

ELITE EMERGENCY MANAGEMENT

When the Fire Comes and the Government Cannot



Six operational considerations for a remote industrial facility facing an encroaching wildfire during intensive fire seasons.

A 15-minute briefing for site leadership, ERT command, and emergency planners for the worst-case scenario.

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Case anchors · Foran McIlvenna Bay (SK) 2025 · Hudson Bay Snow Lake (MB) 2025 · Coldwater Indian Band (BC) 2026

The Force Multiplier You Need

Type 2, 3, 5, 6 and ARFF Engines



SPU Trailer



Tenders and Tank Farm



About Elite Emergency Management

Elite Oilfield and Arctic Fire Safety Services merged emergency response resources in the spring of 2026. This provides western Canada one of the largest private fire services available to government, industry, and First Nations with deployable surge capacity when it is needed most.

1x Type 2 Engine Pump and Roll

2x Type 3 Engines

1x Type 5 Engine

4x Type 6 Engines

1x SPU Type 2

1x Tactical Tender

4x Supply Tenders

8x 400 BBL Tanks

2x 15000 G inflatable tanks

Capacity for over 60 firefighters

Plan as if you are the only organized force that will arrive.

Provincial capacity is finite

In a multi-fire season, Type 1 crews, heavy equipment, air tankers, and structure-protection units are allocated to life-safety and communities first. A remote industrial site is rarely first in line.

Access is a single point of failure

One highway, one airstrip, one power line. Smoke, washouts, and fire-front crossings isolate the site faster than a town with multiple roads.

You already have the people and kit

Heavy equipment, water trucks, camp, gensets, medics, and a trained ERT and Contractor force are on the property. That is the response force until — *if* — government arrives.

What the 2025-26 seasons demonstrated

Foran evacuated ~540–567 people from McIlvenna Bay in about 2.5 hours and left 44 employees plus Elite Emergency Management to hold the site. Hudbay twice stood down Snow Lake, kept only authorized essential personnel, and deployed Elite Emergency Management. Coldwater Indian Band managed weeks of evacuation orders and alerts on the Ainslie Creek / Brunswick Complex while BC Wildfire Service was fully committed across the province. Coldwater Indian Band hired Elite Emergency Management to help defend the town due to a lack of provincial resources.



01

Government will not come first

Plan for no provincial response while other fires have priority.

02

Asset priority and shutdown sequence

What is most vulnerable to flame, ember, and heat — and what you shut down first.

03

Who stays, and 14-day sustainment

ERT, Contract Firefighters, plus the people who keep them alive: operators, cooks, medics, fuel.

04

LACES on your ground

Lookouts, anchor point, comms, escape, safety zones — and shelter-in-place if routes die.

05

Water supply for WUI engagement

Plant hydrants are not a wildfire system. Stage temporary pumping and storage.

06

Who pays for protection kit

Insurer extra-expense, firefighting-expense, and pre-season contracting.



FORAN • McILVENNA BAY, SK

May–June 2025 • Wolf Fire

Wolf Fire started 18 May near Amisk Lake and closed to ~10 km of site. Foran moved from ERP Level 2 to Level 3 and evacuated ~540 non-essential personnel on 22 May. A hold team of 44 plus Elite Emergency Management stayed. Fire edge held ~1 km from the TSF and ~3 km from main infrastructure. No asset loss. Construction later recovered a lost construction month.

HUDBAY • SNOW LAKE, MB

June and July 2025 • two stand-downs

Snow Lake received an early evacuation notice in early June and a second mandatory order in July as Manitoba hit Preparedness Level crisis. Hudbay secured assets, paused mining and some exploration, and left only essential personnel authorized by emergency services. Elite Emergency Management were deployed. No structural damage. Operations resumed after infrastructure safety review.

COLDWATER INDIAN BAND, BC

Summer 2026 • Ainslie Creek / Brunswick Complex

Ainslie Creek grew past 67,000 ha. Coldwater issued and later downgraded evacuation orders for IR No. 1, Paul's Basin IR No. 2, and Gwen Lake IR No. 3. BCWS was fully committed across the province. The Nation used Elite Emergency Management, cultural liaisons, and local knowledge of rangeland and sensitive sites to build dozer guards and defensive measures because BCWS was unable to commit to protecting the community.



Treat provincial and federal response as a bonus, never as the plan.

Do not wait for a tanker

Air tankers and bucketing helicopters go to communities and values-at-risk lists first. Contract your own structure-protection units, engines, and a Type 2 / industrial wildland crew before the season opens.

Own the road and the sky

Pre-identify two ground egresses and one aviation option (helipad, strip, or lake). If the only highway is closed you are in a siege, not an evacuation.

Write the 'no-help' annex now

Your ERP needs a standalone annex: stay-behind org chart, 14-day logistics, contractor call-out, water and fuel maths, and a trigger matrix that does not depend on a provincial resource order being filled.

Expect triage against you

Denare Beach residents publicly questioned why SPSA effort appeared weighted to Creighton and McIlvenna Bay. Communities will lobby. Do not assume your asset is automatically protected — or that protecting the asset will be politically quiet.

02 • ASSET PRIORITY AND SHUTDOWN SEQUENCE



Foran's published hold list is a useful template: core farm, main camp, mine-water treatment, potable-water plant, exploration camp. Rank yours the same way — life, environment, economic priority, then production restart.

Priority	Asset class	Why it fails under wildfire	Protect / shut-down action
P1 LIFE	Camp, clinic, muster, comms shack, potable water	Ember attack on vinyl/wood siding, HVAC intakes, propane banks, fuel caches beside living quarters	Sprinklers + 30 m fuel-free; isolate LPG; keep clinic and kitchen powered
P1 ENV.	Water treatment, tailings / reclaim, reagent storage, fuel farm	Power loss + heat on tanks; firewater demand fights process water; spill if pumps fail mid-shutdown	Safe-state shutdown SOP; keep genset on WTP; berm and cool tanks
P2 POWER	Main substation, wooden poles, diesel farm, UPS rooms	Pole wraps fail; transformers oil-fired; single-line outage kills pumps and camp HVAC	Pole wrap / steel; extra mobile gensets staged in the black
P2 ACCESS	Gate, airstrip/heli pad, primary haul road, water-truck fill	If the road burns you cannot evacuate or resupply. Helipad in timber is a death trap	Dozer line both sides of egress; keep pad mineral-soil
P3 RESTART	Mill / concentrator, shaft/hoist, shops, core farm, magazines	Embers into core boxes, conveyor galleries, lube rooms, explosive magazines	Foran model: boom-mounted sprinklers + firebreaks; magazines isolated
DO NOT HOLD	Outlying exploration camps, laydown timber, spare trailers in grass	Low value, high fuel, long hose lays, poor escape	Strip and abandon early; do not spend the stay-behind team here



T-72 h

WATCH

Fire within planning zone. Plan evacuation of non-essentials. Stage contractors. Top fuel and water. Brief stay-behind list.

T-24 h

THIN

Non-essential personnel out. Set up SPU. Build dozer guards Move equipment to safe location.

T-8 h

SAFE-STATE

Shut down facility. Top up tank farm and test SPU.

T-2 h

HARDEN

Sprinklers charged. Dozer lines finished. Propane isolated. Vehicles in the black. Lookouts posted.

Impact

HOLD

No offensive attack beyond the line. Protect P1 only with bump and go. Anchor and hold where appropriate. IC owns LACES minute-by-minute.

Aftermath

Damage Assessment

Hot spot locate embers. Structural + environmental inspection to assess damages.



Foran held with 44 people and 16 Elite Emergency Personnel. Design the roster by function, then name the people. Volunteers only. Rotate if the siege exceeds 14 days.

COMMAND	Site IC · Deputy / safety officer · Liaison to province & insurer · Comms lead
FIRE / ERT	Structure-protection boss · Engine / pump operators · Lookouts · Dozer / grader / water-truck operators
KEEP IT RUNNING	Electrician · Heavy-duty mechanic · Maintenance Techs · WTP / environmental operator · IT / radio tech
KEEP THEM GOING	Cook + camp attendant · Medic / advanced first aid · Security at gate · Fuel / stores clerk

Hard rules for the stay-behind list

No one stays whose only skill is production. No one stays who cannot walk 400 m in PPE with a pack. Cooks and camp staff are operational — a 14-day hold collapses if the team is living on cold MREs and dirty bunks. Maintenance is operational — pumps, gensets, and water trucks fail on day three without a wrench. Medic is non-negotiable; smoke, heat illness, and trauma will appear. Cap the roster: more people means more food, more fuel, more vehicles blocking the safety zone. Name a second team in town who can fly or convoy in if the first team is exhausted.



Size to your actual roster. These figures are a planning start-point for a 40-person hold team cut off for two weeks, plus firefighting demand. Audit against your camp inventory before fire season.

WATER — PEOPLE

Drinking / hygiene: $6 \text{ L/person/day} \times 40 \times 14 = 3,360 \text{ L}$ stored, plus camp tanks. This is not firewater. Do not pull drinking water from the same tank the sprinklers are emptying.

FOOD

3 meals + 1,000 kcal snacks/person/day. ~1,700 meals. Mix: 7 days frozen/fresh if freezers stay powered, 7 days shelf-stable. Cooks need propane/diesel kitchen fuel separate from fire pumps.

FUEL

Biggest killer of a hold. Diesel and gas for: camp genset 24/7, WTP, two water trucks, two dozers/grader, portable pumps, light plants, fire trucks. Rough order: 8,000–20,000 L. Stage on mineral soil, not in timber.

STORES & MED

N95/P100 and spare filters, goggles, wildland PPE, hose, nozzles, gaskets, pump oil, radio batteries, satcom, trauma + smoke-inhalation kit, stretchers, sanitation, extra cots. 14 days of named prescriptions.

LACES is the Canadian wildland safety system: Lookouts · Anchor points · Communications · Escape routes · Safety zones. It must be posted on the site map, briefed every operational period, and owned by the IC — not left as a poster in the ERT hall.

L

LOOKOUTS

Two high points minimum: one watching the approaching fire, one watching the hold team's back (spot fires, power line, fuel farm). Dedicated person, radio, trigger points written (e.g. 'spot fire inside the inner break = withdraw to pad'). Consider tethered drone with IR camera.

A

ANCHOR

Start all line work from a place fire cannot flank: quarry floor, tailings pond, paved camp pad, lake, or already-black ground. Never start a dozer line in the middle of standing timber.

C

COMMS

Site trunked radio + simplex fire channel + satcom + Starlink. Comms dead = work stops. Nightly radio check. Smoke kills VHF; pre-plan repeater on the high ground or a portable mast.

E

ESCAPE

Two ground routes, walked and timed in smoke conditions, plus one aviation pick-up. If the highway is the only road, it is not two routes. Identify the cut-off trigger in kilometres and in hours of travel time.

S

SAFETY ZONES

A true safety zone needs no fire shelter: large mineral-soil pad, pit floor, or water-adjacent cleared deck sized to 8× flame length all around the people and apparatus. Mark it. Keep it empty of fuel and parked trailers.



Leaving late into a burning corridor kills more people than staying in a prepared refuge. Pre-build the refuge. Rehearse the decision to stay.

Where you shelter

Primary: the largest mineral-soil pad (camp parking, mill hardstand, pit floor, airstrip).
Secondary: a hardened building of non-combustible construction with HVAC that can be isolated, two exits, and no propane against the wall.
Last resort: vehicle cabs on the pad, windows up, vents closed — temporary refuge only, not a plan.

How you harden it

30–100 m fuel-free around the refuge. Sprinklers on the roof and ember screens on intakes. Independent water and diesel power inside the zone. Fire shelters issued and practiced for anyone who may be caught off the pad. No parking of fuel trucks inside the refuge footprint.

The stay decision

IC trigger example: 'If either ground egress is spotted or travel time exceeds the fire's projected arrival by less than 60 minutes, withdraw to the pad and cease offensive work.'
Account for every name. Close doors. Charge hose for ember patrol after the front passes. Do not leave the pad to 'check one more pump'.

Underground is not automatically a refuge from a surface wildfire. Shaft, portal, and fan houses are surface structures; smoke can enter the intake. Only use underground as a shelter if ventilation is on fresh air from an intake that will not be overrun, a refuge chamber is stocked, and the decision is in the ERP — not invented at 02:00 in smoke.



Plant hydrant loops are designed for a building fire: a few hose streams or an interior sprinkler demand, on site power, for minutes to a couple of hours. WUI structure protection is the opposite problem — many small flows, for many hours, after the power is already gone.

Wrong demand curve

A plant hydrant sized for 1,500–3,000 L/min may be too large of a pump for WUI. Lower water volume dead heads the pump and causes damages.

Electric pumps die first

Most industrial fire pumps and booster stations ride the site electrical system. When the line burns or the substation is isolated, residual pressure collapses. A diesel fire pump that has never been flow-tested in heat is a rumour, not a plan.

Pipe and hydrant siting

Small-diameter, dead-end, or HDPE process lines melt or starve. Hydrants set in grass, beside timber, or on the wrong side of a dozer line become unreachable once the front arrives. Storz / thread mismatch with contracted wildland engines wastes the first hour.

Shared water is contested water

Process water, reclaim, potable, and firewater on one loop means the WTP and the sprinklers fight each other. Sediment from a pond or TSF will pack a portable pump if the intake is not screened and elevated.



Foran's hold used boom-mounted sprinklers and contracted attenuation systems. That only works if water is at the nozzle for the whole engagement — independent of the plant hydrant loop.

1 Independent source

Map every draft point now: lake, river, settling pond, TSF supernatant, lined reservoir. Mark access in the black. Pre-approve environmental use. One source is not a system.

2 Diesel high-volume pumps

At least two trailer or skid pumps that do not need site power. Size to the largest simultaneous sprinkler + engine-fill demand, not to one hydrant rating. Spare impeller, fuel, and a mechanic on the stay-behind list.

3 Temporary storage

Porta-tanks / fold-a-tanks/ 400 bbl tanks at each P1 asset, plus frac or bladder tanks as a header. Keep a dedicated reserve that sprinklers cannot empty below a posted line. Plan for 90 minute water draw without refill.

4 Relay and fill sites

Water trucks and tender shuttle from the source to the tanks. Hardened fill pads, drop tanks, and marked hydrant adapters so contracted engines can hook in without a 40-minute fitting hunt.

5 Sprinkler architecture

Roof and ember-front sprinklers on camp, WTP, fuel farm, core farm. Charged before the front, not after. Separate laterals so a burst line does not drain the whole pad.

6 Prove it wet

Annual flow test: run the temporary system for two hours on diesel, measure residual at the farthest nozzle, and record litres used. If you have never flowed it, you do not have it.



Foran and Hudbay both spent real money on contracted wildfire specialists, sprinklers, firebreaks, and external firefighters. Do not assume that spend is automatically reimbursed. Make it a written conversation in March, not in July.

Clauses to find in the wording

Extra Expense. Sue and Labour / mitigation to prevent imminent insured loss. Fire Fighting Expense / Forest Fire Fighting Expense. Civil Authority. Expediting Expense. Confirm whether contracted structure-protection, temporary pumps, tanks, and sprinkler install before flame-arrival is an Extra Expense or an excluded betterment.

What companies actually did

Foran: 44-person hold + Elite Emergency Management, boom-mounted sprinklers, reinforced firebreaks. Company later booked a \$10–12 million total wildfire/downtime impact. Hudbay: safeguarding plans, deployed Elite's firefighters, offered water trucks and equipment to the province, plus employee relief funds. Both sites reported no structural damage.

How to make recovery real

Pre-season: broker letter confirming that named contractors and a stated dollar cap for structure protection and temporary water systems are recoverable if a wildfire threatens scheduled property. During: daily logs, photos, resource orders, invoices coded to the incident. After: separate protection cost from business interruption.

1 Write the no-help annex

ERP annex that assumes zero provincial resources for 14 days. Named IC, roster, contractors, triggers.

2 Rank the assets

One-page P1–P3 list with a photo, a hose plan, and a shutdown owner for each.

3 Name the 40

Stay-behind list including cook, medic, electrician, WTP operator, pump operator. Alternates in town.

4 Stand up firewater

Draft points, diesel pumps, porta-tanks, sprinkler laterals. Flow-test for two hours. Do not trust the hydrant loop.

5 Map LACES

Print a site LACES overlay: lookouts, two escapes, the pad as safety zone, radio plan.

6 Call the broker

Get written confirmation on Extra Expense for contracted protection and temporary water kit.

THE STANDARD

If the province is busy,
the site still holds.



People first. Then water that actually reaches the nozzle. Then the water plant. Then the camp. Production is a restart problem, not a reason to die on a road that is already burning.

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Elite Emergency Management · Remote Industrial Wildfire Readiness · 15-minute briefing