitoring Team (EMT) briefings and conference calls
- Provide the EMT with assessments of pre-event weather forecasts and damage prediction model runs
- Ensure the Damage Assessment, Nighttime Planning, Connectivity, and Performance Reporting sub-teams are staffed and prepared to support restoration activities
- Provide the EOC Team with timely and accurate assessments of the geographical extent of the damage and recommend restoration resource and equipment requirements
- Provide the EOC Team with scenario planning assessments and recommendations for crew deployment to meet restoration objectives
- Participate in the development of restoration plans and priorities with the EOC Team, including Estimated Time to Restore (ETR) development
- Deliver performance reporting on key metrics relating to restoration
- Alert the EOC Team of Advanced Distribution Management System (ADMS) performance issues
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.5 Control Centre Operations Lead

The Control Centre has the responsibility for the integrity and the safe and effective operation of the Transmission and Distribution Systems. The Control Centre follows its System Operating Procedures to guide its actions during an event.

The Control Centre also maintains responsibility as the Control Authority for the power system to provide safe, reliable and efficient planning, coordination and scheduling of all activities on the power system according to NS Power's Standard Protection Code. To minimize the risk to staff and the power system and minimize customer inconvenience, the Control Centre needs to be informed of any planned restoration activities affecting the operation of the power system.

The Control Centre is also responsible for monitoring current and approaching weather systems and alerting the Restoration, Planning, and Performance (RPP) team.

- 1) The Control Centre Operations Lead is responsible for providing the EOC with information regarding the performance of the Power System, identifying emerging issues and effective strategies to respond, and identifying priorities for transmission and generation restoration. This information is provided through reports delivered to the EOC in advance of conference calls, participation in conference calls and direct contact with the EOC Control Centre Operations Lead.
- 2) The EOC is responsible for ensuring that accurate information on the scope of the event's impact on the power system, and status of restoration efforts is provided to the Control Centre on a timely basis to meet operating needs. This information is provided to the Control Centre through participation in EOC conference calls and direct contact with the EOC Control Centre Operations Lead.

Specific Accountabilities – Control Centre Operations Lead:

Level 3 & Level 4

- Ensure that all safety and security procedures are being followed and that any significant risks and hazards identified are addressed
- Ensure the power system is operated within accepted limits, established criteria and operating instructions
- Provide high level direction to the System Operators on all aspects of operating the power system

- Ensure sufficient staffing levels in the Energy Control Centre (ECC) and Distribution Control Centre (DCC) arenas to support the volume of transmission and distribution switching activity, 911 phone support, etc.
- Maintain contact with the Maritimes Area Reliability Lead and report Bulk Power System/Bulk Electric System reliability issues in accordance with operating guidelines
- Coordinate NERC and NPCC reporting as necessary
- Establish time and duration for suspension of Standards of Conduct and confirm OASIS postings as appropriate
- Coordinate system operation activities on the Transmission and Distribution systems such that they minimize the risk to staff and the power system and minimize customer inconvenience
- Liaise with the Regional Operations Lead and the Transmission Operations Lead to ensure effective coordination of Transmission, Substation and Distribution system restoration plans
- Liaise with the Transmission Operations Lead to set priorities for transmission restoration
- Liaise with generation group on supply/load balance issues
- Alert the EOC Team of power system issues
- Assume Storm Lead responsibilities during Storm Lead temporary absence from EOC
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.6 Transmission Operations Lead

In a major storm event, the Transmission Operations Lead function is responsible for development and execution of the Transmission restoration plan. This is achieved through the deployment of both internal and external resources.

The Transmission Operations Lead works with the EOC team and the Transmission Restoration Leads during the pre-event phase to optimize preparedness of the Transmission restoration teams. At the EOC level, the Transmission Operations Lead works directly with

the Regional Operations Lead, Restoration Planning & Performance Lead, the Control Centre Operations Lead and the Logistics Lead to develop integrated and adaptable transmission restoration plans.

- 1) The Transmission Operations function is responsible for providing the EOC with accurate information about transmission restoration progress and deployment efforts.
- 2) Transmission Operations provides regular transmission restoration status updates to the EOC team and identifies any resource/logistics requirements or emerging issues affecting the restoration effort to the EOC team for assessment and action. This information is provided through reports delivered to the EOC in advance of conference calls, participation in conference calls and direct contact with the EOC Transmission Operations Lead.
- 3) The EOC is responsible for ensuring that accurate information on the scope of the event's impact on the Company and its customers, and changes to the transmission restoration plan are developed with the input of the Transmission Operations Lead.
- 4) The Transmission Operations Lead works directly with the Transmission Restoration Leads to direct the restoration effort. This is accomplished through participation in EOC and other operational conference calls, and through direct contact with the EOC Transmission Operations Lead.

Specific Accountabilities – Transmission Operations Lead:

Level 3 & Level 4

- Ensure that all safety and security procedures are being followed and that any significant risks and hazards identified are addressed
- Liaise with the Damage Assessment Leads to evaluate the condition of transmission plant and forestry management requirements
- Liaise with Logistics Lead and External Resource Lead to ensure adequate supply of resources and equipment necessary for the execution of the transmission restoration plan
- Liaise with the Regional Operations Lead and the Restoration Planning & Performance Lead to ensure effective coordination of Transmission, Substation and Distribution System restoration plans
- Develop restoration work plans in conjunction with the EOC Team

- Review, twice per day with the Transmission Restoration Leads, the status of the restoration effort and activities planned for the next period
- Communicate progress of the restoration efforts to the EOC Team
- Recommend equipment operations/protection settings, i.e. reclosers
- Ensure comprehensive record (including photos) of storm/event conditions and resulting damage is kept
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.7 Regional Operations Lead

In a major storm event, the Regional Operations function is responsible for execution of the restoration work on the distribution system. This is achieved through the deployment of both Regional and External resources. Regional Operations will establish its service restoration structure during an event per the STORM300 Regional Operations Level 3 & 4 Subplan.

- 1) The Regional Operations Lead works with the EOC team, the Regional Operations and Forestry Leads and the External Resource Lead during the pre-event phase to optimize preparedness of the Regional restoration teams.
- 2) At the EOC level, the Regional Operations Lead works directly with the Restoration Planning & Performance Lead, the Control Centre Operations Lead, the Transmission Operations Lead and the Logistics Lead to develop integrated and adaptable response and restoration plans.
- 3) The Regional Operations function is responsible for providing the EOC with accurate information about restoration progress and deployment efforts. Regional Operations provides regular restoration status updates to the EOC team and identifies any resource/logistics requirements or emerging issues affecting the restoration effort to the EOC team for assessment and action.
- 4) This information is provided through reports delivered to the EOC in advance of conference calls, participation in conference calls and direct contact with the EOC Regional Operations Lead.

- 5) The EOC is responsible for ensuring that accurate information on the scope of the event's impact on the Company and its customers, and changes to the restoration plan are provided to Regional Operations.
- 6) The Regional Operations Lead works directly with the Regional Operations and Forestry (storm) Leads to direct the restoration effort. This is accomplished through participation in EOC and other operational conference calls, and through direct contact between the Lead and the Regional Team
- 7) The Regional Operations Lead, working with the Operations Leads, will identify resources for ongoing service delivery in non-impacted areas.

Specific Accountabilities – Regional Operations Lead:

Level 3 & Level 4

- Ensure that all safety procedures are being followed and that any significant risks and hazards identified are addressed
- Lead the Regional Operations pre-event planning effort
- Assign Operations Leads for all areas affected
- Liaise with Restoration Planning & Performance (RPP) / Transmission Operations Lead to analyze damage reports
- Develop restoration resource requirements and work plans in conjunction with the EOC Team and the Regional response teams
- Direct the Regional Operations and Forestry Leads in the safe and effective execution of the restoration plan
- Direct External Resource Lead to ensure adequate and timely supply of resources
- Liaise with Logistics Lead to ensure adequate and timely supply of equipment and support necessary for execution of the Regional restoration plan
- Review twice per day, as a minimum, with the Regional Operations Leads, the status of the restoration effort and activities planned for the next period
- Communicate the progress of restoration efforts to the EOC Team
- Function as a primary contact with the EOC Team and the Regional Response teams

- Assign Operations Lead responsible for planning “regular service delivery” in unaffected areas
- Ensure comprehensive record (including photos) of storm/event conditions and resulting damage is kept
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.8 External Resource Lead

In a major storm event the External Resource Lead is responsible for acquiring the necessary external restoration resources to effectively support the restoration plan objectives as set out by the EOC Team. The External Resource function utilizes formal Mutual Assistance Agreements, Contracts and established formal and informal arrangements with other utilities and service providers to access required restoration resources.

- 1) The External Resource Lead is responsible for providing the Regional Operations Lead with accurate information regarding the availability, timing and cost for securing external restoration resources, including identifying emerging issues and effective strategies to respond. This information is provided through reports delivered in advance of conference calls, participation in conference calls and direct contact with the EOC Regional Operations Lead.
- 2) The EOC is responsible for identifying external resource requirements to the Regional Operations Lead and providing logistics support to aid the effective deployment of the resources. This information is provided through participation in EOC conference calls and direct contact with the EOC Restoration Planning & Performance Lead, the Transmission Operations Lead and Logistics Lead.

External Power Line Workers

NS Power is a member of the North Atlantic Mutual Assistance Group (NAMAG). An agreement is in place between all member utilities that provides NS Power with assistance when requested during weather event. This agreement has provisions for cost recovery and resource sharing.

NS Power also has arrangements with various contractors. NS Power and Cormorant Atlantic have an arrangement that provides for standby staffing in the event of an expected storm and provides qualified Code of Practice PLT's to support NS Power.

External Tree Workers

Emera has a standing contract with its preferred vendor for vegetation management services. In addition to the tree crews working on the NS Power system on a regular basis, this Agreement provides access to significant additional forestry resources for storm response. Through the Agreement NS Power can access all tree-related storm response needs from additional aerial lift crews, to specialized off road equipment.

6.6.9 Emergency Management Office (EMO) Leads (NS & HRM)

During major storm events, NS Power's EMO Leads are responsible for managing all requests for support and service to and from EMO (NS and HRM), including critical infrastructure lists, specific additional resources (i.e.: snow plows, major road clearing, etc.) and any need for armed forces personnel. Requests for support and service will come in and out from both organizations, requiring single points of contact on each end.

There are likely to be major storm events where NS Power has activated its EOC but EMO NS and HRM EMO have not activated their PCC (Provincial Coordination Centre). In that case, NS Power's EMO Leads will work from the NS Power EOC to coordinate requests for support to/from the EMO contacts.

If the EMO (NS and HRM) have activated their response teams, it is important to ensure close coordination of efforts where NS Power's response and EMO's response overlap. To facilitate this coordination, EMO NS has identified that a representative from NS Power will be asked to sit at the table in their PCC. At that point, NS Power's EMO Lead will move to the EMO NS PCC and work from that location. An additional EMO Lead will work from the HRM Coordination Centre, located within the PCC, if requested.

NOTE: NS Power's Regional Operations and Customer Service staff also have working relationships with Municipal EMC's. Close coordination between EOC EMO Leads and Regional staff with EMO responsibilities will be a priority.

- 1) Upon activation of the NS Power EOC, the EMO Leads are to notify their EMO contacts as per Appendix 10, External Agencies, Government Officials and Media Communications Plan.
- 2) The EMO Leads are responsible for providing the EOC with information on all requests from EMO and status updates on EMO plans and activities. This includes identifying emerging issues and effective strategies to respond. This will happen on conference calls and through direct contact with the Storm Lead and Regional Operations Lead.

- 3) The EOC is responsible for providing the EMO Leads with all requests for service or support that require EMO action. This will happen through direct contact between the Storm Lead, Regional Operations Lead and EMO Leads and on conference calls.
- 4) It will also be important that public communications from either organization about status of restoration or management of joint issues be coordinated. This will be facilitated by the EMO Leads working with the Corporate Communications Lead and the EMO Public Information Officers.

Specific Accountabilities – EMO Lead:

Level 3 & Level 4

- Contact EMO NS/HRM upon NS Power EOC activation as per Appendix 10, External Agencies, Government Officials and Media Communications Plan
- If EMO NS/HRM PCC is activated, report there for duration of event
- During a Level 4 Event, NS Power EMO team will support additional EMO function including Incident Management Team and escalation process, and satellite EOCs as required.
- Day Shift: 1 EMO Lead, 1 EMO Coordinator – IMT (Incident Management Team) Coordination, 1 EMO Coordinator – Escalation Entry and Management
- Night Shift: 1 EMO Lead, 1 EMO Coordinator – Escalation Entry and Management
- If a Satellite EOC(s) is established as a part of the response plan, the EMO Team will have 1 Team Member present at each Satellite EOC to support the EMO Escalation Process: Satellite Escalations Coordinator.
- If Regional EMO and IMT Leadership are present at one location, NSP will have an EMO resource presence to support and assist with request management.

The EMO Team will staff up and/or down as required throughout the event.

- Retrieve or request from EMO NS/HRM, the current EMO Critical Infrastructure List
- Participate in EMO NS/HRM briefings
- Provide status updates to EMO NS/HRM as per Appendix 10, External Agencies, Government Officials and Media Communications Plan
- Communicate EMO NS/HRM priorities for restoration to EOC Regional Operations Lead
- Identify company needs for assistance to EMO NS/HRM and ensure needs are met

- Coordinate response to emerging issues affecting EMO NS/HRM and the company
- Liaise with Corporate Communications Lead on EMO NS/HRM communications contacts
- Liaise with Customer Lead for coordination between Customer Team and Regional EMO contacts
- Participate in EOC Team briefings and conference calls
- Participate in post-event review
- Participate in EMO NS/HRM post-event debrief

6.6.10 Logistics Lead

The Logistics Lead and support team is responsible for providing all of the support services necessary to enable the restoration process. This includes transportation and fleet management, facilities management, materials and equipment management and lodging, meals and amenities management. In a major storm event these services are managed at a corporate level with implementation support from various groups and teams throughout the organization including regional operations, procurement and other Emera resources.

These services are provided for both internal and external resources and detailed in the stand-alone Logistics Plan - Level 3 and 4 Response.

- 1) The Logistics Lead is responsible for providing the EOC with information on all logistics services and activities, including identifying emerging issues and effective strategies to respond. This information is provided through participation in EOC conference calls and direct contact with the EOC Logistics Lead.
- 2) The EOC is responsible for ensuring the logistics team is well informed of all resource and restoration plans that require logistics support. This information is provided through close coordination between the EOC's Regional Operations, Restoration Planning & Performance, Transmission Operations Leads and the Logistics Lead and through participation in conference calls.

Specific Accountabilities – Logistic Lead:

Level 3 & Level 4

- Ensure that all safety and security procedures are being followed and that any significant risks and hazards identified are addressed

Engage the logistics team to support resource mobilization as required ahead of the expected event.

- Call Logistics team to initialize preparations and plans to ensure full preparedness for event
- Liaise with Regional Logistic and Fleet Leads to ensure all identified needs are recorded and addressed in a timely fashion
- Source and stock materials
- Fuel and service fleet
- Coordinate meals and lodging for all internal staff that require it
- Liaise with Regional Operations Lead to identify staging areas; stock with all necessary materials, equipment and vehicles. Staging area to evaluate all external crews and conduct associated safety orientations will be located in Truro.
- Liaise with External Resource Lead and Transmission Operations Lead to ensure lodging, food, fuel, etc. available for external resources as they arrive and throughout restoration effort
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.11 Customer Care Lead

During a major storm event the effective management of customer expectations and issues is critically important. Direct customer contact through the Customer Care Centre, and Customer Relations provides the best opportunity to make sure customers have information that is accurate and meaningful. Close coordination between these groups during a major outage event will ensure customer contact is timely and consistent.

Customer information is also provided indirectly through media, web site and other communication channels managed by the Corporate Communications Team.

Responsibility for development of overall customer messages sits with the Corporate Communications Team, but ensuring a coordinated approach to all customer contacts and information is a joint responsibility of the Customer Care Lead and the Corporate Communications Lead.

In a major storm event the Customer Care Centre is responsible for providing accurate and meaningful restoration information to customers, tracking customer outage calls and logging emergency calls requiring immediate response. The Customer Care Centre will invoke its major storm response plan to guide its actions during an event. The plan includes identification of resources, processes and technology necessary to manage customer information flow.

In a major storm event the Customer Care Centre will also provide support to the Customer Relations team for contacting critical care customers to ensure no issues arise with that specific customer group.

In a major storm event, normal customer service business hours will be suspended to dedicate all Customer Care Center resources to the restoration effort until call volumes decline sufficiently.

For Level 1 and Level 2 storm events, the Customer Care Centre also maintains its responsibility as the primary customer contact for “regular” service requests. Part of its operations must be available to effectively set and manage customer expectations for completion of these requests, given any impacts on service levels resulting from the storm response. Business continuity planning is the responsibility of the executive team, working with Operations. The Customer Care Centre must be informed of all plans and impacts on regular customer service and customer messages regarding this work will be coordinated with the Corporate Communications team member assigned as Customer Care Centre Liaison.

In addition, the Customer Relations team has responsibility to maintain relationships with the Company’s key customers. In a major storm event this Team will continue with this responsibility and may also be deployed as community liaison officers going door to door or at customer information Centre’s if they are established, or as a resource to other customer service staff to manage escalated customer issues.

- 1) The Customer Care Lead is responsible for providing the EOC with accurate information about Customer Care Centre performance statistics and customer response, including identifying emerging issues and effective strategies to respond. This information is provided through reports delivered to the EOC in advance of conference calls, participation in conference calls and direct contact with the EOC Customer Lead.
- 2) The EOC is responsible for ensuring accurate information on the scope of the event’s impact on the Company and its customers, and status of restoration efforts is provided to the customer service teams on a timely basis to meet customer needs. This information is provided through participation in EOC conference calls and direct contact with the EOC Customer Lead.

- 3) Working closely with the Corporate Communications Lead, the Customer Care Lead ensures restoration messages are consistent with messages being delivered through all other information channels (media, web, etc.)
- 4) An early ETR sub-team will ensure that geographically aligned, field validated ETR's are posted and managed according to the early ETR process in the Customer Response Plan.

Specific Accountabilities – Customer Care Lead:

Level 3 & Level 4

- Ensure that all safety and security procedures are being followed and that any significant risks and hazards identified are addressed
- Initiate Customer Care Centre emergency response plan
- Alert Customer Relations team
- Ensure adequate resources (internal and external) are in place to manage event
- Liaise with Logistics Lead to ensure staff have food and lodging throughout duration of restoration effort
- Provide EOC Team with regular status updates of Customer Care Centre performance
- Monitor storm related Performance Standards that apply to Customer Care
- Provide EOC Team with information on specific customer reactions/issues
- Manage outreach to critical care customers
- Coordinate depot openings
- Coordinate work with local community comfort centers
- Coordinate with EMO coordinator on escalations
- Coordinate with Damage Assessment (DA) teams on customer outreach
- Manage the ETR (Estimated Time of Restoration) process
- Manage customer issue escalation process

- Liaise with Corporate Communications Lead for implementation of community liaison program or customer information centres
- Alert EOC Team to emerging issues
- Provide a resource to manage the Damaged Meter Mast process for customers during the event
- Participate in EOC Team meetings and conference calls
- Ensure customer messages as set by Corporate Communications Lead are implemented through Customer Care Centre channels and staff
- Participate in post-event review

6.6.12 Corporate Communications Lead

The Corporate Communications Lead and support team is responsible for the development and implementation of communications strategies and tactics to effectively support the Company's restoration efforts during a major event. The team will invoke its crisis communication plan, which will guide its actions during the event. The plan includes roles and processes to manage corporate information and messaging both internally (throughout the organization) and externally to all stakeholders. Of particular importance is providing accurate, meaningful information to customers on the status of restoration. This role serves as the Gatekeeper responsible for oversight of all communications during the event.

- 1) The Corporate Communications Lead is responsible for providing the EOC with accurate information about stakeholder response to the information it makes available, including identifying emerging issues and effective strategies to respond. This information is provided through participation in EOC conference calls and direct contact with the EOC Corporate Communications Lead.
- 2) The EOC is responsible for ensuring that accurate information on the scope of the event's impact on the Company and its customers and status of restoration efforts is provided to the Corporate Communications Lead on a timely basis to meet stakeholder needs.
- 3) This information is provided to the Corporate Communications Lead using the EOC Restoration Status Report, through participation in EOC conference calls and direct contact with the EOC Corporate Communications Lead.

- 4) The EOC Corporate Communications Lead works to ensure information flow in and out of the EOC is seamless and in accordance with Appendix 10, External Agencies, Government Officials and Media Communications Plan
- 5) Corporate Communications also plays an active role as a functional area on EOC corporate conference calls.

Specific Accountabilities – Corporate Communications Lead:

Level 3 & Level 4

- Public safety is a priority. The Corporate Communications team will inform the public and will provide accurate, meaningful information to customers on the status of restoration and the impact of the event.
- Alert Communications Team to initiate storm communications plan
- Lead development of all corporate communication messages for customers, employees, media, government and other stakeholders
- Ensure that a media release is issued, posted to the NSP website, and supported by social media posts, announcing that the EOC is being activated within timeframe outlined in Performance Standard requirements. Work with Admin Coordinator to ensure documentation is saved to the Storm SharePoint site and shared with NSP Performance Standards.
- Ensure consistency of messaging across all channels as per Appendix 10, External Agencies, Government Officials and Media Communications Plan
- Coordinate customer messaging with EOC Customer Lead
- Get Storm Lead approval of all messaging
- Liaise with EMO NS Public Information Officer
- Provide event information to Regulatory Affairs for regular UARB status reports
- Alert EOC Team, management and communication teams to emerging issues
- Brief EOC Team on communication activities and results

- Liaise with Regional Operations, Transmission Operations and Restoration Planning & Performance Lead to ensure use of storm event photos in stakeholder communications
- Participate in EOC Team briefings and conference calls
- Participate in post-event review

6.6.13 Financial Lead

The Financial Lead will ensure tracking and reporting of all restoration costs, and act as the primary contact for operations on all restoration-related financial matters.

Specific Accountabilities – Financial Lead:

Level 3 & Level 4

- Ensure appropriate and effective cost control processes are in place to track and report restoration related costs, including the appropriate operating-capital split
- Ensure that these processes are documented and communicated to key stakeholders across the Company to ensure storm costs are complete and accurate. Review these processes on an annual basis and revise and update as required
- Establish a unique project number and account combinations for Level 3 and Level 4 storm events and ensure communicated to all key stakeholders prior to storm event
- Have Maximo/Oracle Administrator establish all storm account combinations on regional servers to facilitate timekeeping and efficient work order preparation
- Ensure that asset retirement/scrap documentation is processed
- Track all costs associated with EOC operation
- Gather and consolidate costs incurred/committed from all EOC members
- Report consolidated cost information to Storm Lead and EOC members on a daily basis, or as required
- Support EOC members in financial/accounting/cost control matters
- Participate in post-event review as required

6.6.14 Internal Resource Lead (Level 4 Only)

In a Level 4 event, the Internal Resource Lead will ensure adequate internal (Emera) resources are available to effectively support the restoration plan objectives as set by the EOC team.

Specific Accountabilities – Internal Resource Lead:

Level 4

- Log all resource requests and commitments
- Secure supplemental internal active and retired resources necessary to support the restoration effort as identified by the EOC
- Liaise with Logistics Lead to ensure all necessary support is in place prior to resource arrival
- Liaise with EOC Leads to coordinate deployment
- Liaise with managers/supervisors of internal resources while resources on-site
- Alert EOC Team to issues
- Participate in post-event review as required

6.6.15 EOC Admin

When the EOC is activated, the EOC Admin will provide administrative support to the EOC Team.

Specific Accountabilities – EOC Admin:

Level 3 & Level 4

- Reserve all conference rooms for EOC use
- Liaise with Logistics Lead to arrange food service, room cleaning and supplies
- Other administrative and logistics support as required
- Close EOC including collection of all written materials for archive or destruction

- Close EOC by disconnecting and storing all technology
- Restock EOC supplies
- Participate in EOC Team briefings and conference calls
- Participate in post-event review
- Provide door coverage
- Take hourly screen shots of the outage map and upload them to the ESRP SharePoint site.

6.6.16 EOC IT Support

For large events, the EOC IT Support person will serve as on-site troubleshooter ensuring no interruption of EOC computer, communications or support technology.

Specific Accountabilities – EOC IT Support:

Level 3 & Level 4

- Set up and test EOC telephones, computers, printers, faxes, other technology as needed
- Immediately respond to any calls for support from EOC
- Liaise with Corporate IT to escalate and resolve any issues which require additional IT resources
- Restock any items as necessary
- Ensure that required IT and communication infrastructure are functional during the outage event
- Participate in post-event review

6.6.17 Power Production Lead

For events that may have a Power generation or system capacity impact a Power Production Lead may be requested in the EOC to act as a liaison between the Power Production fleet, the Control Center and the EOC.

Specific Accountabilities – Power Production Lead:

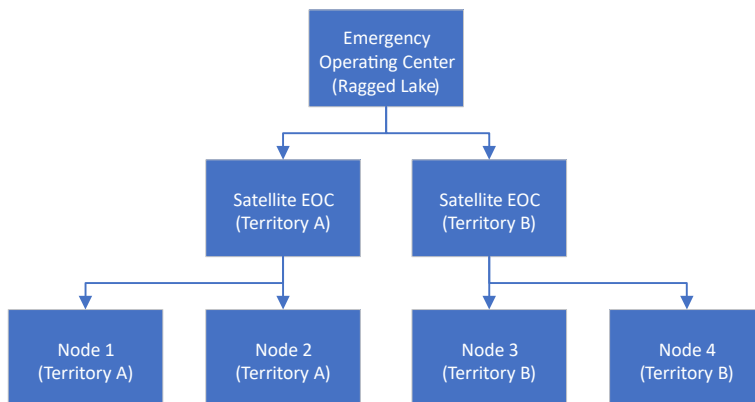
Level 4 (or as required)

- Act as a liaison between the power generation units and the EOC
- Monitor events impacting specific generation units including Hydro
- Participate in post-event review

6.7 Satellite EOC Activation & Organizational Structure

During a Level 4 Event a Satellite EOC(s) may be activated by the Storm Lead. Only one Satellite EOC will be in operation per territory, with the node structure in the territory reporting to the Satellite EOC (see the Regional Operations Subplan for the node structure). The Satellite EOC will report to the Main EOC.

Figure 3 – Satellite EOC Command Team Structure – Level 4 Events (Example Structure)

**Considerations for Satellite EOC Activation**

- The forecast duration of outages.
- Areas of extensive damage that require an additional level of operational support.
- If a Staging Centre is in operation (see Section 6.8 Staging Centre Activation).
- Areas that require enhanced leadership coordination with the municipalities and local officials.
- Extensive damage to critical infrastructure.

Satellite EOC Organizational Structure

The Satellite EOC will encompass the node roles at that location, along with the following (as required). The node structure can be found in the Regional Operations Subplan.

- Satellite Lead
- Satellite Communications Lead

- Satellite Customer Lead
- Satellite Regional Operations Lead
- Satellite Logistics Lead
- Satellite Safety Lead

The Satellite EOC roles will mirror the EOC roles as described in Section 6.6 EOC Team Responsibilities & Role Descriptions. These roles are incremental to the EOC roster and will require additional resources.

6.8 Staging Centre Activation

During a Level 4 Event a Staging Centre(s) may be activated by the Storm Lead. Only one Staging Centre will be in operation per territory, with a Satellite EOC structure in place where a Staging Center is activated. The Staging Centre will report to the Satellite EOC through the Satellite Logistics Lead, and is supported by the Logistics Team.

Considerations for a Staging Center Activation:

Areas that require enhanced logistics support for restoration resources including:

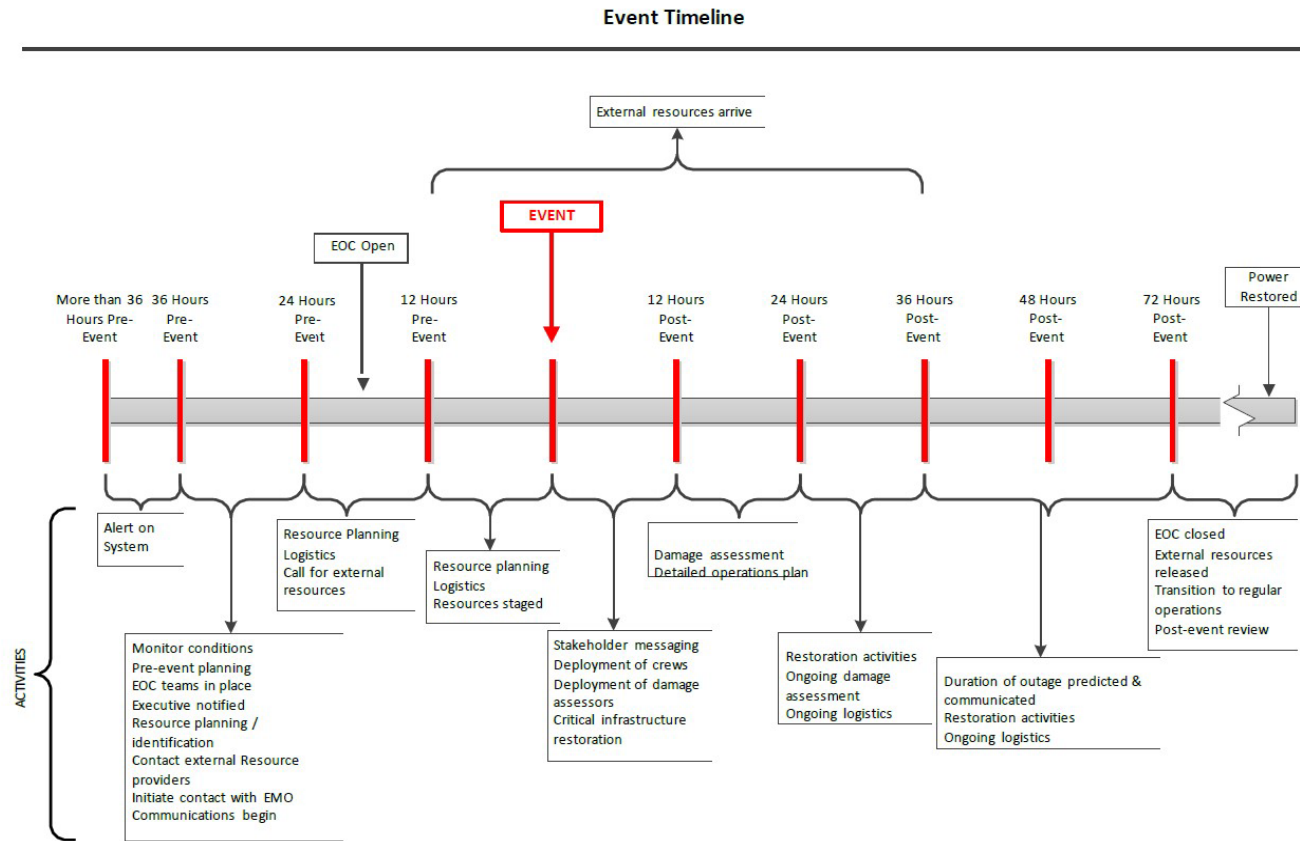
- Local material provisioning.
- Space for equipment and vehicles
- Accommodations
- Meals

The Satellite Logistics Lead will be the point of contact to the Satellite EOC for the Staging Centre.

6.9 Event Timeline

As previously noted, the EOC will be activated immediately upon declaration of response Level 3 or 4 events, and will be operational up to 36 hours in advance of a major storm event. The figure below details the timeline of EOC and restoration activities.

Figure 4 – Event Timeline and Restoration Activities



7.0 POST EVENT ACTIVITIES

7.1 EOC Level De-escalation

- 1) As the restoration effort continues the EOC team assesses the status of the restoration effort as well as current and impending weather conditions. Based on these factors, the Storm Lead may release non-essential EOC staff.
- 2) The EOC member being released will do a debriefing with the remaining EOC members.
- 3) The Storm Lead and essential EOC Leads will remain in place until the last customer is restored.
- 4) Once initiated, the level of service restoration response shall remain in place until the EOC is de-activated.

7.2 Initiation of Post-Storm Damage Assessment & Work Dispatch

- 1) The Regional Operations Lead and Restoration Planning & Performance Lead will develop a "scope sweep" plan for impacted areas to sweep all lines for outstanding damage, as required.
- 2) The findings from the sweep are factored into a post-event repair work plan. This work will be coordinated and prioritized along with customer service level work and temporary repair and storm clean-up work.

7.3 Crew Release

- 1) As restoration nears completion, the Regional Operations Lead assesses timing of release of internal and external resources. The decision to release is based on pending work such as storm clean up, customer service level backlogs and other high priority capital or maintenance projects.
- 2) All external resources will be released from the Regional Operations or Transmission Operations groups back to the External Resource Lead. The External Resource Lead in consultation with the Regional Operations Lead will initiate re-deployment or full release from the restoration effort.
- 3) Internal resources will be released back to their local headquarters.

7.4 EOC De-Activation and Closure

- 1) The Storm Lead will establish a time for de-activation and closure of the EOC based on the customer impact and the required level of restoration coordination. The EOC will not be de-activated until all stakeholders are notified.
- 2) A date is set for the Post-event Critique
- 3) The EOC is physically closed according to the EOC Close Sub-Process #8

In a Level 4 event, any Satellite EOC(s) and/or Staging Centres will be de-activated at the discretion of the Storm Lead as the restoration proceeds; upon deactivation operational coordination returns to the EOC.

7.5 Post Event Critique and Corrective Action Plans

Within 3 days after any Level 3 or Level 4 storm event and plan drill, a post-event critique process is initiated and led by the Storm Lead or Alternate to review the event, its impact on the power system and to evaluate the overall effectiveness of the restoration effort. This approach will identify strengths and weakness and corrective action plans will be developed to ensure that improvements are effectively implemented. Enhancements to this plan will be implemented in this fashion. The post-event critique process EOC-9 describes the steps necessary to accomplish this.

A list of review items to consider is included as Appendix 7.

8.0 ESRP SUSTAINABILITY

Continual administration and periodic review and testing of the Emergency Service Restoration Plan is essential to ensure the plan's effectiveness in an emergency situation. Ongoing administration ensures that the plan's documentation remains current.

Verification of the effectiveness of the ESRP through staged drills, or implementation of the ESRP in response to an actual major storm event, provides organizational learning and identifies process improvement opportunities. Training and review of the plan elements by all participants will ensure they are comfortable and competent in their assigned roles.

8.1 Document Control and Review

This Emergency Service Restoration Plan manual is maintained by the Sr. Director, Energy Delivery, or delegate, who keeps originals of all pages of this manual. The Sr. Director, Energy Delivery will be the final authority on the manual content. Periodic updates of the manual will be sent out by the Sr. Director, Energy Delivery.

When a new document element supersedes an existing document element, revised documents will be issued electronically to the ESRP Manual Holders. The document revision and date will be updated on the ESRP cover page and in the document footer. The Manual Holder owns their copy of the ESRP manual and is responsible to maintain it in an up-to-date condition.

The ESRP will be available in electronic form on the Company's intranet. All databases will be kept up to date in this electronic version.

Regulatory Affairs staff will ensure an updated copy of the ESRP is provided to the UARB on an annual basis following the inclusion of information gained through the annual drill. The Senior Director, Energy Delivery, or delegate, will provide an updated copy to EMO on an annual basis.

8.2 Employee Training and Resource Listings

Staff assigned to ESRP-unique roles (EOC leadership, restoration support, damage assessors, etc.) will receive initial orientation (introduction to the role) and additional orientation on an annual basis. The annual drill will also provide training and learning opportunities for ESRP staff.

ESRP resource lists will be reviewed and updated annually to incorporate new and retired employees who can fill response roles.

8.3 Plan Drills

On an annual basis a drill of the ESRP will be designed and conducted to ensure readiness to implement the plan whenever required. Completion of the drill is the responsibility of the Senior Director, Energy Delivery. Implementation of the ESRP in response to an actual major storm event could fulfill the requirement to conduct a drill.

Additional tabletop drills will be conducted on an as needed basis if a specific area of the ESRP implementation should be reviewed.

APPENDIX 1 – RESOURCES LISTS

Maintained electronically – confidential employee information

APPENDIX 2 - EMO Critical Infrastructure List

EMO to provide on an event basis.

APPENDIX 3 (Intentionally Left Blank)

APPENDIX 4 - EMO Contact List

Maintained electronically by EMO and provided to NS Power for its use. Confidential personal information

APPENDIX 5 - EOC Sub-Process Maps

Emergency Operations Centre Operations Process

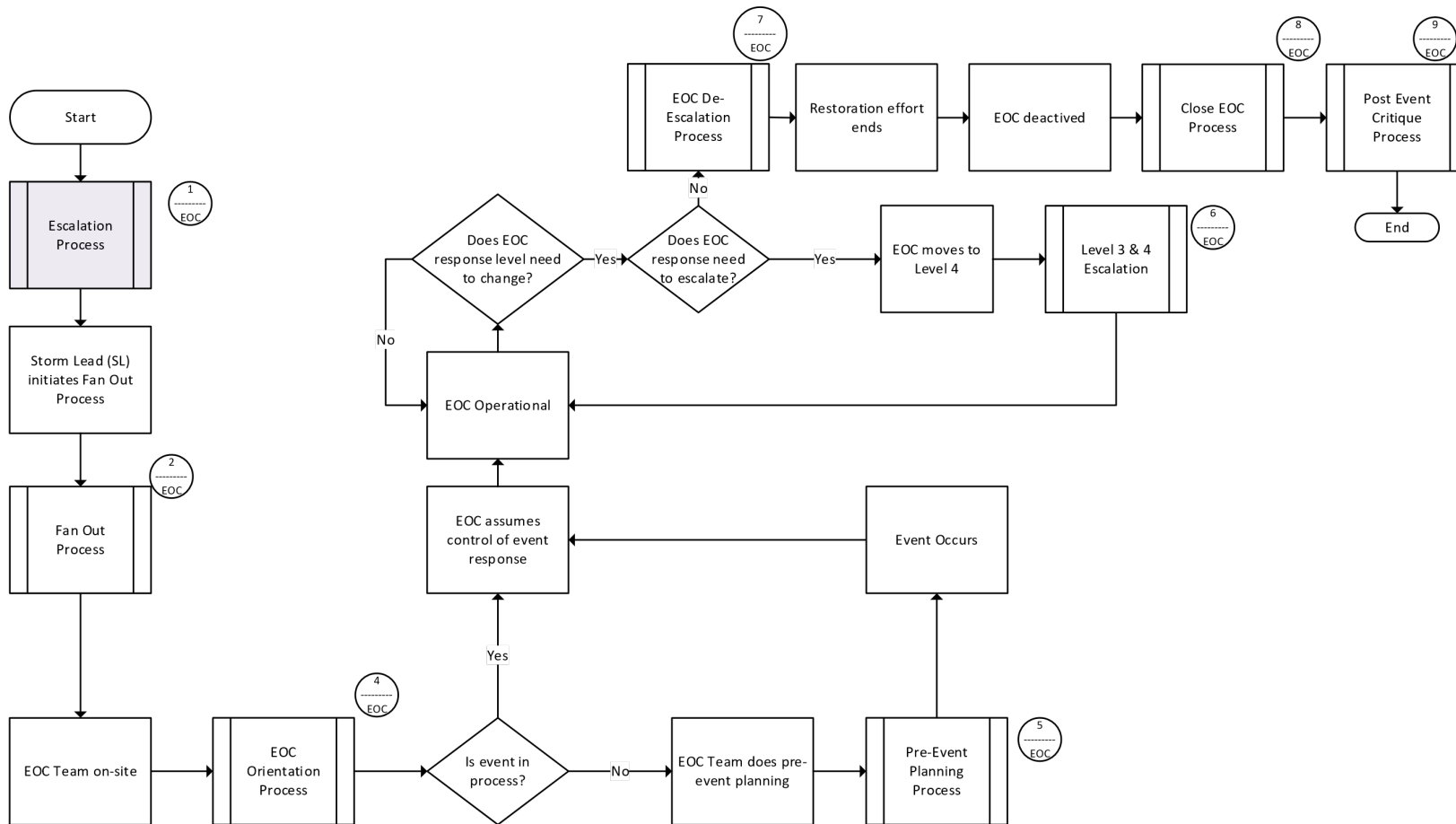
This procedure describes the activities associated with the full operation of the Emergency Operations Centre (EOC). It will reference sub-processes required for the efficient operation of the EOC, but will not cover activities associated with the implementation of the actual restoration efforts carried out by field personnel.

Procedure:

- 1) A predetermined team of individuals follows the Escalation Process and determines that the EOC is required to become operational.
- 2) The Storm Lead (SL) initiates the Fan Out Process.
- 3) When the EOC Team arrives on site at the arranged time, the entire team participates in the EOC Orientation Process.
- 4) If the outage event is not yet in progress, the EOC team begins the Pre-Event Planning Process. If the outage event is already in progress then the EOC team assumes control of the event response and the EOC will become operational.
- 5) Throughout the event, the EOC team assesses the conditions.
- 6) If it is determined that the EOC response level needs to escalate, the EOC Team follows the Level 3 to 4 Escalation Process.
- 7) As the restoration efforts continue, the EOC team continues to assess the conditions. Should the level of response need to de-escalate, the EOC team will follow the EOC De-Escalation Process.
- 8) The Storm Lead will establish a time for de-activation and closure of the EOC based on the customer impact and the required level of restoration coordination. The EOC will be deactivated using the Close EOC Process.
- 9) When the restoration efforts are complete and the EOC has been closed, the Storm Lead (SL) will conduct a post event critique, following the Post-Event Critique Process.

Figure 5 – Emergency Operations Centre Process

Emergency Operations Centre Process



EOC Escalation Sub-Process 1

The following describes the process by which NS Power would escalate its response to conditions affecting the system reliability.

Responsibilities:

Control Centre:

- Responsible for monitoring conditions that would affect the continued reliability of NS Power's transmission and distribution system.

Event Monitoring Team (EMT): (Operating Leads and Managers):

- Responsible for:
 - Evaluating the potential impact of a condition that could affect the reliability of NS Power's transmission and distribution system.
 - Notifying the EOC Storm Lead to activate EOC.
 - Participate in ongoing communications surrounding the potential escalation of an outage response.
 - Provide advance notification/information to EOC of event.
- EMT Membership: refer to section 4.7.

EOC Storm Lead:

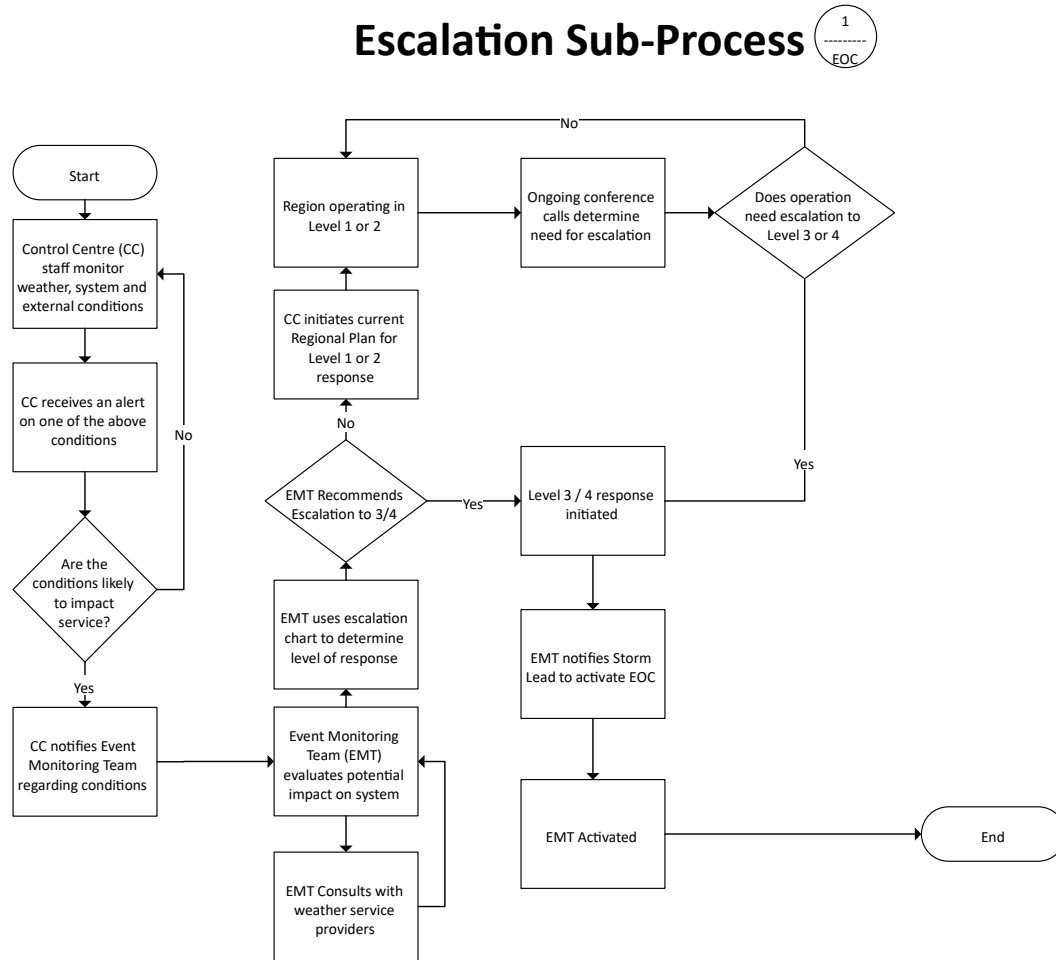
- Decision on Response Level
- Responsible for activating the EOC.

Procedure:

- 1) RPP staff monitor the following conditions that would affect the reliability of NS Power's transmission and distribution system:
 - Severe weather
 - External conditions - e.g. Fires in transmission ROW
- 2) When the RPP staff receive an alert regarding any of the above conditions and if the conditions are likely to have a negative impact on NS Power's delivery of electricity to its customers, they will notify a pre-defined Event Monitoring Team to alert them to the conditions and the severity of the threat.
- 3) Event Monitoring Team (EMT), in consultation with the contracted weather service providers, will evaluate the potential impact on the system.
- 4) The Event Monitoring Team will use the Escalation Chart to determine the appropriate level of response to the conditions.

- 5) If the appropriate response level is Level 1 or 2, the Control Centre will make contact with the appropriate Operations Lead or designate, and advise them to initiate their plan for a Level 1 or 2 response.
- 6) If the appropriate response level is Level 3 or 4, then the Storm Lead declares the activation of the EOC.
- 7) If the regions are already operating at a Level 1 or 2 response level, they will participate in ongoing Regional Operations conference calls. During these conference calls, the need to escalate to a Level 3 or 4 will be evaluated. As part of the inputs to this decision will be any declaration of a State of Emergency by Provincial EMO.
- 8) The Duty Officer will provide an update of the EMT discussions and decisions to the EOC members and key stakeholders.
- 9) If there is a need to escalate to a level 3 or 4 response, the Storm Lead will declare the activation of the EOC.
- 10) EOC Storm Lead activates the EOC.

Figure 6 – Emergency Operations Centre Escalation Process



EOC Fan Out Sub-Process 2

This procedure describes the activities associated with the staffing of the EOC members and their support teams. It also covers the notification of Emera senior executive.

Storm Lead

- Responsible for contacting the EOC Duty Officer and NS Power's Chief Executive Officer (CEO) to advise that the EOC has been activated.

EOC Duty Officer

- Responsible for contacting EOC Team Members and staffing two shifts of Team Members.

EOC Team Members

- Responsible for filling roles in their respective support staff for each area in the organization chart.

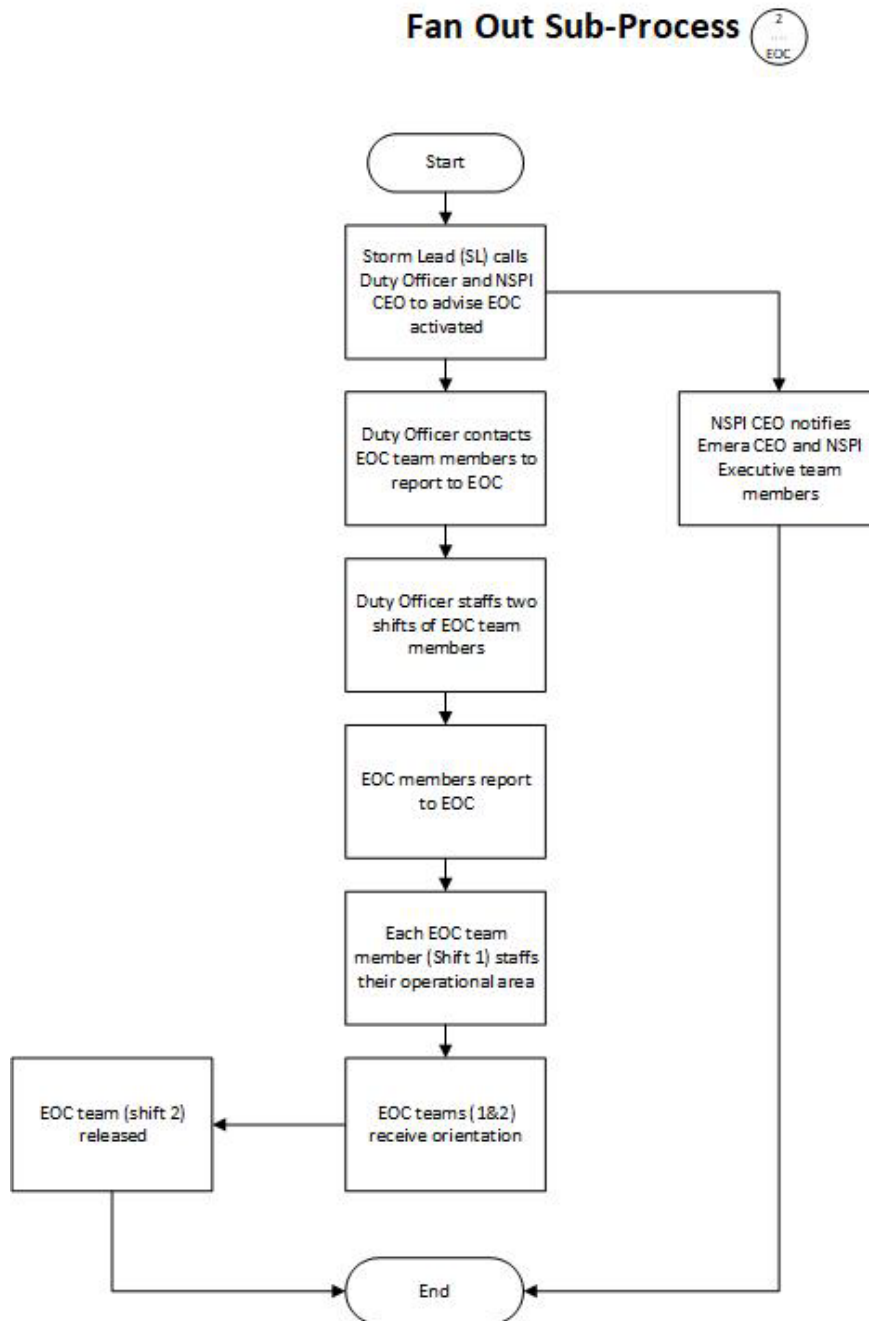
CEO

- Responsible for notifying the Emera CEO and NS Power Executive Team Members that EOC has been activated.

Procedure:

- 1) The EOC Storm Lead (SL) or designate contacts the EOC Duty Officer and the CEO of NS Power, to advise that the EOC is being activated.
- 2) The CEO will then notify the Emera CEO and NS Power Executive Team Members.
- 3) The EOC Duty Officer will contact the EOC Team Members, from a "call-out" list, and staff the EOC for two, 12-hour shifts. The EOC Duty Officer will inform the EOC Team Members of the time they are to report into the EOC.
- 4) Shift 1 of EOC Team Members will report to the EOC at the designated time for orientation and commence to staff each of their functional areas. Shift 2 of EOC Team Members will participate in orientation either in person or by teleconference.
- 5) The second EOC shift will be given a report time and will be released from the EOC following the orientation.

Figure 7 – Fan Out Sub-Process



EOC Orientation Sub-Process 4

This procedure describes the activities associated with the orientation of EOC team members to the EOC and its operation. It will include the sign in and review of roles and responsibilities.

Responsibilities:

EOC Duty Officer

- Creates and posts roster for two shifts

Storm Lead

- Conducts orientation meeting with EOC Team Members

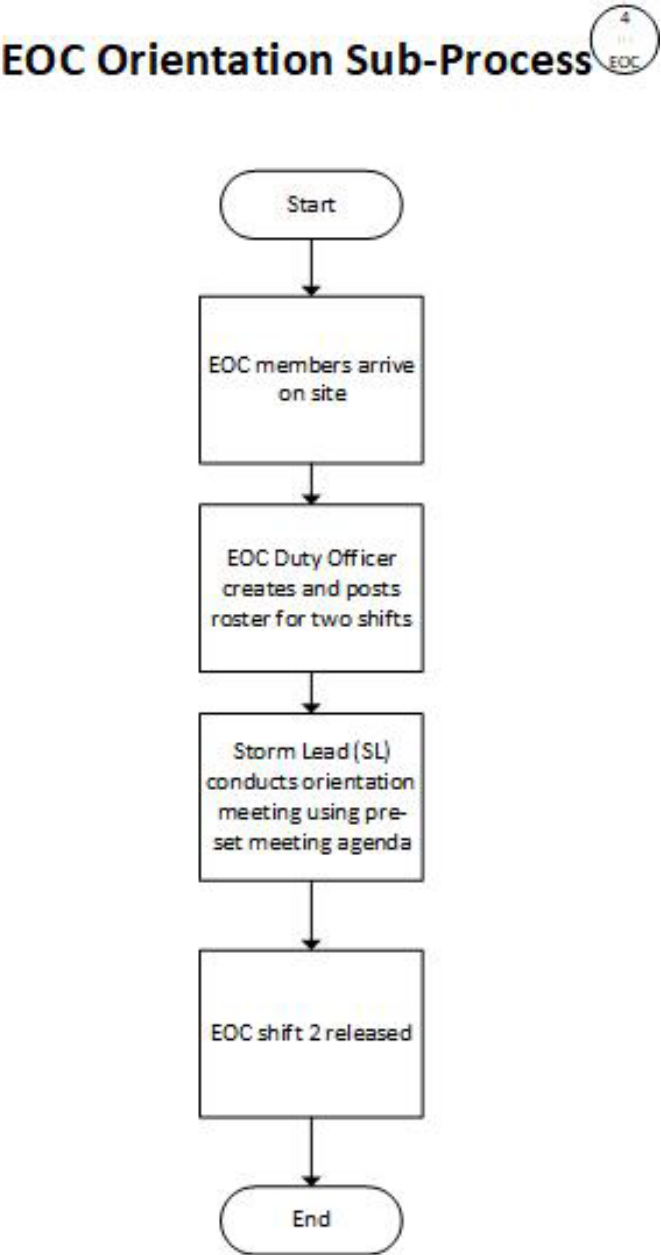
EOC Team

- Participate in a review of their respective roles and responsibilities.

Procedure:

- 1) EOC Team members will begin arriving on site and EOC Duty Officer will sign them in using a predefined format which shall include the following information:
 - Name
 - Role Title
 - Contact Information
 - Time in
 - Time out
 - Time required to report back to EOC for next shift.
- 2) Once all EOC team members are present or on teleconference, the Storm Lead will conduct an orientation meeting following a pre-set agenda (included in Appendix 8) which shall include (but is not limited to) a review of the following items:
 - Current/future situation
 - Roles and responsibilities of each EOC team member
 - How each member will interact with the others
 - Reporting structure, format and timing

Figure 8 – EOC Orientation Sub-Process



EOC Pre-Event Planning Sub-Process 5

This procedure describes the activities associated with the planning conducted prior to a Level 3 or 4 outage event occurring. This process is not intended to cover the full restoration activities undertaken when an event is already in progress.

Responsibilities:

Storm Lead

- Decisions on restoration scenarios
- Declare EOC operational

EOC Team Members

- Participate in regularly scheduled briefings and provide status updates to internal stakeholders.
- Implement individual team pre-event action plans.

Event Monitoring Team (EMT)

- Monitor event and assess impact on system.
- Develop initial restoration scenarios defining customer impact, resource requirements and restoration duration.

EOC Scenario Planning Sub-Team Members

- Customer Lead
- Regional Operations Lead
- Control Centre Operations Lead
- Transmission Operations Lead
- Restoration Planning & Performance

Procedure:

- 1) An EOC sub-team monitors the event impact at the EOC utilizing the latest weather forecasts and the Event Prediction Model.
- 2) The EOC sub-team develops initial restoration scenarios using the Restoration Scenario Model.
- 3) Event restoration scenarios are reviewed at an EOC briefing by the entire EOC team.
- 4) The EOC team recommends the preferred restoration scenario(s).
- 5) Storm Lead makes decision on preferred scenario.
- 6) Storm Lead confers with executive.

- 7) EOC Team members implement their individual pre-event action plans per the approved restoration scenario(s).
- 8) The EOC sub-team continues to monitor event and updates the scenario model based on changes to weather forecast and/or external resource availability.
- 9) If there is significant change** in the restoration scenario, a briefing is conducted with the full EOC team to revise restoration scenario(s).
- 10) EOC members continue to develop and implement with pre-event action plans per the restoration scenarios.
- 11) Storm Lead declares the EOC Operational (i.e. assumes control of the restoration activities)
- 12) EOC Team members participate in regularly scheduled briefings prior to the event landfall.
- 13) EOC Team will provide regular status updates to internal/external stakeholders.

Note:

****Significant Change:**

- Customer Impact – Situational assessment by Customer Lead, based on change to outage duration, considering time of year, etc.

Figure 9 – Pre-Event Planning Sub-Process

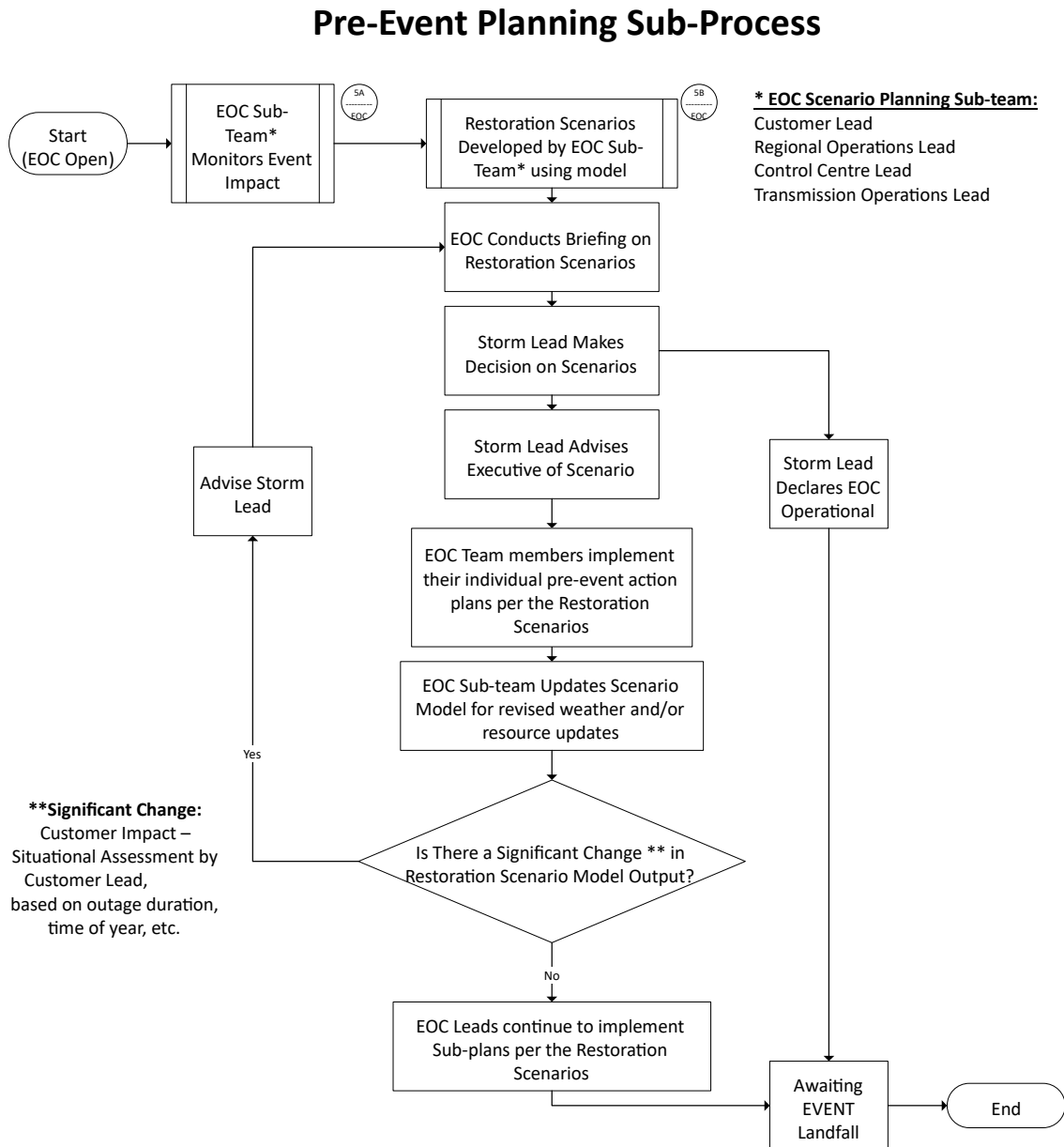
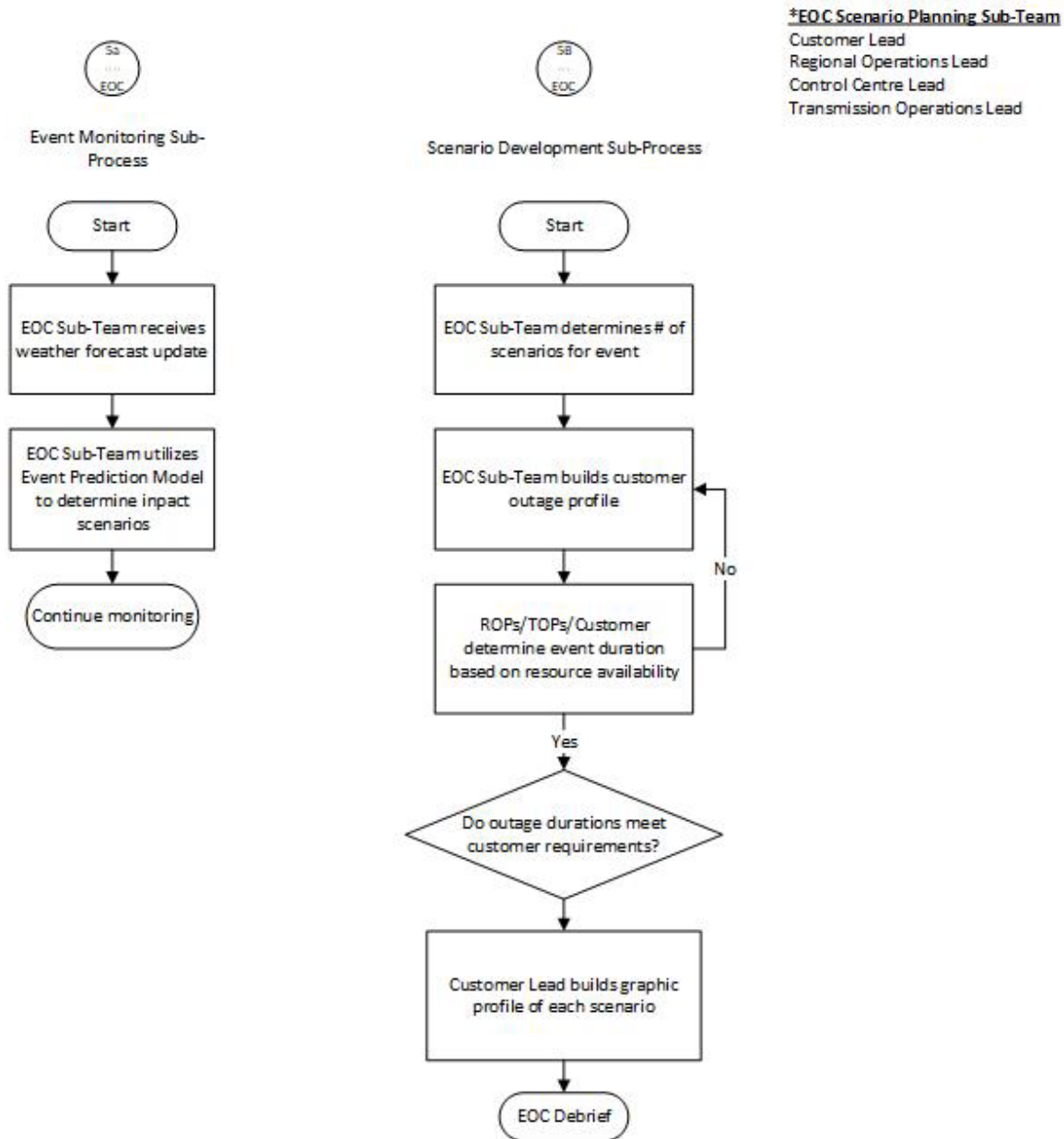


Figure 10 – Contingency Planning Sub-Processes

Contingency Planning Sub-Processes



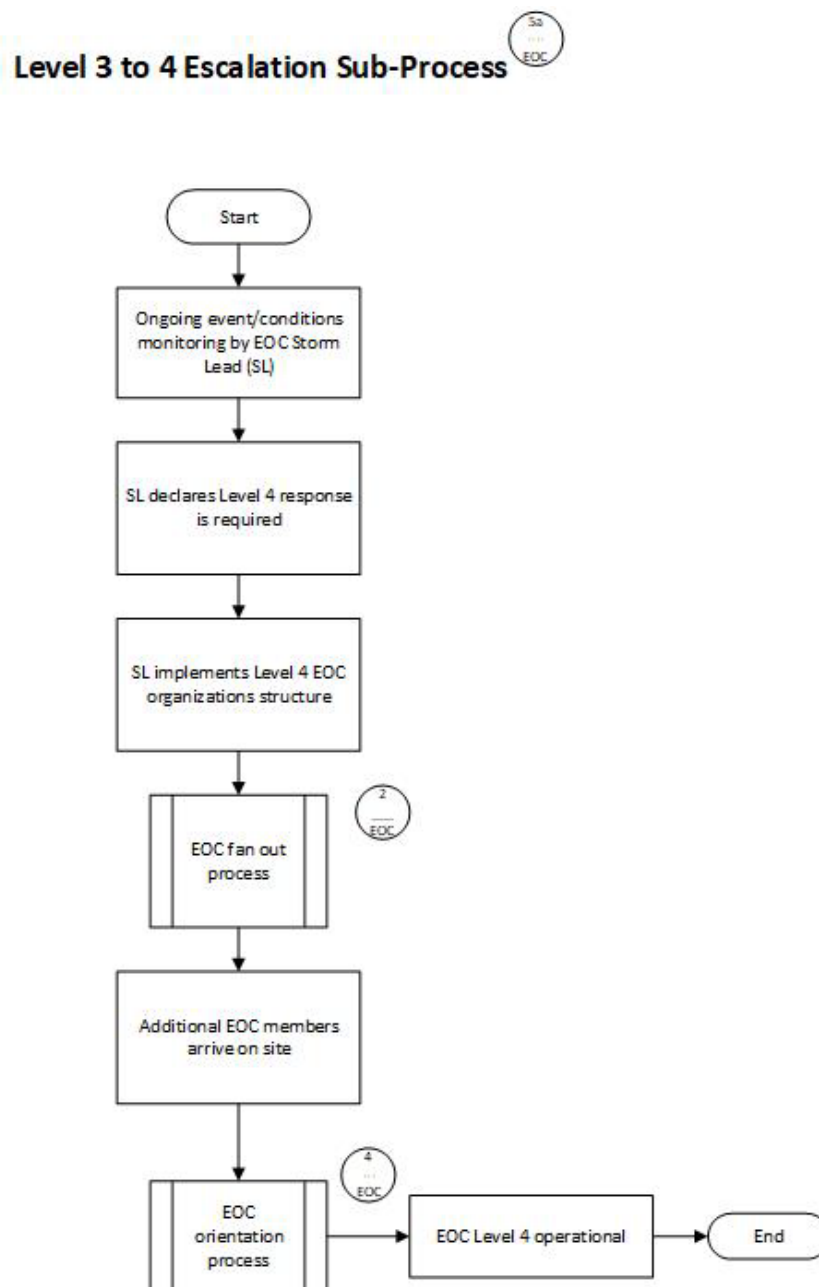
EOC - Level 3 to 4 Escalation Sub-Process 6

This procedure describes the activities associated with the planning conducted to escalate an outage response from a Level 3 to a Level 4 response. This is not intended to cover activities associated with escalation from a Level 1 or Level 2 to a Level 3 or 4 and assumes the event is in progress.

Procedure:

- 1) The Storm Lead and the EOC team will monitor the event and associated conditions on an ongoing basis. If the conditions escalate, the Storm Lead will declare that a Level 4 response is required.
- 2) The Storm Lead will then implement the EOC Level 4 organizational structure following the Fan Out Process.
- 3) Additional EOC members will arrive on site at the EOC at the pre-determined time set by the Storm Lead. They will then go through the EOC Orientation Process and the EOC will be operational to a Level 4 response.

Figure 11 – Level 3 to 4 Escalation Sub-Process



EOC De-escalation Sub-Process 7

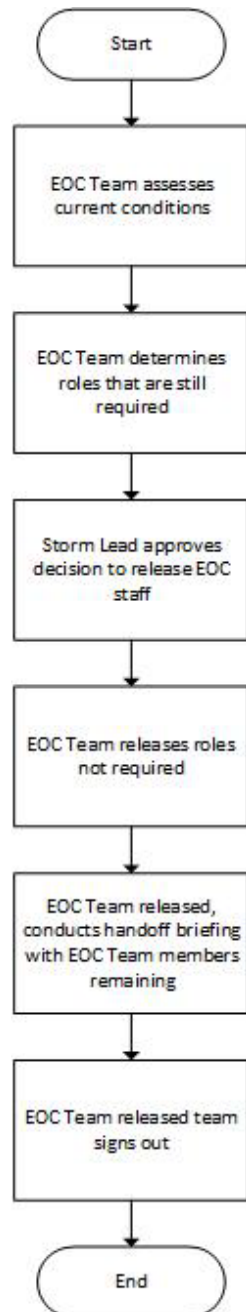
This procedure describes the activities associated with the planning conducted to de-escalate an outage response. This is intended to describe how the EOC team members may scale back the operation of the EOC until restoration is complete. However, once a response level has been assigned to a storm event, the event retains that response level until all power is restored unless it becomes necessary to assign a higher response level to the storm event. The EOC will not be de-activated until all power is restored.

Procedure:

- 1) The EOC Team will continually assess the current conditions. When the event conditions decrease in severity, the EOC Team will decide (using the guidelines for defining response levels) what roles are still required for staffing the EOC and assisting with the restoration efforts.
- 2) The Storm Lead approves the decision to release non-essential EOC staff.
- 3) The EOC Team will then release those members in roles that are deemed to be no longer required.
- 4) The EOC Team member being released will then conduct a hand-off briefing with the EOC Team members remaining at the EOC. The released EOC Team member will then officially sign out.

Figure 12 – De-escalation Sub-Process

De-escalation Sub-Process



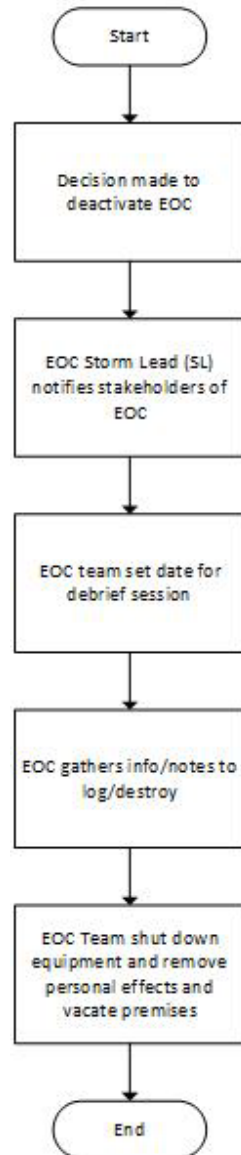
EOC Close Sub-Process 8

This procedure describes the steps and activities associated with de-activation and closure of the EOC upon completion of the restoration effort.

- 1) The Storm Lead will decide when it is time to de-activate and close the EOC.
- 2) The Storm Lead will notify stakeholders of EOC de-activation.
- 3) The EOC Team will set a date for the post event critique.
- 4) EOC Team shuts down all equipment, supplies and personal effects are removed.

Figure 13 – EOC Close Sub-Process

EOC Close Sub-Process



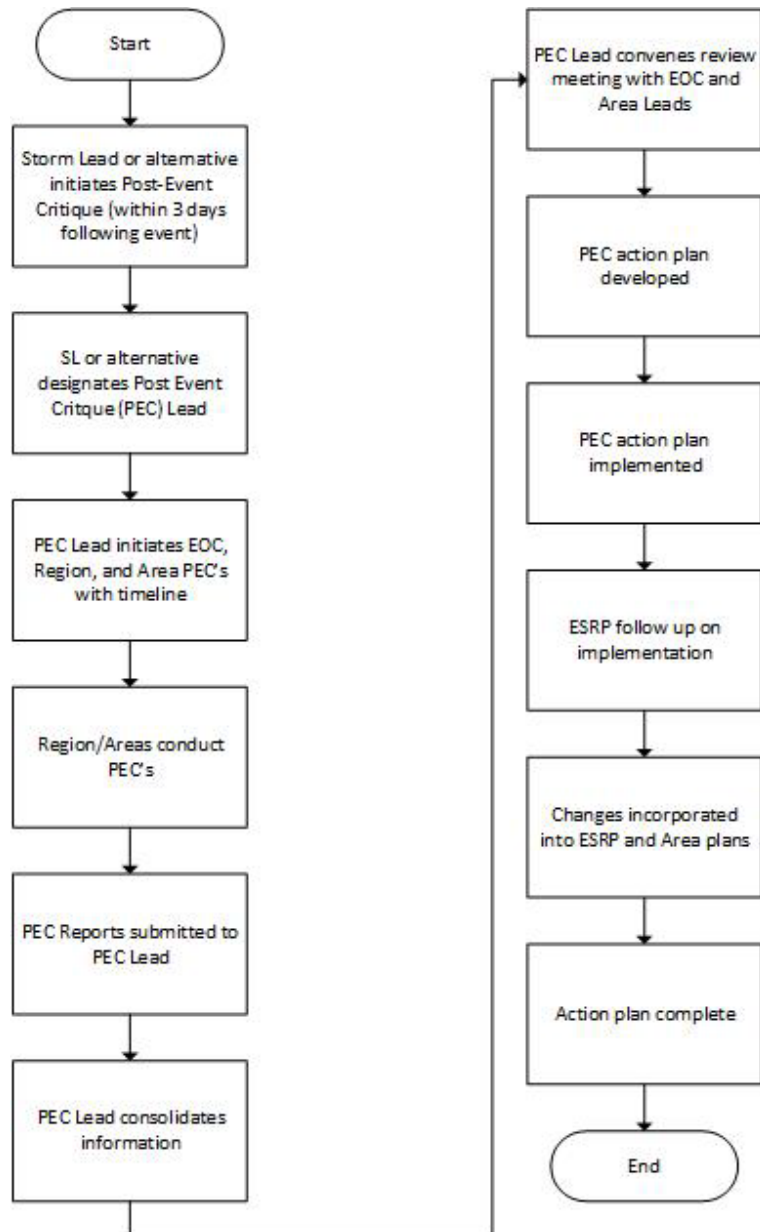
Post Event Critique Sub-Process 9

This procedure describes the activities associated with the initiation and completion of the post event critique and the resulting action plans.

- 1) The Storm Lead or Alternate initiates post-event critique (within 3 days following event).
- 2) The Storm Lead or Alternate designates a Post-Event Critique Lead (normally the Duty Officer).
- 3) The Post Event Critique Lead initiates the EOC, Region and EOC Functional Area Post- Event Critiques and provides a timeline for completion.
- 4) The Regions/Functional Areas conduct their Post-Event Critiques.
- 5) The Post-Event Critique reports are submitted to and consolidated by the Post-Event Critique Lead.
- 6) The Post-Event Critique Lead convenes a Post-Event Critique review with EOC Leads to develop an action plan and Post Event Critique Report.
- 7) The Post-Event Critique and action plan are sent to stakeholders including the ESRP owner.
- 8) The ESRP owner follows up on the Post-Event Critique action plan to completion.
- 9) ESRP and Functional area plans are revised/updated as required.

Figure 14 – Post-Event Critique Sub-Process

Post-Event Critique Sub-Process



APPENDIX 6 – Deleted in 2007

APPENDIX 7 – Post-Event Review List

	Post Event Review	
	Debrief Area	Responsibility
1	Response Management	Storm Lead
1.1	EMT Calls/decisions – Date/Time, outcomes	Storm Lead
1.2	Response level declared on a timely basis and communicated effectively	Storm Lead
1.3	Initial Response Level Declared & Communicated– Date/Time	Storm Lead
1.4	Escalations/De-escalations declared and communicated– Date/Time, method	Storm Lead
1.5	Date /time of EOC deactivation – Communicated	Storm Lead
1.6	EOC operation/processes	Storm Lead
1.7	EOC opened on a timely basis and effectively	Storm Lead
1.8	Effectiveness of EOC conference calls (agenda/timing/duration/ equipment)	Storm Lead
1.9	EOC Shift schedule used (provide) and effectiveness	Storm Lead
1.10	Prediction Model: Model Accuracy: Predicted customers/person-days vs Actual Impact (customers/person-days) (Provide model run outputs used)	Storm Lead
1.11	Response level correct for the situation	All
2	Safety Performance	
2.1	Number of incidents/ accidents (NS Power/external crews/public)	Safety Lead
2.2	Update on incident investigations in progress	Safety Lead
2.3	Adequacy of Safety Specialists in field locations	Safety Lead
2.4	Effectiveness of stand-down measures used	ROPS & Trans Ops Lead
2.5	Standard Protection Code issues	Control Centre Operations Lead
3	Weather	
3.1	Characteristics of actual Weather (Wind speeds, actual track info.)	RPP Lead
3.2	Accuracy of Forecast	RPP Lead
3.3	Service Provider availability, adequacy	RPP Lead
4	Impact on System	
4.1	Transmission Lines –	Transmission Operations Lead
4.2	Lines damaged, types of damage, location and repairs	Transmission Operations Lead
4.3	Cost of repairs	Transmission Operations Lead
4.4	Customers impacted	Transmission Operations Lead
5	Substations –	Transmission Operations Lead
5.1	Substation equipment damaged, types of damage and repairs	Transmission Operations Lead
5.2	Cost of repairs	Transmission Operations Lead
5.3	Impact to customers	Transmission Operations Lead
6	Distribution Feeders –	Regional Operations Lead
6.1	Number of feeders affected and locations	Regional Operations Lead
6.2	Type of equipment damaged	Regional Operations Lead
6.3	Number of poles replaced, number requiring replacement	Regional Operations Lead
6.4	Meters of conductor replaced, amount requiring replacement	Regional Operations Lead
6.5	Transformers replaced, number refused	Regional Operations Lead

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6.6	Services replaced, number requiring service or replacement	Regional Operations Lead
7	Vegetation Management -	Transmission Operations Lead
7.1	Sufficient crews and equipment available	Transmission Operations Lead
7.2	Work coordination and prioritization	Transmission Operations Lead
7.3	Amount of follow-up work remaining	Transmission Operations Lead
8	Staffing -	All
8.1	EOC and Other Inside/Support Staff	All
8.2	Sufficient trained staff for all response and supporting positions?	All
8.3	Sufficient relieving staff?	All
8.4	Work schedules/shifts used	All

9	Outside Staff –	ROPS & Trans Ops Lead
9.1	Nodes activated, staffing gaps identified	ROPS & Trans Ops Lead
9.2	Number of NS Power line crews deployed & total man-hours worked	ROPS & Trans Ops Lead
9.3	Number of external crews deployed & total man-hours worked	ROPS & Trans Ops Lead
9.4	Number of tree crews deployed & total man-hours worked	ROPS & Trans Ops Lead
9.5	Sufficient crews to meet restoration requirement?	ROPS & Trans Ops Lead
9.6	Were resources made available soon enough	ROPS & Trans Ops Lead
9.7	Work schedules/shifts used (Start/Stop time, day length)	ROPS & Trans Ops Lead
10	Logistics –	Logistics Lead/All
10.1	Staging areas employed?	Logistics Lead/All
10.2	Food & Lodging and Amenities	Logistics Lead/All
10.3	Was adequate lodging available?	Logistics Lead/All
10.4	Was adequate food available and was timing of meals effective?	Logistics Lead/All
11	Vehicles & Equipment	Logistics Lead/All
11.1	Adequate vehicles available, properly equipped and prepared?	Logistics Lead/All
11.2	Number and type of NS Power vehicles used	Logistics Lead/All
11.3	Number and type of rental vehicles used	Logistics Lead/All
11.4	Major equipment breakdowns or repairs/maintenance outstanding	Logistics Lead/All
11.5	Adequate vehicle repairs/maintenance provided during the event	Logistics Lead/All
11.6	Adequate vehicle fueling	Logistics Lead/All
11.7	Helicopter usage and availability	Logistics Lead/All
11.8	Specialized equipment usage and availability (Cranes, off road vehicles, ATV's, etc.)	Logistics Lead/All
12	Materials	Logistics Lead/All
12.1	Sufficient materials available, shortage of items	Logistics Lead/All
12.2	Post event replenishment needs	Logistics Lead/All
12.3	Cost of materials used	Logistics Lead/All
12.4	Storerooms manned	Logistics Lead/All
12.5	Issues with material delivery to field	Logistics Lead/All
13	Customers –	Customer Lead
13.1	Effect of outage on customers; numbers and duration of outages	Customer Lead
13.2	Customer communications: effectiveness of ETRs	Customer Lead
13.3	Key accounts: any issues?	Customer Lead

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13.4	Call center staffing and performance, call volumes	Customer Lead
13.5	Coordination with CSMs?	Customer Lead
13.6	Effectiveness of community liaison program	Customer Lead
13.7	Effectiveness of coordination with Operations and Communications Teams	Customer Lead
14	External Communications –	Corporate Communications Lead
14.1	Adequate communication of event and impact provided to customers?	Corporate Communications Lead
14.2	Adequate communication of event and impact provided to external stakeholders?	Corporate Communications Lead
14.3	Media response?	Corporate Communications Lead
14.4	Consistency of messaging across all channels?	Corporate Communications Lead
14.5	Effectiveness of coordination with Customer and Operations Teams	Corporate Communications Lead
14.6	Effectiveness of identification and management of issues	Corporate Communications Lead
15	Performance of Systems	
15.1	ADMS system performance adequate?	RPP Lead
15.2	HVCA system performance adequate?	Customer Lead
15.3	IVR system performance adequate?	Customer Lead
15.4	Aliant/Eastlink systems - Issues	Customer Lead
15.5	Other systems issues?	System Owner
16	EMO and Municipal/Provincial Coordination –	EMO Lead
16.1	EMO priorities identified in advance	EMO Lead
16.2	EMO coordination issues	EMO Lead
16.3	Effectiveness of coordination with EMOs	EMO Lead
17	Damage Assessment	
17.1	Number of teams deployed	RPP Lead
17.2	Availability	RPP Lead
17.3	Other issues	RPP Lead

Appendix 8 - Templates and Forms

RESTORATION STATUS REPORT

(forward to:)

Date:	Time:	Prepared by:
Functional Area (i.e. COPS Western Region):		
1. Number of Customers Out:		
2. Number of Events:		
3. Number of Feeders Out:		

4. Location of Outages:				
5. Update on Restoration Activities:				
6. Activities Planned for Next Period:				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">7. Number of Crews Working: Line Crews:</td> <td style="width: 50%; text-align: right;">Tree Crews:</td> </tr> </table>	7. Number of Crews Working: Line Crews:	Tree Crews:		
7. Number of Crews Working: Line Crews:	Tree Crews:			
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">8. Additional resources requested:</td> <td style="width: 33%; text-align: center;">PLT</td> <td style="width: 33%; text-align: center;">Tree</td> <td style="width: 33%; text-align: center;">Other</td> </tr> </table>	8. Additional resources requested:	PLT	Tree	Other
8. Additional resources requested:	PLT	Tree	Other	
9. Safety (Identify Incidents/Issues):				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Safety Coordinator/Management Contact:</td> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%; text-align: center;">No</td> </tr> </table>	Safety Coordinator/Management Contact:	Yes	No	
Safety Coordinator/Management Contact:	Yes	No		
10. Issue affecting progress (i.e. crews delayed by customer interaction, crew fatigue, lack of food, phone/cable companies not responding to requests, number of non-outage events using too much resource, etc.)				

**Transmission Restoration Status Report
(forward to:)**

Date:	Time:	Prepared by:		
1. Summary of Transmission Outages				
1.1 Number of Transmission Lines	345kV		138kV	
Faulted:	230kV		69kV	
1.2 Number of Substations Faulted:				

1.3 Customer Supply Areas Affected (substations, transmission customers, etc.):			
1.4 Estimated Number of Customers Impacted:			
2. Update on Assessment Activity:			
3. Resources Engaged in Assessment Activity:			
4. Assessment Activity Planned for Next Period:			
5. Update of Transmission Restoration Activities			
6. Update on Restoration Priorities:			
7. Restoration Activities Planned for Next Period:			
8. Number of Crews Deployed:	PLT:	Tree:	Other:
9. Additional Resources Requested:	PLT:	Tree:	Other:
10. Issues Affecting Progress (i.e. switching, permitting, access, material, equipment, etc.)			
11. Major Customer Issues:			
12. Safety / Environmental Issues (identify incidents):			

Emergency Services Restoration Plan

Event Monitoring Team

Conference Call Agenda & Log

Date: _____

Time: _____

Call Participants

Title/Role	Person on the call
Storm Lead - Chair	
Control Centre Representative	
Regional Operations Representative	
Customer Care Representative	
Corporate Communications Representative	
Transmission Representative	
Restoration Planning & Performance Representative	
Logistics Representative	
Safety Representative	
Duty Officer	

Agenda

Topic	Discussion Lead	Action
Weather update & predictive model	Restoration Planning & Performance	Discussion
System security risks	Control Centre	Discussion
Anticipated impact on transmission system	Transmission	Discussion
Anticipated impact on distribution system	Restoration Planning & Performance	Discussion
Resource planning (Including damage assessment)	All participants	Discussion
Expected response level	All participants	Discussion
Customer and Public messaging	Corp. Communications	Discussion
Triggers for next call or escalation	Storm Lead	Discussion & Decision
Next steps: • Alert EOC Team & others? • Continue monitoring? Next scheduled call	Storm Lead	Decision and action required

EOC Orientation Agenda

Roll Call

EOC Safety

- Building exits, security, Review of Standard Operating Procedure 6.7 (Emergency Preparedness and Response Program) Section 3.1.5.1: *Incident at Ragged Lake*

EOC Logistics

- Identification of non-EOC response staff requiring workspace
- Response team organization charts and contact numbers

Storm Event Review – RPP

- Weather forecast update
- Event prediction model
- System Impacts, System Security Issues, Customer Outages

Roundtable: plan implementation and status updates

- Safety
- Control Centre Ops
- Transmission Ops
- Regional Ops
- External Resources
- Restoration Planning & Performance
- Customer
- Logistics
- EMO Liaison
- Corporate Communications
- Internal Resources

Open Issues

Standards of Conduct – decision to suspend SOC required

CIP Standards – assess requirement to implement exception to CIP-006

EOC Status – Activated or Operational Shift

Schedule

EOC Meeting Schedule

EOC Conference Call Schedule

Emergency Services Restoration Plan

EOC Update Meeting & Conference Call Agenda & Log

Date: _____ **Time:** _____

Call Participants

Storm Lead (Chair):	Corporate Communications:
Control Centre Operations Lead:	Duty Officer:
Transmission Operations:	EOC Admin:
Regional Operations:	EMO (NS & HRM):
Logistics:	RPP:
Safety:	IT Coordinator (MCC):
Customer Lead:	Executive Team:
Others:	

Agenda:

Topic	Responsibility and Actions
Introduction & Overview of Outages	Storm Lead
Safety	All
Weather Update • Current • Next 36 hours • Risks: temperatures, precipitation, salt contamination, wind	RPP Coordinator
System Status	Control Centre Operations Coordinator

Review of current status • Restoration Planning & Performance ◦ DA ◦ Connectivity ◦ Performance ◦ Night Planning • Transmission ops • Regional ops ◦ Resource planning – Issues – Requests – Movement/deployment – External resources • Logistics	EOC functional area leads
• EMO Liaison • Customers - Care Centre stats - ETR update • Corporate Communications - Gov't Relations - Public Messaging • IT Network Updates	
Emerging issues/Contingency Planning	All
Review EOC Decision Log for outstanding issues	Duty Officer
Plan for next 12 hours EOC Night Shift Staffing decision	All
Next call	Storm Lead

Date: _____

[illegible]

Date: _____

[illegible]

APPENDIX 9 –Deleted in 2019

APPENDIX 10 – External Agencies, Government Officials and Media Communications Plan

Pre-event (Level 3 or 4)

1. Provide advance information on NS Power response preparations to External Agencies via EMO NS, and government officials.
2. When NS Power's internal preparedness moves to a Level 3 or 4 response, NS Power will advise the External Agencies via the EMO NS, to provide early notification, expected NS Power EOC activation time and NS Power contact information.
3. During preparations for a Level 3 or 4 event, NS Power will proactively contact media, once EOC is activated, to provide details on response based on the storm. Information disseminated to media during this period will focus on appropriate preparations for a major outage.
4. NS Power will ensure that the role of corporate communications coordinator, is activated during the preparation for a Level 3 or 4 response. This is a senior communications person who provides oversight of NS Power communications during large storms and who liaises with the highest management levels of the company.
5. NS Power will proactively contact government officials when NS Power's internal preparedness processes indicate a Level 3 or 4 response, in order to provide early notification and NS Power contact information.
6. In all cases a primary purpose of the advance notification is to confirm NS Power contact information.

Restoration Phase

1. NS Power will provide media with power outage and restoration information through news releases, social media and web site updates, and interviews with Company spokespersons for both print and broadcast media. Information will be updated and, to the extent possible, will align with the major news deadlines in the early morning, mid-day and late evening. Web site updates will include community level outage and restoration information. Social media updates will include high level outage and restoration information, and community level information on request.

2. During the restoration phase NS Power will provide updates to government officials, at the provincial and municipal levels in the affected areas, providing copies of media releases and address reactive issues as needed.

Post-event

1. Upon completion of restoration activities and de-activation of NS Power's EOC, NS Power will contact the stakeholders advising of NS Power's transition to normal business.
2. NS Power will contact the stakeholders to review the event and solicit feedback and stakeholder observations.