

THE CORPORATION OF THE COUNTY OF PERTH

BY-LAW 3113

Being a By-law requiring an emergency management program and plan for the protection of public safety, health, the environment, the critical infrastructure and property, and to promote economic stability and a disaster-resilient community; and repeal By-law #2961.

Whereas, the Province of Ontario has enacted The Emergency Management and Civil Protection Act, 2001, which requires the development and implementation of an emergency management program and plan (short title – The Emergency Management and Civil Protection Act) by the Council of a municipality;

And Whereas, the Emergency Management and Civil Protection Act (the Act) requires the emergency management program and plan to conform to standards promulgated by Emergency Management Ontario in accordance with international best practices, including the core components of emergency management, namely: mitigation, prevention, preparedness, response and recovery; and also makes provision for the municipality and Council to develop and implement an emergency management program and plan to protect public safety, public health, the environment, the critical infrastructure and property, and to promote economic stability and a disaster-resilient community;

And Whereas, the Act makes provision for the Head of Council to declare that an emergency exists in the community or in any part thereof, and also provides the Head of Council with authority to take such action or make such orders as he/she considers necessary and not contrary to law, to implement the Emergency Management Plan and respond to an emergency;

And Whereas, the Act provides for the designation of one or more members of Council who may exercise the powers and perform the duties of the Head of Council during his/her absence or his/her inability to act;

And Whereas, the Act authorizes employees of a municipality to respond to an emergency in accordance with the Emergency Management Plan where an emergency exists but has not yet been declared to exist;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF PERTH enacts as follows:

1. That an emergency management program and plan be developed and implemented in accordance with the standards published by Emergency Management Ontario;
2. That the Head of Council or designated alternate, as provided in the plan, be empowered to declare an emergency and implement the Emergency Management Plan;
3. That certain appointed officials or their designated alternates, as provided in the approved community Emergency Management Plan are empowered to cause an emergency notification to be issued to members of the Emergency Control Group, and to respond to an emergency in accordance with the Emergency Management Plan where an emergency exists but has not yet been declared to exist;
4. That the Emergency Management Program Committee will review annually the Emergency Management Program and the Emergency Management Plan and to recommend changes as considered appropriate and refer recommendations to Council for further review and approval;
5. That any Annex or Schedule to the Emergency Management Plan may be added, amended or removed with the approval of the Emergency Management Program Committee and reported to Council annually, without amendment to this By-law;
6. That the appendices of the Emergency Management Plan shall be added, amended or removed with the approval of the Emergency Management Program Committee and reported to Council annually, without amendment to this By-law;
7. And that the Emergency Management Plan attached hereto as Schedule "A" of the By-law is hereby adopted and enacted;
8. That By-law 2961 and any amendments thereto be hereby repealed;

9. That this by-law shall come into force and take effect on the date of final passage.

READ A FIRST AND SECOND TIME THIS 4th DAY OF December, 2008


READ A THIRD AND FINAL TIME THIS 4th DAY OF December, 2008

"Julie Behrns"

Julie Behrns, Warden

"Ria Colquhoun"

Ria Colquhoun, CAO/Clerk

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1.1	Introduction	Oct 27, 2006

Emergencies are defined as situations or impending situations caused by forces of nature, a disease or health risk, accident or an act intentional or otherwise that constitutes a danger of major proportions to life and property. They affect public safety, health, welfare and property, as well as the environment and economic health of the County of Perth and Member Municipalities, herein referred to as ‘the Municipality’.

In order to protect residents, businesses and visitors, the Municipality requires a coordinated emergency response by a number of agencies under the direction of the Emergency Control Group. These are distinct arrangements and procedures from the normal, day-to-day operations carried out by emergency services.

The Emergency Management Program Committees of Perth County developed this emergency management plan in accordance to the Community Risk Profile (supplemental document). Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The management plan has been prepared to provide key officials, agencies and departments important emergency management information related to:

- Arrangements, services and equipment
- Roles and responsibilities during an emergency


For this Emergency Management Plan to be effective, all participating agencies and departments must be familiar with its provisions and procedures. The information contained within this plan must be reviewed, tested and maintained on a regular schedule in order for it to remain effective, appropriate, and up-to-date as municipal officials, corporate structures and the nature of emergencies change over time.

We acknowledge the following sources of information for the development of this plan:


- The City of Brampton Emergency Measures Plan
- County of Wellington Emergency Response Plan
- The Township of Woolwich Emergency Preparedness Handbook
- Emergency Management Ontario Community Emergency Management Program Handbook
- Perth County Influenza Pandemic Plan, Chapter 3 Communications

For more information, please contact:

Community Emergency Management Coordinator
County of Perth
Court House 1 Huron Street
Stratford, Ontario
519-301-3586

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1.2	Aim	May 11, 2006

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to safeguard property and the health, safety and welfare of the inhabitants of the Municipality, when faced with an emergency due to hazards identified in the Community Risk Profile (supplemental confidential document).

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1.3	Authority	Nov 5, 2008

The Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 is the legal authority for this emergency management plan in Ontario.

The Emergency Management and Civil Protection Act states that:

“The Head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

As enabled by the Emergency Management and Civil Protection Act, this emergency management plan and its' elements have been:

- Issued under the authority of County of Perth By-law # _____
- Issued under the authority of Municipality of West Perth By-law # _____
- Issued under the authority of Municipality of North Perth By-law # _____
- Issued under the authority of Township of Perth South By-law # _____
- Issued under the authority of Township of Perth East By-law # _____
- Filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services


1.3.1 Scope

This plan supersedes and replaces all previous plans and procedures for emergency management enacted by the County of Perth, the Municipality of North Perth, the Municipality of West Perth, the Township of Perth South, and the Township of Perth East.

1.3.2 Definition of an Emergency

The Emergency Management and Civil Protection Act defines an emergency as:

“a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or health risk, an accident or an act whether intentional or otherwise.”

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1.3	Authority	Nov 5, 2008


For the purposes of this plan, an emergency may be defined as a situation or the threat of an impending situation, abnormally affecting the health, safety, welfare and property of the residents of the Municipality, which by nature of its magnitude, requires a controlled and coordinated response by multiple agencies, under the direction of the Emergency Control Group. Emergencies are distinct from the normal daily routine carried out by municipal first response agencies/departments such as fire, police, EMS, health, etc.

1.3.3 Action Prior to Declaration

When an emergency exists but has not yet been declared to exist, community employees may take such action(s) under this emergency management plan as may be required to protect property and the health, safety and welfare of the Municipality. The subordinate plans, attached as annexes to this document, may also be implemented, in whole, or in part in the absence of a formal declaration.

Reference:

The Emergency Management and Civil Protection Act, R.S.O. 1990 Chapter E.9 (supplemental document)

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1.4	Plan Maintenance and Review	May 11, 2006

1.4.1 Internal Procedures

Each service or agency involved or identified in this plan shall be responsible for preparing their own emergency operating procedures and shall be responsible for training their staff on the emergency procedures and expectations during an emergency.

1.4.2 Annual Review

At a minimum, this plan will be reviewed annually for accuracy by the Community Emergency Management Coordinator (CEMC) and the Emergency Management Program Committees of Perth County. The plan will be reviewed for effectiveness through emergency exercises on an annual basis, testing the plan in whole or in part. The CEMC and the Emergency Management Program Committees will make the appropriate changes to the plan as a result of these reviews and tests.


1.4.3 Amendments

Amendments to the plan require formal Council approval from all municipalities. Formal Council approval is not required for the following:

- Changes or revisions to the appendices
- Minor editorial changes, i.e. editorial changes to text, section numbering, reference changes, or changes to references to provincial status

1.4.4 Flexibility

No Emergency Management Plan can anticipate all of the varied emergency situations that may arise in a changing community. During the course of the implementation of this plan in an emergency situation, members of the Emergency Control Groups in the course of conducting their assigned roles and responsibilities may exercise flexibility. To ensure that the public health, safety and welfare of the community are of utmost priority in the emergency response, minor deviations from the emergency management plan may be permitted.

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2.1.1 Initial Contact

In the event of a real or potential emergency (see 1.3.2 Definition of an Emergency) requiring the activation or notification of an Emergency Control Group of the County of Perth or Member Municipality, the OPP will contact the Community Emergency Management Coordinator (CEMC).

Any member of the Emergency Control Group may also initiate the activation procedure by contacting the CEMC.

If time permits, the CEMC will contact the Head of Council and the Senior Municipal Official of the affected municipality to discuss the situation and determine if the Emergency Control Group should be activated.

2.1.2 Notification/Activation


If it has been determined that the Emergency Control Group should be activated, or to be put on stand-by, the Alternate CEMCs (with the CAO as back-up) will be immediately contacted to notify the remaining group, according to municipality.

All calls should be prefixed “Perth County Emergency Alert”, followed by personal identification, nature of the emergency, plus directions stating where and when to report.

On receipt of the emergency alert call, each member of the Emergency Control Group will:


- Alert their own department as required, ranging from a warning, to stand-by, to complete participation, or stand-down.
- Bring any required items, including a copy of the Emergency Management Plan, extra clothing, phone list, cell phone/Blackberry, laptop, photo ID, etc.
- Proceed as directed to the identified Emergency Operation Centre and report to the Chair of the Emergency Control Group of the status of their organization and resources.
- Evaluate the need and action as required for alerting community volunteer agencies as to possible involvement. The committing of such agencies to action must be done under authority of the Chair of the Emergency Control Group.

The caller delivering this message must record the date and time each member (or alternate) of the Emergency Control Group was contacted.

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Reference (confidential):

- Appendix A2 Emergency Control Group and Emergency Operations Centres
Contact Information
- Appendix B Emergency Operations Centres/Floor Plans

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2.2.1 Membership

The emergency response will be directed and controlled by the Emergency Control Group; a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The composition of the Emergency Control Groups for Perth County is listed in Appendix A1.

Additional personnel called or added to the Emergency Control Group may include:

- Emergency Management Ontario Representative
- Conservation Authority Representatives
- Hospital and/or Primary Care Representatives
- School Representatives
- Utility Representatives
- Liaison staff from provincial ministries
- Any other officials, experts or representatives from the public or private sector as deemed necessary by the Emergency Control Group.

The Emergency Control Group may function with only a limited number of persons depending upon the emergency. While the Emergency Control Group may not require the presence of all the people listed, all members must be notified.


2.2.2 Operation Cycle

Members of the Emergency Control Group will gather at regular intervals to inform each other of actions taken and problems encountered; each member will report on the following:

- New information on threats, progress and results during last operation cycle meeting, and recommendations for new or continued mitigation strategies
- Present threats in order of severity and the plan to limit threats according to priority for the next operation cycle meeting
- Schedule for team meetings

Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities. The Emergency Operation Centre Recording Secretary will keep minutes of these meetings and maintain a status board.

The Incident Commander on-site needs to assure that decisions about actions at the site are consistent with the Emergency Control Group decisions. Consistency is

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achieved by means of regular communications and consultation between the Incident Commander and the EOC Manager.

Refer to Appendix Q (confidential) for Emergency Operations Centre operational and procedural checklists.

2.2.3 Emergency Operations Centre


The locations of the primary and alternate Emergency Operation Centres are detailed in Appendix B (confidential).

The members responsible for opening and activating the Emergency Operations Centres are including in the Emergency Control Group and Emergency Operations Centre Contact List, Appendix A2 (confidential).

2.2.4 Emergency Control Group Roles and Responsibilities

The members of the Emergency Control Group are likely to be responsible for the following actions or decisions:

- Coordinating all emergency support operations during and post the emergency
- Ensuring there is no interruption in the provision of emergency services and essential services in unaffected areas outside the emergency site
- Calling out and mobilizing their emergency service, agency and equipment
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law
- Ensuring adequate emergency service provisions are maintained outside and separate from those responding at the emergency site
- Determining if the location and composition of the Emergency Control Group are appropriate
- Advising the Head of Council as to whether the declaration of an emergency is recommended
- Advising the Head of Council on the need to designate all or part of the community as an emergency area
- Ensuring that an Incident Commander is appointed at the emergency site
- Ensuring support to the Incident Management System by offering equipment, staff and resources as required
- Assign an On-site Emergency Information Officer, as required


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- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger
- Discontinuing utilities or services provided by public or private concerns, i.e. electricity, water, gas, shopping centres
- Arranging for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs
- Notifying, requesting assistance from, and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary
- Determine if additional volunteers are required and if appeals for volunteers are warranted
- Determining if additional transport is required for evacuation or transport of persons and/or supplies
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public
- Determining the need to establish advisory groups and or sub-committees/working groups for any aspect of the emergency including recovery. And if so, determining the chair and composition of that committee, along with reporting structure
- Authorization expenditure of money required dealing with the emergency
- Notifying the service, agency or group under their direction, of the termination of the emergency
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the CEMC for preparation of a report
- Participation in a post-emergency debriefing
- Considering application for ODRAP and make arrangements as required

2.2.5 Individual Member's Roles and Responsibilities

2.2.5.1 Head of Council (Warden, Mayor, Reeve)

- Providing overall leadership in responding to an emergency
- Chair the Emergency Control Group
- Declaring an emergency within the designated area
- Declaring that the emergency has terminated (Note: Council may also terminate an emergency)
- Ensuring the members of council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation
- Authorize the involvement of volunteers
- Maintain a personal log of all actions and participate in the post-emergency debriefing

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- Act as the Media Spokesperson and conduct media briefings, as arranged and prepared by the Emergency Information Officer
 - Giving interviews on behalf of the County or Municipal Council
 - Establishing a communication link and regular liaison with the Emergency Information Officer at the Emergency Operations Centre

2.2.5.2 Senior Municipal Official (Chief Administrative Officer)

- Manage and coordinate all operations within the Emergency Operations Centre, including establishing the operating cycle
- Ensure an Incident Commander has been appointed at the emergency site
- Ensuring that a communication link is established between the Emergency Control Group and the Incident Commander
- Ensuring liaison with the OPP regarding security arrangements for the Emergency Operation Centre
- Advising the Head of Council on policies and procedures, as appropriate
- Approving, in conjunction with the Head of Council, major announcements and media releases prepared by the Emergency Information Officer, in consultation with the Emergency Control Group
- Appoint a Citizen Inquiry Supervisor as required by the nature of the emergency
- Calling out additional County or Municipal staff to provide assistance, as required
- Ensuring the opening, staffing and operation of the switchboard at a municipal office, as required during an emergency
- Ensuring staffing requirements for extended operation
- Directing all actions taken to assist municipal emergency response efforts, and conduct post emergency recovery efforts
- Activate mutual assistance agreements as required
- Ensuring that a record of issues and problems identified, resolved and yet to be resolved, is maintained throughout the emergency
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.3 Community Emergency Management Coordinator (CEMC)


- Acts as a resource to the Emergency Control Group
- Ensure the activation and arranging the Emergency Operations Centre
- Advise member municipalities, City of Stratford, and St. Marys CEMCs of activated EOC
- Ensuring that security is in place for the Emergency Operations Centre and registration of Emergency Control Group members

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- Ensuring that all members of the Emergency Control Group have necessary plans, resources, supplies, maps and equipment
- Providing advice and clarifications about the implementation details of the Emergency Management Plan
- Act as a resource to the Senior Municipal Official and assist in fulfilling their respective duties at the Emergency Operations Centre
- Ensure all outside agencies, neighbouring municipalities, ministries, etc. are advised of the declaration
- Provide guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or any other location as required by the Emergency Control Group
- Ensuring liaison with community support agencies (e.g. Canadian Red Cross, Salvation Army) as required by the Emergency Control Group
- Notifying the Emergency Management Ontario, Ministry of Community Safety and Correctional Services of the declaration of the emergency, and termination of the emergency
- Assisting the Incident Commander as required by the Emergency Control Group
- Addressing any action items that may result from the activation of the Emergency Management Plan and keep the Emergency Control Group informed of implementation needs
- Maintaining the records and logs for the purpose of the debriefs and post-emergency reports; prepare debriefs and reports
- Maintain a personal log of all actions taken
- Coordinate the post-emergency debriefing
- Ensure the establishment of Post-Emergency Recovery Committee and maintain continuity between the emergency and recovery operations by participating in both groups
- Prepare a post-emergency report to Council

2.2.5.4 Senior Official of the Ontario Provincial Police


- Advising the Emergency Control Group regarding the protection of life, property, the provision of law and order, and conducting evacuations
- Establishing a site command post with communications to the Emergency Operations Centre
- Appoint a Police Incident Coordinator
- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Liaising with the Director of EMS and providing an estimated number of casualties where required; and safety concerns at the site
- Notifying necessary emergency and community services, as required

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- Notifying the Coroner regarding fatalities
- Coordinating all policing functions in support of the emergency site
- Advising the Emergency Control Group regarding the most effective use of police resources in support of the emergency response at the emergency site and external to the emergency site
- Establishing the inner perimeter within the emergency area
- Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- Provide traffic control staff to facilitate the movement of emergency vehicles at the emergency site
- Alerting persons endangered by the emergency and coordinating evacuation procedures
- Providing police service in Emergency Operations Centre, evacuee centres, morgues, and other facilities as required
- Ensuring liaison with other community, provincial and federal police agencies, as required
- Establish physical security at the Emergency Operations Centre
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.5 Fire Coordinator/Fire Chief

- Providing the Emergency Control Group with information and advice regarding all operations associated with fire suppression, fire prevention, hazardous materials response, and fire search and rescue
- Appointing a Fire Incident Coordinator
- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Establishing an ongoing communications link with the Fire Incident Coordinator at the scene of the emergency
- Arrange for additional fire assistance with the Fire Marshal of Ontario and initiate mutual aid arrangements for the provision of additional firefighters and equipment, if needed
- Determining if additional or special equipment is needed and recommending possible sources of supply, i.e. breathing apparatus, protective clothing
- Providing assistance to other community departments and agencies and being prepared to take charge of or contribute to non-fire fighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation
- Advise the Emergency Control Group regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger

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- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.6 Director of EMS

- Advising the Emergency Control Group on all aspects of emergency medical treatment, triage and transportation of the injured
- Appoint an EMS Incident Coordinator
- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Establishing an ongoing communications link with the EMS Incident Coordinator at the scene of the emergency
- Obtaining EMS from other municipalities for support, if required
- Ensuring triage at the site
- Advising the Emergency Control Group if other means of transportation is required for large scale response
- Ensuring liaison with the receiving hospitals
- Ensuring liaison with the Medical Officer of Health, as required
- In conjunction with the EMS Incident Coordinator, assessing the need and initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, and forwarding these requests to the Central Ambulance Communications Centre
- Assisting with the organization and transporting of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required
- In conjunction with the Central Ambulance Communications Centre, providing the main communication link through dispatch among health services, and notifying and requesting assistance of the Ontario Ministry of Health and Long-term Care, Emergency Health Services branch
- Coordinate the provision of first aid supplies for emergency site(s), and evacuation centres
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.7 Medical Officer of Health


- Providing the Emergency Control Group with information and advice on all areas of Public and Environmental Health
- Appoint a Public Health Incident Coordinator (identified as the PDHU Incident Manager)

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- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Establishing an ongoing communications link with the Public Health Incident Management Team
- Assess the impact of the emergency situation on the health of the public
- Advise the public on matters concerning public health, through communication channels established by the Emergency Control Group
- Control communicable disease
- Provide advice on the health and safety aspects of emergency water supplies, sanitation, shelters, food supplies, mass feeding, garbage and sewage disposal
- Assist in response to stress reactions to the emergency (immediate and long term)
- Notify other agencies and senior levels of government of health matters relating to the emergency
- Ensuring liaison with the Director of EMS
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and Long Term Care policies
- Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating public health resources
- Ensuring liaison with the Director of Social Services on areas of mutual concern regarding health services in evacuee centres
- When required, assisting the Incident Commander as appointed by the Emergency Control Group in fulfilling their responsibilities
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.8 Director of Social Services


- Provide social services and coordinate agencies, such as Victim Services, Red Cross, Children Aid Services, etc. to residents of Perth County
- Ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquiries and personal services due to the emergency
- Supervising the opening and operation of temporary and/or long-term evacuee centres, and ensuring they are adequately staffed and maintained
- Establish a communications link between the Emergency Operations Centre and the Emergency Evacuation Centre(s)
- Liaison with the Medical Officer of Health on areas of mutual concern regarding operations in evacuee centres

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- Ensuring that a representative of the district school boards are notified when facilities are required as evacuee reception centres, and that staff and volunteers utilizing the school facilities take direction from the Board representative(s) with respect to their maintenance, use and operation
- Ensuring liaison with nursing homes, homes for the aged, and rest homes as required
- Ensuring coordination of care of bed-ridden citizens and invalids at home and in evacuee centres during an emergency
- Arranging for the emergency purchase of food, clothing, bedding, and supplies that cannot be obtained any other way
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing
- Lead the Human Needs subcommittee as per the Emergency Recovery Plan (Section 8.0)

2.2.5.9 Director/Manager of Public Works/Operations Manager


- Advising the Emergency Control Group regarding the efficient and effective use of transportation, infrastructure, road maintenance, road clearing, road construction, sanitation resources, and any other engineering and public works matters
- Appoint a Public Works Incident Coordinator
- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Establishing an ongoing communications link with the Public Works Incident Coordinator at the scene of the emergency
- Ensuring liaison with the public works representative from the neighbouring communities to ensure a coordinated response
- Ensure the provision of engineering assistance
- Ensuring construction, maintenance and repair of County and/or municipal roads
- Ensuring the maintenance of sanitary sewage and water systems
- Provide for equipment for emergency pumping operations
- Ensuring liaison with the Fire Coordinator/Chief concerning emergency water supplies for fire fighting purposes
- Provide for emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health
- Determining the need for any special equipment or resources and recommending sources of supply to the Emergency Control Group
- Provide for specialized transportation and response equipment in support of the emergency site

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- Discontinuing any public works service to any resident, as required, and restoring these services when appropriate
- Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Provide for public works vehicles and equipment as required by any other emergency services
- Ensuring liaison with the conservation authority regarding flood control, conservation and environmental matters and being prepared to take preventative action
- Provide for testing and laboratory services to determine the presence of airborne, waterborne or latent toxic hazards
- Ensuring that barricades and flashers are delivered to the emergency site to establish traffic control points and emergency perimeters, as required
- Maintain access and egress to emergency site for emergency vehicles
- Prioritization of roads which will be restored and of which access will be maintained
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing


2.2.5.10 Utility Representative

- Monitoring the status of power outages and customers without services
- Providing updates on power outages, as required
- Ensuring liaison with the Public Works Representative
- Liaison with affected Hydro Utilities, and with Hydro One respecting the bulk supply/transmission to the County and municipalities
- Notify critical agencies or persons, e.g. hospitals, persons on medical support equipment of outages
- Discontinue services to any consumer where this is considered in the interest of public safety
- May provide assistance with accessing generators for essential services, or other temporary power measures
- Coordinate with the Emergency Control Group in establishing priorities for the restoration of services
- Arranging for additional staff and supplies to restore the electrical distribution system, as required
- When required, assisting the Incident Commander as appointed by the Emergency Control Group in fulfilling their responsibilities
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

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2.2.5.11 Emergency Information Officer

- Advising the Emergency Control Group on all matters related to information to be presented to the public through the media, the monitoring of information being presented from the media, and taking direction from the Emergency Control Group
- Establishing a communication link with the Media Spokesperson and any other media coordinator(s), i.e. provincial, federal, private industry, etc., involved in the incident, ensuring that all information released to the media and public is timely, full, accurate and approved
- Ensuring that the Emergency Information Centre is set up and staffed and a site Emergency Information Centre, if required
- Ensuring liaison with the Emergency Control Group to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences
- Organize media briefings and preparing the Head of Council and other members of the Emergency Control Group prior to each media briefing, as required
- At the direction of the Emergency Control Group, communicating information regarding the emergency to the public through the media using media kits, news releases, press briefings, public service announcements, flyers, telephones, the internet, and public meetings, as required
- Ensuring that the following are advised of the telephone number of the established call or media centre:
 - Media
 - Emergency Control Group
 - Switchboard (County, Municipal and Emergency Services)
 - Media Spokesperson
 - OPP Communications Officer
 - Citizen Inquiry Supervisor
 - Neighbouring Communities
 - Any other appropriate persons, agencies or businesses
- Ensuring that the media releases are approved by the Senior Municipal Official, in consultation with the Emergency Control Group, prior to dissemination, and distributing hard copies of the media release to the Emergency Information Centre, the Emergency Control Group, and other key persons handling inquiries from the media
- Monitoring news coverage, and correcting any erroneous information and preparing appropriate responses
- Maintaining copies of media releases and newspaper articles pertaining to the emergency


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2.2	Operation of the Emergency Control Group	Nov 3, 2008

- Coordinate media site tours with the Incident Commander and the on-site Media Spokesperson
- Ensuring communication with the Citizen Inquiry Centre, regarding information to be provided to the public and information being requested by the public
- Attending all Emergency Control Group meetings in accordance with the operating cycle
- Coordinating media photograph sessions at the site when necessary and appropriate
- Coordinating on-site interviews between the emergency services personnel and the media
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Refer to Section 7.0 Crisis Media/Public Communications Plan


2.2.5.12 EOC Recording Secretary

- Ensuring all important decisions made and actions taken by the Emergency Control Group are recorded (see Appendix Q, EOC Package)
- Ensuring that maps and status boards are kept up to date
- Provide minutes after each business cycle meeting
- Provide a process for registering Emergency Control Group members and maintaining a member list
- Notifying the required support and advisory staff of the emergency, and the location of the Emergency Operations Centre
- Post Emergency Control Group objectives and priorities
- Post action items and mark off what has been completed
- Arranging for printed material as required
- Initiating the opening, operation and staffing of the switchboard at the municipal offices, as the situation dictates, and ensuring operators are informed of the Emergency Control Group members' telephone numbers in the EOC
- Coordinating the provision of clerical staff to assist in the Emergency Operations Centre, as required
- Upon direction by the Head of Council, ensuring that all council are advised of the declaration and termination of declaration of the emergency
- Upon direction by the Head of Council, arranging special meetings of council, as required, and advising members of council of the time, date, and location of the meetings
- Procuring staff to assist, as required
- Maintain a personal log of all actions taken

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2.2	Operation of the Emergency Control Group	Nov 3, 2008

Reference (confidential):

Appendix A1	Emergency Control Group Membership
Appendix A2	Emergency Control Group and Emergency Operations Centre Contact Information List
Appendix B	Emergency Operation Centres/Floor Plans
Appendix Q	Emergency Operations Centre Operating Package


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2.3	Declaration of an Emergency	Nov 3, 2008

2.3.1 Declaration of an Emergency

The Head of Council, or Acting Head of Council, of the Municipality has the legislative authority, under the provisions of the Emergency Management and Civil Protection Act, and are responsible for declaring an emergency. This decision is usually made in consultation with other members of the Emergency Control Group.

When considering whether to declare an emergency, a positive response to one or more of the following criteria may indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

- Is the situation an extraordinary event requiring extraordinary measures?
- Does the situation pose a danger of major proportions to life or property?
- Does the situation pose a threat to the provision of essential services (e.g. energy, potable water, sewage treatment/containment, supply of goods or medical care)?
- Does the situation threaten social order and the ability to govern?
- Is the event attracting significant media and/or public interest?
- Has there been a declaration of emergency by another level of government?
- Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?
- Are volunteers assisting?
- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?
- Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?
- Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?
- Does, or might, the situation require provincial support or resources?
- Does, or might, the situation require assistance from the provincial or federal government (e.g. military equipment)?
- Does the situation involve a structural collapse?
- Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?
- Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?
- Will your municipality be receiving evacuees from another community?
- Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?
- Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?
- Is it possible that a specific person, corporation, or other party has caused the situation?

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2.3	Declaration of an Emergency	Nov 3, 2008

Upon declaring an emergency, the Head of Council will complete the 'Declaration of Emergency' (Appendix C) and the following will be notified:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services
- County and/or Municipal Council
- County Warden
- Public
- Neighbouring community officials
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Ministry of Municipal Affairs and Housing

An emergency declaration is not required prior to any County or municipal personnel taking actions under this plan to protect the lives, health, safety, and property of the inhabitants of the Municipality.

An emergency declaration, however, can often encourage greater public compliance, and understanding of the severity of an emergency situation.


2.3.2 Termination of an Emergency

A community emergency may be terminated at any time by:

- The Head of Council, or acting Head of Council
- County Council and/or Municipal Council
- Premier of Ontario

When terminating an emergency, the Head of Council will complete 'Termination of Declared Emergency' (Appendix D) and the following will be notified:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services
- County and/or Municipal Council
- County Warden
- Public
- Neighbouring community officials
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Ministry of Municipal Affairs and Housing

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2.3	Declaration of an Emergency	Nov 3, 2008

Reference (confidential):

Appendix C	Declaration of Emergency
Appendix D	Termination of Declared Emergency
Appendix E1	Declared/Terminated Emergency Notification Contact List and Fax Page
Appendix E2	Notification - Declaration of Emergency
Appendix G	Council Contact Information
Appendix J	Emergency Management Ontario Contact Information



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Section 2.0

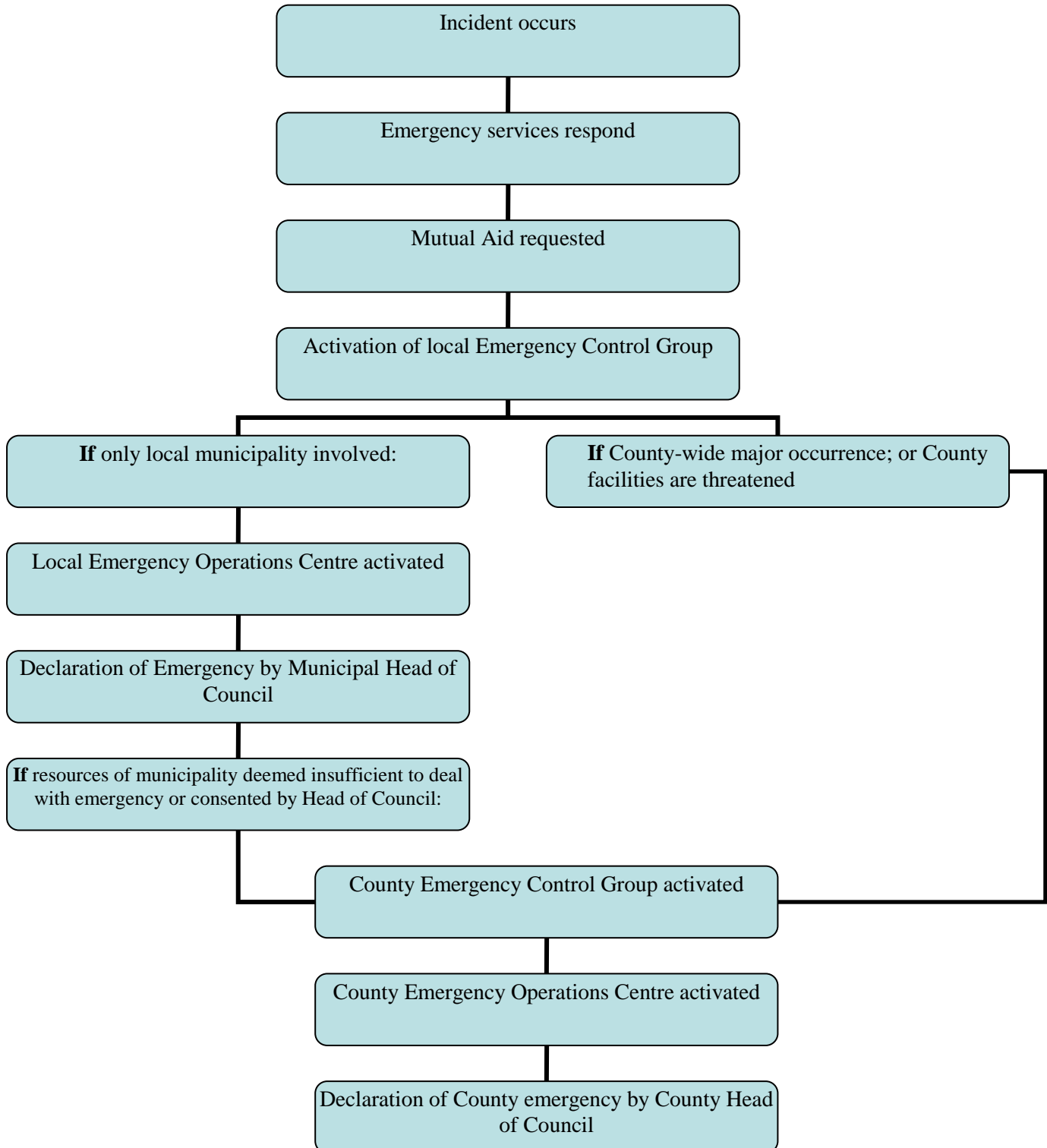
Emergency Control Group


Rev. 0

Diagram #1

Steps Leading to the
Declaration of an Emergency


May 11, 2006



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Section 2.0	Emergency Control Group	Rev. 2
2.4	Designation of Members of Council to Act in Absence	Jan 9, 2008

In the event that the Head of Council is not present at the Emergency Control Group, the following Council members will act on their behalf:

County of Perth	see 'Rotational Schedule for Alternate Warden' - Appendix H1
Township of Perth East	Deputy Mayor
Township of Perth South	Deputy Reeve
Municipality of West Perth	Deputy Mayor
Municipality of North Perth	Deputy Mayor

	County of Perth and Member Municipalities	
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Section 2.0	Emergency Control Group	Rev. 2
2.5	Requests for Assistance	Nov 3, 2008

2.5.1 County Assistance

Assistance may be requested from the County at any time by contacting the County Warden. The request shall not be deemed to be a request that the County assume authority and control of the emergency.

The County of Perth is neither empowered to declare an emergency nor to direct the activities of lower tier municipalities in responding to an emergency, unless the municipality(s) involved requests such assistance.


The County Emergency Control Group may be activated under the following conditions:

- When the Head of Council of the lower tier Emergency Control Group requests assistance and indicates whether the County is being asked to provide assistance or to assume control of the emergency
- When an emergency cannot be defined as a local emergency
- When County facilities are threatened or an extraordinary demand is placed on County resources
- When an event occurs in any Member Municipality

2.5.2 Provincial Assistance

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting the Provincial Emergency Operations Centre.

If an emergency is declared, Emergency Management Ontario will normally deploy a Field Officer to the local Emergency Operations Centre to assist the community with the emergency response. The Field Officer will be the link between the municipality and the province for both provincial, and if necessary, federal assistance.

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Section 2.0	Emergency Control Group	Rev. 2
2.5	Requests for Assistance	Nov 3, 2008

2.5.3 Mutual Aid/Assistance Agreements

Mutual aid/assistance agreements ensure aid required to effectively manage an emergency. Aid provided may include services, personnel, equipment and materials. Mutual aid/assistance agreements enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Municipalities requesting and providing assistance are therefore not required to negotiate the basic terms and conditions of the request at the time of an emergency and may request, offer or receive assistance according to the predetermined and mutually agreeable arrangements.

The request or response to a request of a neighbouring municipality is the responsibility of the Senior Municipal Official. The request to execute the County of Perth Fire Mutual and Automatic Aid Plan and Program will be the responsibility of the municipal Fire Chief or County Fire Coordinator. The request for such assistance and execution of a mutual assistance agreement will be made in consultation with the Emergency Control Group. Alternatively, the request to execute a mutual assistance agreement with a neighbouring municipality will be made by the Senior Municipal Official.


Note: For coordination with other emergency plans, including federal assistance, see Section 4.0 Coordination with Other Plans.

Reference (confidential):

Appendix J Emergency Management Ontario Contact Information

Supplemental Documents:

- County of Perth Mutual Aid and Automatic Aid Plan and Program – Office of the Fire Marshal
- Intra-Perth County Mutual Assistance Agreement
- East Zorra-Tavistock / Perth East Mutual Assistance Agreement
- Minto / North Perth Mutual Assistance Agreement
- County of Oxford / County of Perth Mutual Assistance Agreement

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Section 3.0	Emergency Response	Rev. 3
3.1	Incident Management System	Nov 4, 2008

3.1.1 Incident Management System

A standardized approach to emergency management ensures a consistent, coordinated and controlled approach to decision-making, identifying objectives, establishing incident priorities, integrated response, managed resources and provides life-safety for responders and the community.

The organizational structure of an Incident Management System (IMS) should be adaptable to any incident regardless of type or complexity. Any Incident Management System used during an emergency must be expandable and easily applied to small routine incidents up to and including large multi-agency operations.

3.1.2 Concepts of Command in IMS

3.1.2.1 Common Terminology

In order for an IMS structure to succeed, terminology for the organizational elements must be standard and consistent. Common names for all resources should be used within IMS, and any resource that varies in capability must be clearly identified. The Command post, incident base and staging areas should all have common identifiers.

3.1.2.2 Modular Organization


The IMS organizational structure builds from the top down with responsibility and performance placed initially with the Incident Commander.

As the need exists, three to four separate sections can be developed, each with its own responsibilities, i.e. Operations, Planning, Logistics, and Administration.

If one individual can manage all the areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

3.1.2.3 Integrated Communications

All communication between organizational elements at an incident should be in plain English. All communications should be confined to essential traffic only. Tactical or special channels should be pre-designated and utilized. Key elements can be assigned specific communication routes.

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3.1.2.4 Consolidated Action Plans

Every incident requires an action plan when:

- multiple-agency resources are used
- multiple jurisdictions are involved
- the incident is large and requires staging and triage
- there will be changes in equipment or personnel

The emergency site team decides on mitigation strategies and tactics to limit the threat to people, property and the environment at the emergency site.

3.1.2.5 Manageable Span-of-Control

Each individual should supervise a maximum of seven personnel, however an ideal ratio is 5:1. The nature of the incident, hazards, and distances between IMS elements influences control. Anticipate change and be prepared.


3.1.2.6 Incident Facilities

Incident facilities include the following:

- Emergency Operations Centre
- On-site Command Post
- Staging areas
- Triage area
- Resource storage
- Morgue

3.1.2.7 Comprehensive Resource Management

Resource management, consisting as a single unit or a team, ensures maximum resource utilization while minimizing the response of private citizens. It allows for consistent tracking and evaluation, ensures safety and minimizes risk, and supports effective communication.

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	Emergency Management Plan	Page 3 of 4
Section 3.0	Emergency Response	Rev. 3
3.1	Incident Management System	Nov 4, 2008

3.1.3 Key Management Functions

3.1.3.1 Operations

- Conducts front line/tactical operations to carry out the plan
- Develops tactical objectives
- Organizes and directs resources

3.1.3.2 Planning

- Assess immediate impact of the emergency
- Collects and evaluates information and intelligence
- Maintains resource status
- Address long-term consequences of the emergency
- Establishes plans for recovery/return to normal operations
- Ensures continuity of operations outside the emergency area

3.1.3.3 Logistics

- Supports Operations
- Coordinate resources and services to meet the needs of the incident and the organization

3.1.3.4 Administration/Finance

- Monitors costs related to the incident
- Provides accounting
- Procurement
- Time recording and cost analyses
- Administrative support for the IMS organization
- Seek disaster financial assistance


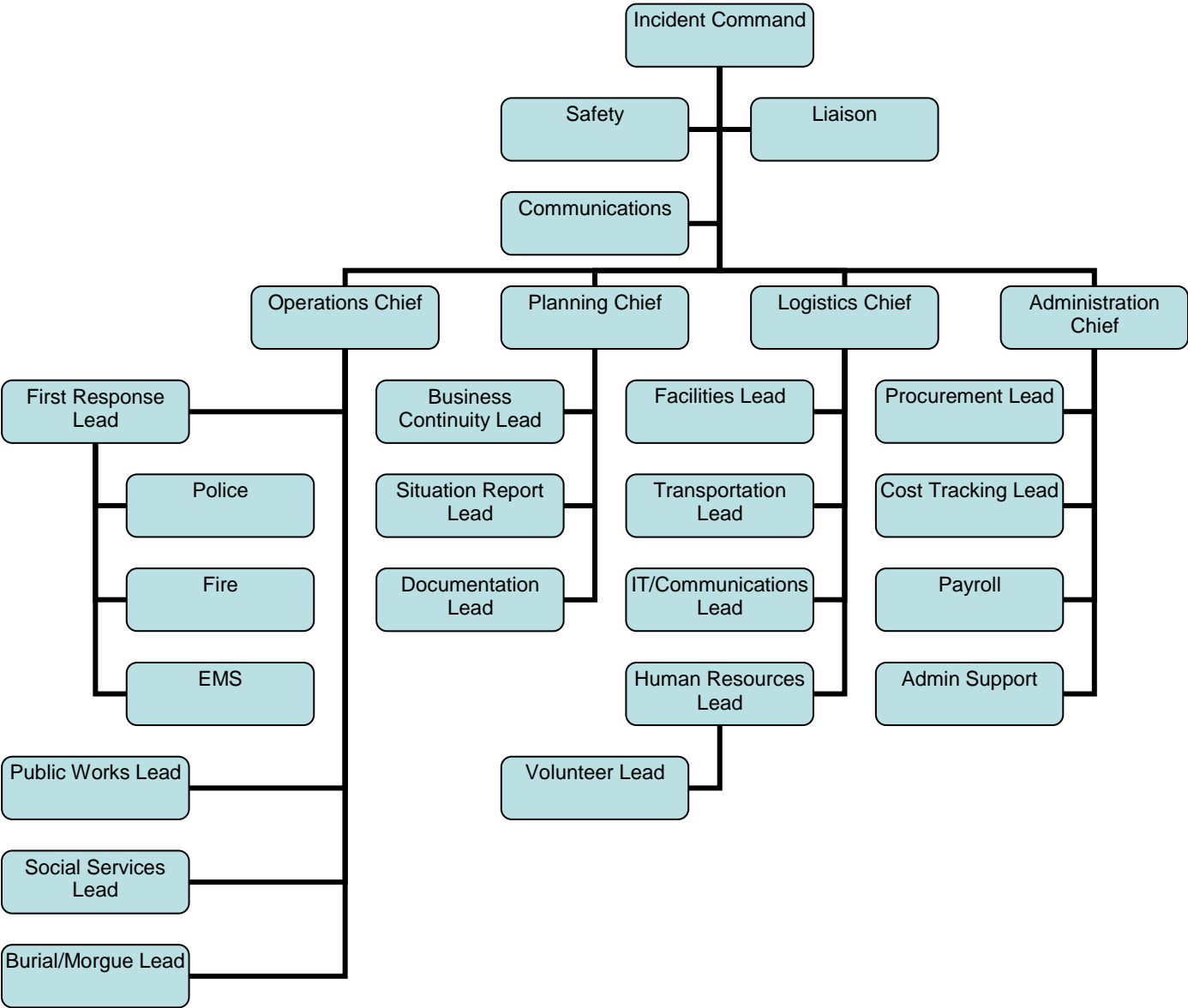

	County of Perth and Member Municipalities	
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3.1	Incident Management System	Nov 4, 2008

Table 3.0 Expanded IMS Chart



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3.2	Incident Command	Nov 4, 2008

3.2.1 Incident Command Appointment

The Incident Commander is appointed by the Emergency Control Group, and is usually the Incident Coordinator from the lead emergency response agency. Once appointed, he/she assumes responsibility for overall coordination of all operations at the emergency site, but no longer command of any specific response organization. Each emergency response organization will have a Chief or Incident Coordinator at the emergency site, which will then liaise with the Incident Commander.

3.2.1.1 Single Incident Command Model

Single command exists when the decision-making process needed to direct the response is straightforward and independent. This typically is the case when an incident is the responsibility of a single jurisdiction or organization. A Single Command model may be arrived at:

- By default when only one jurisdiction or organization is involved
- By design when multiple jurisdictions or organizations that are involved decide and agree on a Single Command
- By legislation if the responsibility of legally that of one jurisdiction or organization


3.2.1.2 Unified Incident Command Model

Unified Command may be used when incident decision-making is complex, and interdependent, and a Single Incident Command cannot be established. Organizations work together through their designated members of the Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan.

The Unified Command team will agree upon one spokesperson to represent it, when necessary. There may be different spokespersons on different occasions, but typically there will only be one spokesperson at a time.

3.2.2 Transfer of Command

To relieve the Incident Commander, the Emergency Control Group will appoint the Second in Command as the Incident Commander, as required.


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3.2	Incident Command	Nov 4, 2008

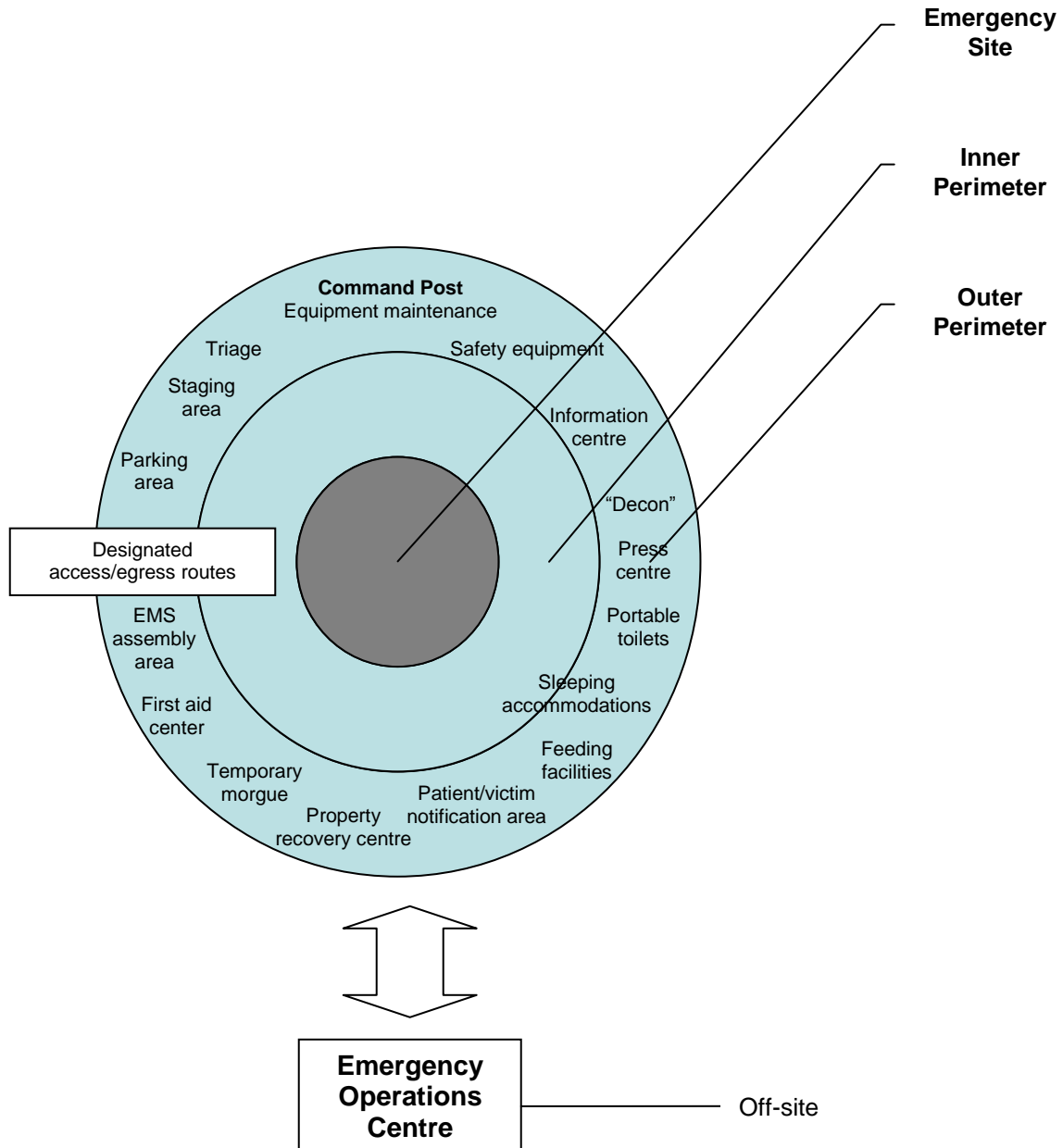
3.2.3 Authority of the Incident Commander

- Call meetings of the Chiefs or Incident Coordinators to share information, establish common goals, objectives and prioritize limited available resources where required
- Mediate conflicts between emergency responders and contact the Senior Municipal Officer at the Emergency Operations Centre if they are unable to resolve the issue
- Request assistance from responding organizations and/or the Emergency Control Group for communications, resources and other site management tools
- Request additional resources for the Emergency Site through the Senior Municipal Official and other members of the Emergency Control Group

3.2.4 Responsibilities of the Incident Commander


- Assess the situation
- Ensuring that objectives, priorities, tasks and tactics are established to contain and mitigate the emergency situation
- Establish an incident command post
- Consulting and coordinating with Chiefs to establish an inner and outer perimeter around the emergency site, as required
- Ensuring that all are aware of personnel, material and human resources available to mitigate the emergency situation
- Ensure the health and safety of all persons at the emergency site
- Maintaining a communications link with the Senior Municipal Official at the Emergency Operations Centre
- Coordinate the activities of the Chiefs or Incident Coordinators
- Coordinate with key personnel and officials
- Appointing an On-site Media Spokesperson upon consultation with the Senior Municipal Officer and the Emergency Control Group, as required
- Appoint a scribe as needed
- Ensuring that all responsible organization commanders meet on a regular basis to update each other on individual organization actions and progress made, to share information, to set common priorities, to set common objectives and determine what additional resources may be required
- Understanding the laws and policies that may be considered during management or recovery of the emergency

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Diagram #2	Emergency Site Set-up	May 11, 2006



All response operations within the outer perimeter are the responsibility of the emergency site team.

All response operations outside the outer perimeter are the responsibility of the Emergency Control Group.

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

The following are possible roles and responsibilities as the IMS structure expands to meet the needs of the emergency. It is the responsibility of the Incident Commander or Section Chief to expand and delegate to subordinates as required.

3.3.1 Safety Officer

Reports to the Incident Commander.

- Monitors the safety conditions of all people at the incident
- Develops measures for ensuring their safety

3.3.2 Liaison Officer

Reports to the Incident Commander.

- Maintains links and shares information with responding agencies, other facilities, government bodies, etc.

3.3.3 Emergency Information Officer


Reports to the Incident Commander and/or Senior Municipal Officer at the EOC.

See Section 2.2.5.11 for roles and responsibilities of the Emergency Information Officer.

3.3.4 Operations Chief

Reports to the Incident Commander.

- Coordinate, direct and manage:
 - First Responders (Fire, Police, EMS)
 - Public Works
 - Social Services
- Directs and coordinates all municipal operation responses
- Requests resources and directs them
- Works with the Incident Commander and the Planning Chief to determine the incident objectives and priorities in developing an emergency action plan
- Implement the emergency action plan using Operations Leads

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

- Continually update the Incident Commander on the implementation of the objectives established in the emergency action plan
- Identify staffing and resource needs
- Verify that Operations personnel are working safely
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

3.3.5 Planning Chief


Reports to the Incident Commander.

- Coordinate, direct and manage:
 - Business Continuity
 - Document Control
 - Situation Report
- Assess the present situation and projected situation, including possible contingency plans, long-range plans and alternative courses of action
- Maintain internal municipal operations and continuity
- Ensures information management systems to collect, manage, share and file information and documentation
- Maintain ongoing communication with Operations Chief and Incident Commander in order to identify alternative courses of action, or other possible scenarios that may occur
- Establish an emergency action plan with the Incident Commander and the Operations Chief
- Maintains status on resources
- Identify staffing and resource needs
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

3.3.6 Logistics Chief

Reports to the Incident Commander.

- Coordinate, direct and manage:
 - Facilities
 - Transportation
 - Human Resources

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008


- IT/Communications
- Equipment
- Arrange and provide resources and services such as facilities, transportation, supplies, fuel, maintenance of equipment, food service, and communications for responding and support personnel
- Provide all necessary staff and volunteers to support the emergency response
- Coordinate with the set up of facilities, i.e. emergency operations centre, briefing rooms, etc., as required
- Organize and confirm 24-hour availability of staff, resources and other facilities
- Organize training for new staff and redeployed staff using operations expertise as needed
- Identify staffing and resource needs
- Identify resources depleted during the emergency
- Respond to technological needs for the emergency
- Monitor and maintain building and staff facilities
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

3.3.7 Administration Chief

Reports to the Incident Commander.

Coordinate, direct and manage:

- Procurement
- Cost Tracking
- Payroll
- Admin Support
- Handle all accounting, costing and payroll
- Ensure required purchases are done
- Consult and respond as needed on legal, human resource, and insurance issues
- Maintain the Emergency Operations Centre including secretarial support
- Monitor sources of funding
- Tracking timesheets for incident personnel and equipment
- Making reimbursements
- Contract negotiation and monitoring
- Compensation for injury or damage to property
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

3.3.8 First Responders Lead

Reports to the Operations Chief.

- Coordinates Fire, Police and EMS response
- Monitors Fire, Police and EMS to ensure services are available throughout the emergency
- Regularly report to the Operations Chief
- Makes recommendations to the Operations Chief
- Maintain a personal log of all actions taken

3.3.9 Public Works Lead


Reports to the Operations Chief.

- Monitors water, energy supplies, sewage and roads to ensure there are no interruptions in service
- Regularly report to the Operations Chief
- Makes recommendations to the Operations Chief
- Maintain a personal log of all actions taken

3.3.10 Social Services Lead

Reports to the Operations Chief.

- Provide social service and mental health support to residents of the County of Perth
- Establish support need for orphaned children, and the need for grieving and counseling services
- Ensure volunteers are appropriately registered and trained
- Deploy volunteers as needed
- Regularly report to the Operations Chief
- Makes recommendations to the Operations Chief
- Maintain a personal log of all actions taken

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

3.3.11 Business Continuity Lead

Reports to the Planning Chief.

- Establish, implement and maintain the business continuity plan
- Regularly report to the Planning Chief
- Makes recommendations to the Planning Chief
- Maintain a personal log of all actions taken

3.3.12 Situation Report Lead

Reports to the Planning Chief.

- Create situation report for each update meeting
- Ensures schedules for all Incident Command meetings are posted
- Collects and processes information on the incident
- Provide support to the Planning Chief as required
- Regularly report to the Planning Chief
- Maintain a personal log of all actions taken

3.3.13 Documentation Lead


Reports to the Planning Chief.

- Implement a system to track information related to the emergency response
- Ensure proper retention of information
- Maintains up-to-date files on the incident
- Provide support to the Planning Chief as required
- Regularly report to the Planning Chief
- Maintain a personal log of all actions taken

3.3.14 Facilities Lead

Reports to the Logistics Chief.

- Coordinates available facilities for temporary purposes, i.e. morgues, gas stations, grocery stores

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

- Support the set up of the Emergency Operations Centre, briefing rooms, etc., as required
- Ensure telecommunication requirements are met
- Regularly report to the Logistics Chief
- Makes recommendations to the Logistics Chief
- Maintain a personal log of all actions taken

3.3.15 Transportation Lead


Reports to the Logistics Chief.

- Coordinate the acquisition, distribution and scheduling of various modes of transport for the purpose of transporting persons and/or supplies, as required for the emergency response
- Procuring staff to assist, as required
- Ensuring that a record is maintained of drivers and operators involved
- Regularly report to the Logistics Chief
- Make recommendations to the Logistics Chief
- Maintain a personal log of all actions taken

3.3.16 Human Resources Lead

Reports to the Logistics Chief.

- Coordinate and process requests for human resources
- Coordinate offers of, and appeals for community volunteers with the support of the Emergency Control Group
- Select the most appropriate site(s) for the registration of human resources
- Ensure records of human resources and administrative detail, that may involve financial liability, are completed
- Work with Social Services Lead to ensure that Volunteer Registration Forms are completed when volunteers are involved and a copy of the form is retained for County and/or Municipal records
- Ensure identification cards are issued to volunteers and temporary employees, where practical
- Obtain assistance, if necessary, from Human Resources Development Canada, as well as other government departments, public and private agencies, and volunteer groups, in consultation with the Logistics Chief

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3.3	Incident Management Team Roles and Responsibilities	Nov 4, 2008

- Report regularly to the Logistics Chief
- Maintain a personal log of all actions taken

3.3.17 Procurement Lead


Reports to the Administration Chief.

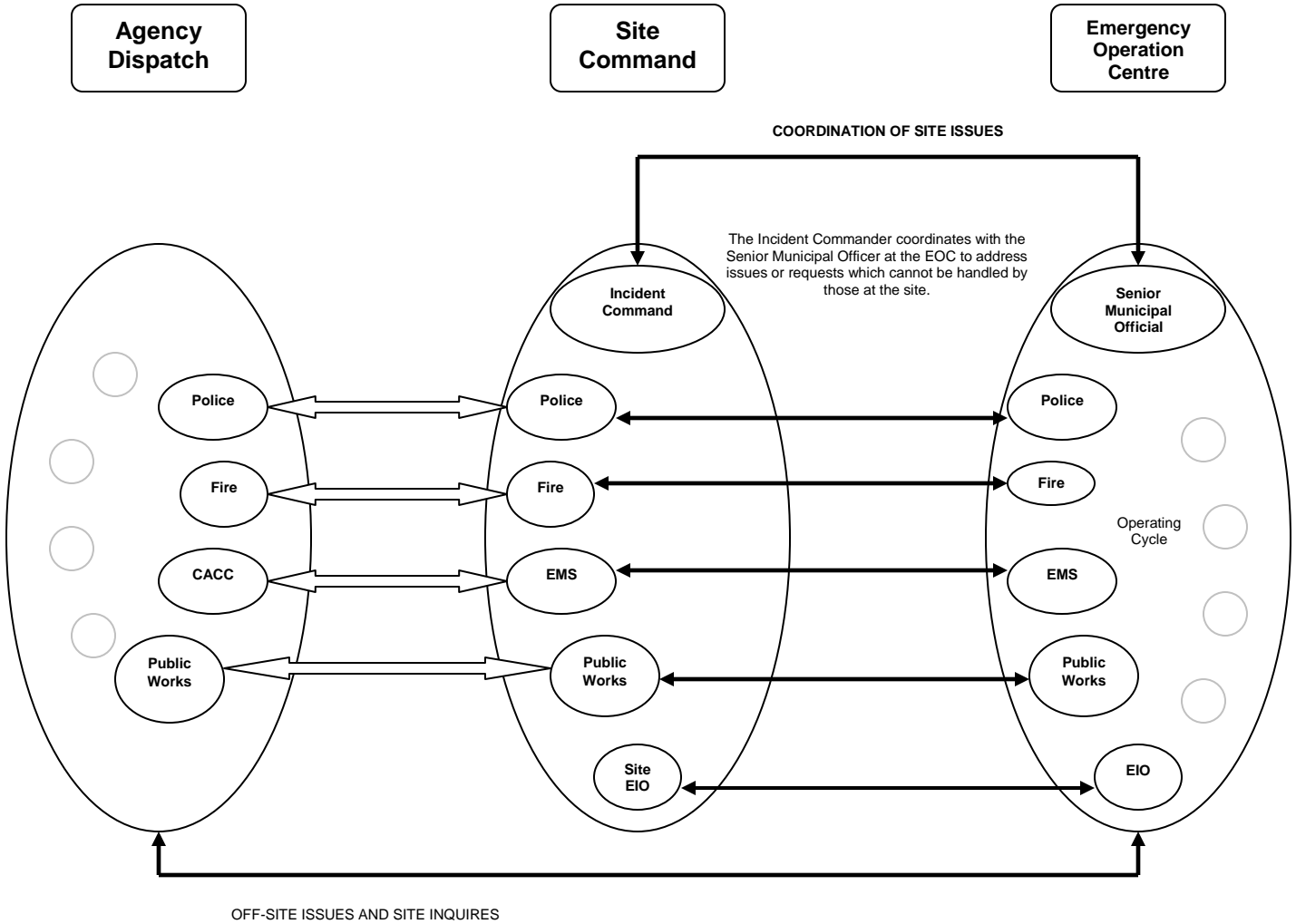
- Advise the Administration Chief on matters related to resource acquisitions in response to the emergency
- Establish method of payment for said resources
- Report regularly to the Administration Chief
- Maintain a personal log of all actions taken

3.3.18 Cost Tracking Lead


Reports to the Administration Chief.

- Log all costs incurred for all agencies during the course of the emergency in order to accurately reimburse or invoice as required
- Report regularly to the Administration Chief
- Maintain a personal log of all actions taken

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Diagram #3	Communication Flow/Activities Coordination Between Emergency Site and EOC	May 11, 2006



NOTE: Coordinators/Supervisors can only request resources available within their own agency. Only the primary agencies are depicted in this model for demonstration purposes. In most circumstances, there will be various other agencies/services involved in a response and recovery operation.

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3.4	Telecommunications	May 11, 2006

Upon implementation of the Emergency Management Plan, it is crucial to ensure that timely and accurate communications are established between the emergency site and the Emergency Operations Centre. Also, communications may be required at various locations including evacuation centres, hospitals, and other key responding agencies.

Radio communications are least susceptible to damage or interruption in time of emergency. A radio relay dispatch system set up between the emergency site and the operations centre as well as radio communication with other communities will ensure that outside agencies will be well informed of the status of the emergency. Telephone landlines may be used as a means of communication but the Emergency Operations Centre will require numerous lines and instruments to ensure good information flow and to protect against possible system failures. In addition, the Amateur Radio Emergency Services is available to provide support communications or emergency communications should other forms fail.


Other forms of telecommunication such as cellular phones, fax machines, email, Blackberrys and Internet may be used to supplement or enhance emergency telecommunications between the Emergency Operations Centre, the emergency site, outside agencies, and other communities. Care will be required when using alternate forms of communication to ensure security of information being disseminated.

Cell phones are not recommended as a form of emergency communication. However, if cell sites are operating and functional, this form of telecommunications may be used to enhance emergency operations. It should be noted that this form of communication is not very secure.

Each agency in the Emergency Operations Centre communicates with its respective coordinator/supervisor at the emergency site. Although the coordinators/supervisors maintain open communication with their dispatch centre, strong channels are developed between the site coordinators/supervisors and the Emergency Control Group.

Reference (confidential):

Annex 10.0	Critical Infrastructure
Appendix O	Procedure for the Installation of Emergency Telephone Lines

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4.1.1 Provincial Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE) Response Teams and Heavy Urban Search and Rescue (HUSAR) Teams

Teams may be activated through the County Fire Coordinator, subject to the following conditions being met:

- The local municipality has responded but has insufficient resources or capability to effectively deal with or resolve the situation
- Appropriate resources available throughout the County are also insufficient to effectively deal with or resolve the situation
- The Fire Coordinator, or alternate, for the County has verified that the two conditions above have been met
- The municipality has declared an emergency, or is in the process of doing so


A “significant emergency” is defined as:

- A large-scale or complex natural or human caused chemical, biological, radiological, nuclear or explosion emergency, or
- A large-scale or complex natural or human caused heavy urban search and rescue emergency

To request the assistance of the teams, the Fire Coordinator contacts the Provincial Operations Centre and provides information about the emergency, including the exact location. Once it has been determined by the Provincial Operations Centre that the incident in question is a “significant emergency” and that the conditions listed above have been met, appropriate approval will be given to deploy the resources of one or more of the teams to the scene.

Concurrently, the Provincial Operations Centre will contact the Ontario Fire Marshall to request that its support personnel and equipment be deployed. The Provincial Operations Centre will also deploy the Emergency Management Ontario Provincial Emergency Response Team to provide advice and assistance to community officials. If necessary and appropriate, the OPP Provincial Emergency Response Team will also be deployed.

A fire department may have to respond to incidents that are not “significant emergencies” but that nonetheless are beyond the fire department’s capabilities and require additional resources. In these situations, the Fire Coordinator may contact the Provincial Operations Centre. Arrangements will then be made to contact the Ontario Fire Marshall to request technical and/or equipment support in order to potentially resolve the situation. The Ontario Fire Marshall may in turn request specialized technical expertise form the memorandums of understanding partners or other sources of assistance to help the local response.

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4.1.2 Emergency Medical Assistance Team (EMAT)

The Emergency Medical Assistance Team can provide the services of a 20-bed, acute care field unit in any community in which the local healthcare system is unable to manage a large number of patients due to a health emergency caused by a severe respiratory illness. It can be deployed within 24 hours to any community in the province with road access if the set of conditions and criteria below are met:

Conditions to be met prior to requesting EMAT:


- Emergency is focused on a severe respiratory illness
- Code Orange invoked by hospital
- Municipal Emergency Plan implemented
- Efforts to transfer patients out of hospital/region as appropriate have been, or will rapidly become, inadequate
- Resolution of emergency is predicted to be greater than 6 hours + EMAT response and travel time

Criteria for deployment of EMAT:

1. Local hospital and regional acute care resources overwhelmed by emergency defined by:
 - Labour availability inadequate to meet requirements
 - Physical resources overwhelmed
 - Other mitigating factors
 - Single hospital community
 - Length of emergency and impact on local health services and resources
 - Community infrastructure unable to meet demands
2. Local hospital and regional acute care resources physically incapacitated by emergency and unable to care for current and/or anticipated in-hospital acute care patients
 - Volume of patients cannot be managed

Process for Implementation:

- Local hospital contacts the Ministry's Emergency Management Unit 24 hour hotline: 1-866-212-2272

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4.1.3 Spills Action Centre

The Spills Action Centre, staffed on a 24-hour basis, receives and records province-wide reports of spills and coordinates appropriate responses.

Spills are defined as releases of pollutants into the natural environment originating from a structure, vehicle, or other container, and that are abnormal in light of all circumstances. Spills must be reported immediately to the Ministry of the Environment and to the municipality when they cause or are likely to cause any of the following:

- Impairment to the quality of the natural environment – air, water, or land
- Injury or damage to property or animal life
- Adverse health effects
- Safety risk
- Making property, plant, or animal life unfit for use
- Loss of enjoyment of normal use of property
- Interference with the normal conduct of business


If there is a spill or other environmental emergency, the Spills Action Centre can be reached at: 1-800-268-6060

4.1.4 CANUTEC - Canadian Transport Emergency Centre Technical Support

CANUTEC staff does not go to the site of an incident regarding the transportation of dangerous goods. Advice and information are provided by telephone regarding:

- Chemical, physical and toxicological properties and incompatibilities of the dangerous goods
- Health hazards and first aid
- Fire, explosion, spill or leak hazards
- Remedial actions for the protection of life, property and the environment
- Evacuation distances
- Personal protective clothing and decontamination

The CANUTEC 24 hour emergency support centre can be reached at: 613-992-4624

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4.1.5 Public Safety and Emergency Preparedness Canada

All federal resources, military equipment, aircraft, services, and activation of emergency plans and procedures must be requested via the Provincial Operations Centre.

4.1.6 Ontario Disaster Relief Assistance Program (ODRAP) – Ministry of Municipal Affairs and Housing

ODRAP is intended to alleviate some of the hardship suffered by private homeowners, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged during a sudden and unexpected natural disaster. ODRAP provides fund to those who have sustained heavy losses for essential items such as shelter and “necessities of life”.

ODRAP provides assistance when damages are so extensive that they exceed the financial resources of affected individuals, the municipality or community at large, but does not cover damages to privately owned, non-essential property, nor to essential property where private insurance is normally available.

The Minister of Municipal Affairs and Housing is authorized to declare a “disaster area” for the purposes of the ODRAP program. The municipal council asking for assistance under the ODRAP program must adopt a resolution outlining the following:

1. The municipality’s request for a disaster area declaration.
2. Whether all or a specified portion of the municipality is to be declared a disaster area.


The request for a disaster area declaration must be submitted to the Minister of Municipal Affairs and Housing within 14 working days of the date of the disaster.

Further ODRAP information, procedures and application documentation is available with the CEMC.

Reference (confidential):

Appendix J Emergency Management Ontario Contact Information
Appendix K Federal/Provincial Services Contact Information

ODRAP Guidelines (supplemental document)

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4.2.1 Neighbouring Municipalities

Neighbouring municipalities to the County of Perth have and are ready to implement their emergency plans, as required.

4.2.2 Medical, and Long Term Care Facilities

County of Perth area medical care facilities have and are prepared to implement their perspective emergency plans, as required. The plans provide for the on-site collection, triage and evacuation of casualties in an emergency situation as activated by the advice of the Ministry of Health and Long Term Care. Further, each medical care facility has its own internal emergency plan which is implemented as required.

4.2.3 Conservation Authorities


Conservation authorities within the County of Perth have the general responsibility and play the lead role in coordinating flood control within its area of jurisdiction in terms of physical efforts and the implementation of its Flood Warning and Action Plan.

4.2.4 Public and Separate School Boards

The school boards within the County of Perth are responsible for the control of school population, school buildings and facilities, and school buses as per their emergency response plans.

4.2.5 Salvation Army

The Salvation Army, under the direction of the Director of Social Services, will be responsible for the provision of qualified personnel to assist Social Services and the Red Cross in their mandate to deliver food, clothing and personal services.

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4.2.6 Canadian Red Cross

Emergency Evacuation Centres will be set up and managed under the authority of the Director of Social Services. Volunteer groups running the Evacuation Centre will be directed by the Canadian Red Cross as per the Perth County Social Services Emergency Plan.

The Canadian Red Cross will be responsible for the coordination of:

- Registration and Inquiry
- Personal needs
- Food and Beverage
- Clothing
- Lodging

4.2.7 Amateur Radio Emergency Service (ARES)

ARES can provide radio links between the Emergency Operations Centre, Evacuation Centres and the Emergency Site, as well as locations such as local hospitals that may be affected by land-line and/or cell phone system failure. Since communications are such a critical part of a successful response, ARES should be contacted immediately if conventional communications are not available.


4.2.8 Ontario Society for the Prevention of Cruelty to Animals (OSPCA)

The OSPCA, with the assistance of the County Animal Control Officers, will be responsible for the following:

- Maintain close liaison with Perth County Social Services
- Be prepared to evacuate and relocate animals under the care of the Humane Society should their facilities be located within the area to be evacuated
- In the company of a police officer, feed animals left behind in private residences
- Remove animals in distress to safe areas
- Assist in the control of animals that pose a threat to humans

4.2.9 Industry

To be confirmed.


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4.2	Local Government and Other Agencies	Nov 3, 2008

Reference (confidential):

Annex 10.0 Critical Infrastructure

Supplemental Documents:

- Perth County Emergency Medical Service Emergency Response Plan
- Corporation of the City of Stratford Emergency Response Plan
- Town of St. Marys Emergency Response Plan
- County of Wellington Emergency Response Plan
- County of Huron Emergency Plan
- County of Oxford Emergency Plan
- County of Middlesex Emergency Response Plan
- Region of Waterloo Emergency Response Plan
- Grand River Watershed Flood Warning System
- Upper Thames River Conservation Authority Flood Contingency Plan
- Maitland Valley Conservation Authority Flood Contingency Plan
- Ausable Bayfield Conservation Authority Flood Contingency Plan
- Radio Amateurs of Canada Amateur Radio Emergency Services Emergency Communications Plan Stratford/Perth County
- Perth County Social Services Emergency Plan
- Huron-Perth Health Alliance Emergency Contingency Plan
- Huron-Perth Catholic District School Board Emergency Procedures Manual
- Avon Maitland District School Board Emergency Measures

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Section 5.0	Volunteer Management	Rev. 1
5.1	Volunteer Management Plan	Nov 3, 2008

5.1.1 Definition

Community Volunteers are people not attached or associated with a formal organization or recognized support group such as the Red Cross, St. John Ambulance or the Salvation Army.

5.1.2 Community Volunteers and Additional Human Resources

Under certain circumstances it may be necessary to issue appeals to the public for volunteers with certain skills to assist in managing an emergency. This should not be done until all available municipal personnel or members of recognized support groups with similar skills have been called upon, and then only under the authority of the Head of Council.

The Emergency Control Group will determine the number of volunteers required, their skills, tools to be brought, and the assembly point to which they are to report. The appeal is written by the Emergency Information Officer in consultation with the Emergency Control Group to be provided to the media in a clear and consistent manner. The Emergency Information Officer will also write a cancellation broadcast as soon as the required number of volunteers has enrolled.

The Human Resources Lead, under the direction of the Logistics Chief is responsible for the coordinating the registration of such volunteers for insurance coverage purposes and their dispatch to the area where they are required.


5.1.3 Volunteer Management

Management of the community volunteers needs will be required, including:

- Training requirements (Health and Safety policies, use of personal protective equipment)
- Food and beverage
- Lodging
- Special needs
- Staffing shifts

Reference (confidential):

Appendix P Volunteer Registration Form

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6.1	Emergency Evacuation Plan	Oct 27, 2006

6.1.1 Evacuation Definition

Mandatory Evacuation takes place when it is determined by the Emergency Control Group that there is an absolute need to evacuate an area, usually on a large-scale, possibly for a long period of time (i.e. more than 24 hours).

Municipal employees would recommend Mandatory Evacuation to the Emergency Control Group when there is an absolute need to evacuate an area on a large scale, possibly for a long period of time during an emergency.


6.1.2 When to Evacuate

The logistics of evacuating a segment of the community is usually overwhelming. The Emergency Control Group must evaluate the following criteria before making the decision to conduct an evacuation:

- Is there enough time to evacuate the affected area? This includes notifying the citizens, setting up a reception centre, activating additional resources.
- Is the problem likely to escalate?
- What would the impact be if it does?
- Are toxic gases involved?
- How long is the incident likely to continue?
- What are the existing resources?

6.1.3 Public Notification

The Municipality may utilize a phone fan-out process which builds on community ties to inform as many people as possible within the community of an evacuation. Additionally, door to door canvassing by means of loud hailers on both police and fire vehicles, and knocking on doors will be conducted, possibly utilizing volunteers or emergency responders. Local media outlets will be contacted to direct people as to what to do and where to go.

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6.1.4 How to Evacuate


The following evacuation steps should be completed by the Emergency Control Group:

1. Assess the situation
2. Consider possible escalation of the situation
3. Make the decision to evacuate
4. Decide what the evacuation parameters are
5. Determine which pre-approved Emergency Evacuation Centres are going to be used
6. Activate the Perth County Social Services Emergency Plan to set up the Evacuation Centres
7. Establish communication with the Evacuation Centres (this can be done by dispatching A.R.E.S.)
8. Prepare a Public Notification news release
9. Notify the local radio and TV stations to broadcast the Public Notification News Release
10. Conduct follow-up actions

6.1.5 Roles and Responsibilities of the Emergency Control Group

In addition to the roles and responsibilities described in the Emergency Management Plan, the Emergency Control Group is also responsible for the following in regards to an evacuation:

- Advising the Head of Council as to whether the declaration of an emergency and a mandatory evacuation is recommended
- Arranging for services and equipment from local agencies not under municipal control, i.e. private contractors, volunteer agencies, service clubs, etc.
- Deciding to evacuate buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from some other source
- Arranging for accommodation and well-being, on a temporary basis, of any residents who are in need of assistance due to displacement as a result of the emergency
- Determining if additional transport is required for evacuation or transport of persons and/or supplies
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public
- Establishing a reporting and inquiry call-in centre to handle individual requests for information concerning any aspect of the emergency
- Advising the Head of Council when and why to terminate an emergency/evacuation order

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6.1.6 Evacuation Centre Operation

The Evacuation Centre will be set up and managed under the authority of the Director of Social Services. Volunteer groups running the Evacuation Centre will be directed by the Canadian Red Cross as per the Perth County Social Services Emergency Plan.

When a decision is made to open an Evacuation Centre, the Director of Social Services will contact the Canadian Red Cross and provide the following information:

- The nature and extent of the disaster
- The anticipated number of evacuees
- The location of the Evacuation Centre
- The expected duration of the evacuation

Essential services provided at the Evacuation Centre include:

- Registration and Inquiry
- Personal needs
- Food and Beverage Centre
- Clothing Centre
- Lodging Centre
- First Aid
- Security

The media will not be allowed in the Evacuation Centre for the sake of privacy and security of the evacuees. Media will be directed by the Emergency Information Officer to an appropriate media conference site.


6.1.7 Roles and Responsibilities of Other Agencies

6.1.7.1 Canadian Red Cross

See Section 6.1.6.

6.1.7.2 Medical Care Facilities

When an evacuation order is in effect, all medical care facilities within the County of Perth will be prepared to evacuate or receive evacuees from other institutions. In either case, the provision of their emergency plan will apply.

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6.1.7.3 Salvation Army

When an evacuation order is in effect, the Salvation Army, under the direction of the Red Cross, which is under the direction of the Director of Social Services, will be responsible for the provision of qualified personnel to assist Social Services and the Red Cross in their mandate to deliver clothing and personal services.

6.1.7.4 Perth Amateur Radio Emergency Service (ARES)


The Perth ARES will provide emergency communication as required for Police, Red Cross, municipal departments or other agencies as requested. When an evacuation order is in effect for the County and Municipalities of Perth, Perth ARES under the direction of the Emergency Control Group will:

- Provide telecommunication equipment and operators to link all receptions centres with the Emergency Operations Centre
- Provide mobile equipment and operators for other locations as identified by the Emergency Control Group
- Perform any other telecommunications actions as requested by the Emergency Control Group

6.1.7.5 Ontario Society for the Prevention of Cruelty to Animals (OSPCA)

When an evacuation order is in effect, the OSPCA, with the assistance of the County Animal Control Officers, will be responsible for the following:

- Maintain close liaison with Perth County Social Services
- Be prepared to evacuate and relocate animals under the care of the Humane Society should their facilities be located within the area to be evacuated
- In the company of a police officer, feed animals left behind in private residences
- Remove animals in distress to safe areas
- Assist in the control of animals that pose a threat to humans

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6.1.7.6 Perth District Health Unit

The Health Unit will be responsible for the following before opening the shelter to the evacuees:


- Ensure water quality and appropriate sanitary services
- Food inspections, i.e. quality of food, food safety issues
- Institute infection control measures
- Surveillance of communicable diseases
- Assist with psycho-social issues

Reference (confidential):

Annex 10.0 Critical Infrastructure
Appendix M Approved Emergency Evacuation/Reception Centres

Supplemental Documents:

Perth County Social Services Emergency Plan
County of Perth Evacuation Centre Feasibility Study

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6.2	Shelter-in-Place	Nov 24, 2006

6.2.1 Shelter-in-Place Definition

Shelter-in-place is the practice of going or remaining indoors during severe weather, the release of an airborne hazardous material, or other emergency event. Unless the substance is flammable, like natural gas, emergency response personnel recommend that citizens initially stay indoors, until instructions are provided to leave. Buildings can protect those in the emergency area.

6.2.2 When to order Shelter-in-Place

Shelter-in-place should be ordered when:

- The situation will be short lived, such as a toxic vapour cloud passing over the community
- The law of averages suggests loss of property and life will be less if people are not centralized, such as during a tornado
- Time is not available
- The velocity of the wind is high and the direction is well defined


6.2.3 Public Notification

The Municipality may utilize a phone fan-out process which builds on community ties to inform as many people as possible within the community of a shelter-in-place order. Additionally, door to door canvassing by means of loud hailers on both police and fire vehicles, and knocking on doors will be conducted, possibly utilizing volunteers or emergency responders. Local media outlets will be contacted to direct people as to what to do.


6.2.4 How to Shelter-in-Place

The following instructions should be provided to the public during a shelter-in-place order:

- Go indoors and stay there
- Close all outside doors and every door inside the building
- Close all windows
- Seal the cracks around doorways with wide tape and a rolled damp towel at the floor space
- Tape a piece of plastic over the window to seal it

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6.2	Shelter-in-Place	Nov 24, 2006

- Do not use bathroom or kitchen vents
- Set thermostats, so air conditioners, furnaces and hot water heaters will not come on
- Do not use fireplaces. Close all dampers.
- Do not operate clothes dryer
- Shelter in an inside room away from windows and doors, if possible
- Stay tuned to local television or radio stations for information
- Do not leave the building until told to do so
- Do not use the telephone; you may tie up the phone lines.

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Section 7.0	Crisis Media/Public Communications Plan	Rev. 0
7.1	Emergency Information	May 12, 2006

7.1.1 Introduction

Upon implementation of the Emergency Management Plan, it will be important to coordinate the timely release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following Emergency Information Team will be established as required:

- Emergency Information Officer (see Section 2.2)
- On-site Emergency Information Officer (to be appointed by the Emergency Control Group as required)
- Media Spokesperson (see Section 2.2)
- On-site Media Spokesperson (to be appointed by the Incident Commander as required)
- Citizen Inquiry Supervisor (to be appointed by the Senior Municipal Official as per the nature of the emergency)

7.1.2 Roles and Responsibilities of Emergency Information Team

7.1.2.1 Emergency Information Officer

See Section 2.2.5.11. Emergency Information Officer.


7.1.2.2 Media Spokesperson

See Section 2.2.5.1 Head of Council.

7.1.2.3 Citizen Inquiry Supervisor

The Citizen Inquiry Supervisor will be appointed by and report to the Senior Municipal Official. They will be responsible for:

- Establishing a Citizen Inquiry Service, including the appointment of personnel and designation of telephone lines and email addresses
- Direct the operation of the Emergency Citizen Inquiry Centre
- Informing the Emergency Information Coordinator of the establishment of the Citizen Inquiry Service and designated telephone number(s) and email addresses

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7.1	Emergency Information	May 12, 2006

- Informing the affected emergency services, the Emergency Control Group and municipal switchboards of the establishment of the Citizen Inquiry Service and designated telephone numbers and email addresses
- Ensuring liaison with the Emergency Information Officer to obtain current information on the emergency
- Responding to, and re-directing inquiries and reports from the public based upon information from the Emergency Information Officer (such information may be related to school closings, access routes or the location of evacuee centres.)
- Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service
- Responding to and redirecting inquiries pertaining to persons who may be located in evacuation and reception centres to the registration and inquiry telephone number(s)
- Procuring staff to assist, as required
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing


7.1.3 Approval of Emergency Information

News releases, media advisories, and updates regarding the emergency will be drafted by the Emergency Information Officer. All media information must have final approval (as recorded by the Emergency Operation Centre Recording Secretary) from the Emergency Control Group before distribution.

Technical information (i.e. website “hot buttons”, fact sheets) does not require pre-approval from the Emergency Control Group. However, hardcopies or emails of this documentation must be provided to the Emergency Information Officer to be forwarded to the Emergency Control Group and other stakeholders for their information.

7.1.4 Audiences

During an emergency there are a number of internal and external audiences that will require information. The following is a listing of those audiences that may require specific information during an emergency. It is important to consider the audience that is to be targeted when preparing and disseminating information.

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7.1.4.1 Internal Audiences

- Incident Commander
- First Responders
- Council
- Citizen Inquiry Supervisor
- Staff

7.1.4.2 External Audiences

- Evacuation centres, shelters, Family Information Centres
- Provincial government – EMO
- County/other municipalities in Perth
- Neighbouring municipalities
- Members of Parliament
- Members of Provincial Parliament
- Families of municipal staff and first responders
- General public
- Media
- Local businesses
- Non-government agencies and volunteer organizations


7.1.5 Communications Flow

7.1.5.1 Internal Communication Flow

It is the responsibility of the Emergency Control Group to provide information to the Incident Commander with respect to decisions being made in the Emergency Operations Centre and to ensure that the Incident Commander is aware of all of the information that is being sent out to the external audiences. Each member of the Emergency Control Group is responsible for ensuring that decisions and actions being made and taken by the Emergency Control Group are conveyed to their staff both at the site and off site.

7.1.5.2 External Communication Flow

A primary function of the Emergency Control Group is to gather and manage information during an emergency. Information will be gathered during Operation Cycle

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meetings at the Emergency Operations Centre, from the site, and by monitoring media reports to ensure that the information being conveyed is accurate.

Where necessary, the general public will be notified by a press conference or news release. Note that all senior officials must clear all news releases regarding death or criminal activity from the Ontario Provincial Police.


7.1.6 Distribution of Emergency Information

Emergency information products and practices that can be used to distribute information to the media and public include:

- Media Advisories – brief messages or announcements, such as the time and location of an upcoming news conference.
- News Releases – key information about the incident or emergency.
- Fact Sheets – pre-written detailed information provided about the Municipality's Emergency Management Program, the history of emergency events in the area, etc.
- Websites – an excellent means to update a large portion of the public in a minimal amount of time.
- Citizen Inquiry Line – provides members of the public with a phone number to call in order to get more information.
- Media scrums – informal briefings provided to the media by the Media Spokesperson.
- News Conferences – formal and moderated meetings between key officials/Media Spokespersons and the media.
- Newsletters – direct mailings to the public.
- Information Phone Line – Citizen Inquiry Phone Line established to directly answer the public's questions.

7.1.7 Emergency Information Centre

Emergency information related to routine or non-complex incidents can generally be handled from an emergency site, or other municipal offices by the Emergency Information Officer. However, large-scale and or complex incidents and emergencies may necessitate establishing an Emergency Information Centre, directed by the Emergency Information Officer. Depending on the full scope of the emergency, there will possibly be a need to establish two Emergency Information Centres. One will be near the scene for the On-site Emergency Information Officer, and the other will be near, or at designated areas at, the Emergency Operations Centre. In some cases, a joint media information centre may be appropriate.

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Common Emergency Information Centre functions, directed by the Emergency Information Officer, include:

- **Media services:** Welcomes and registers media personnel, provides written background information (contained in pre-prepared media packages) and answers logistical questions. Usually the location for news conferences.
- **Call-taker:** Answers phone lines designated for media inquires. Messages taken for the Emergency Information Officer who then returns the calls.
- **News monitoring:** Monitors media coverage of the emergency. Records/clips stories and reports rumours and misinformation to the Emergency Information Officer.
- **Administration:** Provides administrative support to the Emergency Information Centre staff. Also coordinates the provisions of food for the Emergency Information Centre staff.
- **Logistics:** Provides provisions for IT support, equipment set-up, security for the Emergency Information Centre, parking coordination and building maintenance.
- **Spokespersons:** Heads of Council that will speak to the media regarding the municipality's response to the emergency and answer questions.

Emergency Information Centres will be located at the Emergency Operation Centres (see Appendix B). Separate entrances will be used for the Emergency Operations Centre staff and the media, with the aid of security.


Support from mutual assistance, volunteers, and/or Emergency Management Ontario may be required regarding the operation of the Emergency Information Centre.

7.1.8 Coordination with Other Agencies

Coordination between participating organizations is essential for the purpose of ensuring consistent and accurate messages are delivered to the media and public.

For routine incidents, emergency information is typically coordinated from the incident site between the Incident Commander and the Senior Municipal Official. For larger-scale, or extended duration incidents attracting significant media attention, the Emergency Control Group may decide to activate the Emergency Information Centre. It is then important that the coordination of information is immediately established between the On-site Emergency Information Officer(s) and the Emergency Information Officer at the Emergency Information Centre.

When multiple organizations are involved, it may be advantageous to coordinate emergency information from a Joint Information Centre. A Joint Information Centre is

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operated jointly by the Municipality and other incident stakeholders. Representatives of each agency would be on hand to coordinate on messages and speak to their respective areas of responsibility during news conferences and interviews.

7.1.9 Emergency Citizen Inquiry Centre

The Emergency Citizen Inquiry Centre, directed by the Citizen Inquiry Supervisor, is a public inquiries centre using broadcasted and dedicated telephone numbers and email addresses, staffed by trained operators which will provide information to help the public cope with the emergency or disaster.

The Emergency Citizen Inquiry Centre also gathers information from callers about needs, concerns and offers of assistance. This information will then be passed to the appropriate Emergency Response organization to ensure that needs are met and available resources are utilized.

Support from mutual assistance, volunteers, and/or Emergency Management Ontario may be required regarding the operation of the Emergency Citizen Inquiry Centre.

See Appendix O to establish emergency telephone lines in areas served by Bell Canada.


7.1.10 Evaluating Communications Management

It will be important to continually evaluate the effectiveness of our communications during an emergency.

After an emergency, an evaluation will be prepared that looks at the strengths, weaknesses, and improvements needed. This summary will be submitted to the CEMC for preparation of the debriefing report.

To help evaluate the communications, the Emergency Information Team will keep track of:

- News releases issued
- Dissemination of prepared communications
- Media contact forms and follow-up
- Media interviews held
- News briefings held
- Rumour control: rumours, responses

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- Article clippings from newspaper and internet sites
- Calls made to Inquiry Lines

Reference (confidential):

Appendix B	Emergency Operations Centres/Floor Plans
Appendix O	Procedure for the Installation of Emergency Telephone Lines
Appendix R	Media Package
Appendix S	Media Contact Information
Appendix T	News Conference Locations
Appendix U	Emergency Information Officers Contact List

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During an emergency, the media will be a vital communications channel to the community. The Emergency Information Team will ensure that the Municipality is open, honest and accessible to the media.

7.2.1 Media Spokespeople

The Head of Council will act as the key spokesperson during an emergency. However, other spokespeople may be called on by the Head of Council and the Emergency Control Group to provide assistance with handling media questions that pertain to their area of expertise, such as during news briefings. These may include:

- Medical Officer of Health
- Fire Chief
- Director of Social Services
- OPP Communications Officer

7.2.2 News Releases

News releases will be drafted by the Emergency Information Officer on County or Municipal letterhead. The Emergency Control Group will have final approval.

7.2.3 Interviews with the Media

7.2.3.1 Expert Staff

Reporters gain most of their information for a story through interviews. Even when they receive prepared statements for fact sheets, they will conduct an interview for quotes and information. The Head of Council may not be able to conduct all interviews with reporters because of their lack of knowledge or expertise on a specific topic. It is therefore, important for an expert staff person to be prepared when responding to the media during an emergency.

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7.2.3.2 Before Any Interview

Before arranging an interview, the Emergency Information Officer will gather the reporter's details and determine which expert spokesperson is best able to handle the interview. They will consult with the Emergency Control Group to direct the reporter to the appropriate agency.

7.2.3.3 Preparing for an Interview: Emergency Information Officer's Responsibility

The Emergency Information Officer will be responsible for collecting and preparing background information on the interview needed by the expert staff person.

7.2.3.4 Preparing for an Interview: Staff Expert's Responsibility

The staff expert is expected to consult with the Emergency Information Officer to prepare for the interview. Helping the expert staff person to prepare for the interview will include advice on responding to negative questions from reporters.

7.2.4 Media Briefings

During an emergency, the Emergency Control Group, in consultation with the Emergency Information Officer, may decide to host a media briefing(s). A media briefing will provide the Emergency Control Group a chance to provide a deeper understanding about the issue of the emergency as well as introduce expert spokespeople and key issues. This will give the Emergency Control Group an opportunity to build credibility with reporters and to let them know how the emergency will be handled.

7.2.5 News Conferences

The Emergency Control Group, in consultation with the Emergency Information Officer will determine when to hold a news conference. The Emergency Information Officer will work with the Emergency Control Group to coordinate and conduct news conferences.

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7.2.5.1 Notification

Media and other stakeholders will be notified at least 24 hours prior to a news conference or media briefing, if possible. They will be notified using the quickest, most convenient method(s) available. For example, media will be notified by fax or email, unless there is a power outage.

7.2.5.2 News Conference Set-up

Technical equipment, if needed, such as the multi-media projector and laptop, will be placed so these are accessible to the speaker.

Room Layout Checklist:

- Podium at front of room
- Table near the podium
- Microphones – sufficient number for speakers and moderator
- Multi-media projector on table
- Screen at front of room
- Laptop on table
- Overhead projector ready if needed
- Chairs close to podium for additional speakers
- Chairs for 50 people (with spaces at sides and back for TV cameras)
- Coffee, water, refreshments
- Name plates of spokespersons
- Maps
- Office supplies, photocopier

7.2.5.3 Format

During a news conference, the lead spokesperson will:

- introduce themselves with their name and title
- identify the briefing topic
- introduce anyone else who may be speaking by their name and title
- discuss the topic with accurate information
- facilitate a question and answer period; either answering questions directly or fielding a question to the appropriate person
- end the question and answer period.

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7.2.5.4 Information Presented at a News Conference

The Emergency Information Officer will work with the Emergency Control Group to ensure that information presented during the briefing is accurate.

A media kit with information will be prepared and distributed to those at the news briefing, if necessary.

7.2.6 Site and Facility Tours


When an incident or emergency is focused on a physical location, such as a tornado path, the media will desire access to that site. In many cases the media will arrive at the site before an incident management structure has been fully established.

In order to protect the media and control the site, Ontario Provincial Police will restrict the movement of the media in and around the Inner Perimeter and the Emergency Site (see Section 3.0, Diagram #2) as determined by the Incident Commander. Restricted media access to the Emergency Operations Centre will also be established by police.

Once security is in place, the Emergency Information Officer will coordinate media visits to the site, if their safety can be assured, and with consultation with the Incident Commander. Before conducting such visits, media will be briefed on rules for the tour. This may include the opportunity to interview key officials, also in consultation with the Incident Commander.

Reference (confidential):

Appendix R	Media Package
Appendix S	Media Contact Information
Appendix T	News Conference Locations
Appendix U	Emergency Information Officers Contact List

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8.1 Introduction

It is the responsibility of the Emergency Control Group to establish a Post-Emergency Recovery Committee, of which its role is to return the community and its citizens to its pre-emergency state as much as possible.


The Emergency Recovery Plan will be activated at the direction of the Emergency Control Group, consistent with the Emergency Management Plan, normally occurring once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously. Recovery efforts may be initiated while a state of emergency is still in effect. Generally, the lead agency of the emergency will remain the lead agency of the recovery.

Recovery shall be addressed by Human Needs, Infrastructure, and Financial. Subcommittees will be formed to address these issues, as required.

8.2 Responsibilities of Post-Emergency Recovery Committee

Roles and responsibilities of the Post-Emergency Recovery Committee are as follows:

- Appoint a Committee Chair
- Establish the following subcommittees:
 - Human Needs
 - Infrastructure
 - Finance
- Establish a committee operating cycle
- Ensure that County and Municipal elected officials and the public are informed of the status and activities of the recovery process
- Ensure that Senior Municipal Officials from neighbouring municipalities are kept abreast of recovery activities that may have an impact on those municipalities, or other municipalities whose resources may be required
- Receive information from, and providing direction to the Recovery subcommittees to ensure necessary services are provided and being coordinated
- Provide recommendations to Council concerning expenditure of funds, new by-laws or changes to existing by-laws and such other matters as may require Council approval
- Ensure continuity of mandated services to those residents not affected by the emergency
- Decide on the termination of recovery activities and the wind-up of Recovery subcommittees
- Prepare a final report on the recovery phase of the emergency for submission to Council
- Make recommendations for amendments to this recovery plan

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8.3 Human Needs

Human needs will be addressed by the establishment of the Human Needs Subcommittee, lead by the Director of Social Services.

Roles and responsibilities of the Human Needs Subcommittee are as follows:


- Assist displaced citizens to located housing and have utilities connected
- Coordinate storage and distribution of donated materials
- Ensure special needs of the population are met
- Ensure health standards are maintained throughout the community
- Coordinate counseling
- Work with business/industry to ensure that employment opportunities are restored as soon as possible
- Provide secure storage for residents' property as required
- Assist with transportation coordination for this in need of outpatient care or therapy
- Ensure that burials can be conducted in an appropriate manner
- Coordinate with other recovery committees
- Maintain financial records for committee activities
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

8.4 Infrastructure

Infrastructure requirements will be addressed by the establishment of the Infrastructure Subcommittee. The Emergency Control Group will appoint a subcommittee lead as appropriate to the nature of the emergency.

Roles and responsibilities of the Infrastructure Subcommittee are as follows:

- Determine (based on Engineering advice) the extent of damage to municipal buildings, roads, bridges and utilities
- Upon request (with Engineering and/or Chief Building Official advice) provide information to property owners regarding extent of damage to homes and property
- Ensure (with police) that access to unsafe areas is restricted
- Expedite demolition permits where appropriate
- Ensure residents are given opportunity to secure and/or remove personal property from damaged locations, when safe to do so
- Ensure traffic controls (lights and signage) are restored

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- Ensure appropriate removal of debris and arranging for sorting and recycling as much as possible
- Ensure proper sanitation measures taken
- Recommend (if appropriate) the waiving of tipping fees at municipal landfill sites
- Ensure the safety of workers in the damaged area including volunteers
- Continue to work with utilities to permanently restore services
- Coordinate the use of volunteer labour to assist residents with clean up on private property
- Maintain financial records for committee activities
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan


8.5 Financial

Financial requirements will be addressed by the establishment of the Financial Subcommittee. The Emergency Control Group will appoint a subcommittee lead as appropriate to the nature of the emergency.

Roles and responsibilities of the Financial Subcommittee are as follows:

- Maintain accurate records of all emergency related expenditures
- Coordinate the required committees if ODRAP will be required
- If required, arrange to advance funds to those in need and arrange for recovery of these funds
- In the event of a human caused emergency, prepare and submit claim(s) against the individual or entity that caused the emergency
- Prepare claim for provincial and/or federal funding
- Analyze the impact of the emergency on the municipal budget
- Prepare insurance claims on behalf of the municipality
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

Provincial and federal financial assistance should be sought through Emergency Management Ontario.

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8.6 Public Information

This plan assumes that the role with respect to Public Information and Media Coordination will continue during the recovery phase. It is vital that accurate and up-to-date information be provided regularly to residents throughout the recovery phase. During recovery, it is the responsibility of each Committee and Subcommittee Chair to ensure that information flows between the Post-Emergency Recovery Committee and its subcommittees to the Emergency Information Officer.