



Emergency Response Plan

Schedule "A" TO By-law No. 2023-XXX



Prepared by the
Municipality of Kincardine
Community Emergency Management Office

Table of Contents

BY-LAW NUMBERS AND AMENDMENTS TO THE EMERGENCY RESPONSE PLAN 6

1. SECTION 1 – INTRODUCTION	8
1.1. Hazards.....	8
2. SECTION 2 – AIM	9
SCOPE OF THE PLAN	9
3. SECTION 3 – LEGISLATIVE AUTHORITY	9
4. SECTION 4 – LEVELS OF RESPONSE, NOTIFICATION AND EMERGENCY DECLARATIONS	10
Role of the MECG/EOC	10
Site Support from an EOC	10
Coordination from an EOC.....	11
Command from an EOC.....	11
4.1. Action Prior to Declaration.....	11
4.2. Municipal Emergency Notification Procedures	11
4.3. Declaring Municipal Emergencies	12
4.4. Terminating Emergencies	12
4.5. Role of the Municipality of Kincardine	12
5. SECTION 5 – REQUESTS FOR ASSISTANCE	13
5.1. Requests to the County of Bruce	13
5.2. Requests to Surrounding Municipalities	13
5.3. Requests to the Province	13
5.4. Federal Assistance.....	14
5.5. Responsibilities of the Municipality.....	15
6. SECTION 6 – MUNICIPAL EMERGENCY CONTROL GROUP.....	16
Training & Exercises	16
6.1. Individual Roles and Responsibilities of MECG Members	17
6.1.1. Head of Council (Mayor) or Alternate	17
6.1.2. Chief Administrative Officer	17
6.1.3. Fire Chief	17
6.1.4. CEMC	18
6.1.5. Director of Infrastructure and Development.....	19
6.1.6. Director of Corporate Services/ Treasurer or Alternate	19

6.1.7.	OPP Detachment Commander	20
6.1.8.	Emergency Information Officer	20
6.2.	Support Agencies.....	21
6.2.1.	Bruce County Paramedic Services	21
6.2.2.	Medical Officer of Health/Public Health Representative	22
6.2.3.	Local Electric Utility	23
6.2.4.	Bruce County Human Services.....	23
6.2.5.	Municipal Water/Wastewater Official	24
6.3.	Emergency Operations Centre (EOC) Support Staff.....	24
6.3.1.	Operations Assistant/Scribe	24
6.3.2.	Operations Assistant/Duty Officer.....	25
6.3.3.	Human Resources Assistant	25
6.3.4.	Purchasing and Risk Management Services	25
6.3.5.	IT Services Support Staff.....	25
6.3.6.	Director of Community Services/Parks and Facilities Manager (MOK).....	25
6.3.7.	Facilities Manager	Error! Bookmark not defined.
6.3.8.	Solicitor.....	26
6.4.	Supporting Boards, Services and Organizations.....	26
6.4.1.	Auxiliary Communications Service (ACS) Emergency Coordinator	26
6.4.2.	Hospitals.....	27
6.4.3.	School Boards	27
7.	SECTION 7 – EMERGENCY MANAGEMENT RESPONSE IN THE EOC.....	28
7.1.	Emergency Operations Centre.....	28
7.2.	Operational Period	28
7.3.	Operational/Planning Meetings	28
7.4.	Incident Action Plans (IAP)	28
7.5.	Incident Management System (IMS) Concept.....	29
7.6.	Policy Group (MECG)	30
7.7.	EOC Director.....	31
7.8.	EOC Command Staff	32
7.8.1.	Emergency Information Officer	32
7.8.2.	Safety Officer.....	32
7.8.3.	Liaison Officer.....	33

7.9.	Operations Section.....	33
7.10.	Planning Section.....	33
7.11.	Logistics Section.....	34
7.12.	Administration and Finance.....	34
7.13.	Incident Command.....	35
7.13.1.	Responsibilities of Incident Command.....	35
8.	SECTION 8 – COMMUNICATIONS PLAN.....	36
8.1.	Telecommunications.....	36
8.2.	Emergency Information Plan.....	37
8.3.	Emergency Information Staff.....	37
8.3.1.	Emergency Information Officer.....	37
8.3.2.	Municipal Spokesperson.....	38
8.3.3.	Public Information Supervisor.....	38
8.3.4.	Web Specialist.....	39
8.4.	Emergency Information Centre.....	39
8.4.1.	Municipal Emergency Information Centre.....	39
8.4.2.	Joint Emergency Information Centre.....	39
8.4.3.	Emergency Site.....	39
8.5.	Audiences.....	40
8.5.1.	Internal Audiences.....	40
8.5.2.	External Audiences.....	40
8.6.	Communications Flow.....	40
8.7.	Distribution of Emergency Information.....	41
8.7.1.	Media Briefings.....	41
8.7.2.	Media Conferences.....	41
8.7.3.	Site Visits/Media Pools.....	41
8.7.4.	Public Service Announcements.....	42
8.7.5.	Media Releases.....	42
8.7.6.	Interviews.....	42
8.7.7.	Website.....	42
8.7.8.	Backgrounders/Fact Sheets.....	42
8.7.9.	Family Information Centre’s.....	43
8.8.	Media Monitoring.....	43

9.	SECTION 9 – VOLUNTEERS.....	43
9.1.	Types of Volunteers	43
9.2.	Registration.....	43
9.3.	Supervision and Training	44
9.4.	Identification.....	44
9.5.	Tracking	44
9.6.	Food/Water/Accommodation/Transportation Procedures for Volunteers	44
10.	SECTION 10 – EVACUATIONS.....	45
10.1.	Human Services Evacuation Plan.....	46
10.2.	Memorandum of Understanding.....	48
10.2.1.	Registration and Inquiry Services.....	48
10.2.2.	Emergency Lodging	49
10.2.3.	Emergency Food.....	49
10.2.4.	Personal Services and Health Care	49
10.2.5.	Emergency Clothing.....	49
10.2.6.	Preparedness and Training.....	49
10.3.	Host Community Evacuations.....	49
11.	SECTION 11 – PLAN MAINTENANCE AND REVIEW	50
11.1.	Internal Procedures.....	50
11.2.	Annual Review.....	50
11.3.	Amendments.....	50
11.4.	Flexibility	50
	EMERGENCY RESPONSE PLAN GLOSSARY OF TERMS AND ACROYNMS.....	51

BY-LAW NUMBERS AND AMENDMENTS TO THE EMERGENCY RESPONSE PLAN

BY-LAW NO.	REVISION	DESCRIPTION	CONSOLIDATION DATE
	0	Creation and adoption of an emergency plan	February 1995
	1	Re-issue 1. Delete Tiverton 2. Delete Toxic Gas Information 3. Incorporate Municipal Nuclear Emergency Plan 4. Update to reflect revised PNEP	December 1997
	2	Include Emergency Management Ontario comments	May 1998
	3	Include Emergency Management Ontario comments	July 1998
	4	Include Emergency Management Ontario comments	September 1998
	5	Granting of interim Plan Status	October 1998
2003-022	6	Inclusion of new Amalgamation name Change	February 2003
2006-009	7	1. Revise format to Bruce County Plan 2. Change all references of Provincial Operations Centre to Provincial Emergency Operations Centre 3. Change all references of Joint Information Centre to Emergency Information Centre 4. Change all references of Joint Traffic Control Centre to Traffic Control Centre 5. Change all references of PNEP to PNERP 6. Change all references of BNPD to Bruce Power 7. Add appendix for human health / agricultural emergencies 8. Add Emergency Management Act 2002 references 9. Comments from Emergency Management Coordinating Committee 10. Comments from Emergency Management Ontario 11. Comments from Emergency Services Committee 12. Add appendices for Transportation, Energy, Severe Weather, Critical Infrastructure emergencies 13. Add Mutual Assistance Agreements	January 2006

		1. 14. Add Emergency Resource Directory	
	8	Revisions to Municipal Nuclear Plan	January 2016
2023-XXX	9	Complete Revision of Emergency Response Plan to include IMS structure model in a separate appendix (Complex incidents)	July 2023

DRAFT

1. SECTION 1 – INTRODUCTION

In this plan, emergencies are extraordinary occurrences demanding extraordinary action and extraordinary resources. Thus, they are distinct from routine operations carried out by emergency response agencies such as police, fire and paramedic services or municipal departments such as public works. The response to such emergencies often requires a coordinated effort on the part of several agencies both public and private, and this Emergency Response Plan identifies the actions that may be taken during an emergency, declared or not.

Under the Emergency Management and Civil Protection Act, an emergency is defined 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 other health risk, an accident or an act whether intentional or otherwise.”

1.1. Hazards

A hazard can be defined as “A phenomenon, substance, human activity, or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. These may include natural, technological, or human-caused incidents or some combination of these.” Hazards can be categorized as natural such as an ice storm, technological such as a power outage or human such as acts of terrorism. The following list identifies some of the potential hazard risks or threats to our community.

- Tornadoes and Severe Thunderstorms
- Heavy Rain, Flooding and Erosion
- High Winds
- Electrical Energy Failures
- Extreme Heat or Cold
- High-Impact Winter Weather
- Fires / Explosions
- Hazardous Materials Incident
- Infectious Human Diseases
- Water Shortage or Quality Issues
- Nuclear (Facility) and Radiological
- Cyber Attack
- Substance Use & Overdose
- Road/Highway Incidents
- Critical Infrastructure Failure
- Communications Failure
- Mass Casualty Incident
- Oil & Natural Gas
- Civil Disorder
- Foreign Animal Disease

While there are ways to mitigate and prevent some hazardous events, emergency situations will occur. Nevertheless, there are steps that we can take to prepare for, respond to and recover from emergencies to lessen the impacts on our communities

including loss of life, property damage, and protecting the environment. This plan is intended to serve as a guide in implementing those steps necessary to lessen the impact of an emergency.

Some of these hazards happen suddenly, without notice. Many other come with advanced notice and measures can be taken to mitigate the impact and prepare the participants, partner agencies and the community for potential impacts.

2. SECTION 2 – AIM

The aim of this Plan is to make provisions for the extraordinary actions and measures that may have to be taken to efficiently and effectively deploy personnel, resources, equipment, and services necessary to address an emergency.

Standard Response Goals set out the priority for all activities related to an emergency.

SCOPE OF THE PLAN

This municipal emergency plan covers the responsibilities of the Municipality and the various departments and organizations, which would respond to an emergency.

This plan is formally entitled the “Municipality of Kincardine Emergency Response Plan”. In this document it will be referred to as “the plan”.

The presence of the Bruce Power facility requires special attention in Kincardine’s program. An incident at that location will trigger a much more complex and widespread response governed by the Provincial Nuclear Emergency Response Plan. Bruce Power is a critical partner in the municipality’s program.

In the event of a nuclear emergency, refer to Appendix “A” for specific actions.

3. SECTION 3 – LEGISLATIVE AUTHORITY

The Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9 is the primary enabling legislation for the formulation of this Emergency Response Plan, which will govern the provisions of necessary services during an emergency. The Act requires all municipalities in Ontario to develop an emergency preparedness and response program, the standards for which are defined in Ontario Regulation 380/04

In accordance with Section 3 of the Act, *“every municipality shall formulate an emergency response plan governing the provisions of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.”* The Emergency Management and Civil Protection Act and the passage of municipal by-laws provide the legal authority for the Emergency Response Plan. A copy of this plan will be filed with the Treasury Board Secretariat through Emergency Management Ontario.

4. SECTION 4 – LEVELS OF RESPONSE, NOTIFICATION AND EMERGENCY DECLARATIONS

Most emergencies are usually first discovered by police, fire, paramedic, or public works agencies as they are normally among the first to be called. However, the decision to activate the Municipal Emergency Notification Procedures shall be the responsibility of any member of the Municipal Emergency Control Group (MECG) having an indication that a real or potential emergency is imminent. That member shall determine if the MECG activation is required and ensure that the appropriate individuals or agencies are notified.

In some cases, it may not be necessary to assemble the MECG, but it may be important to make them aware of a potential emergency or to update them on a situation. In this case the emergency notification procedures may be used to provide information to the group or to place them on standby pending possible activation of the Emergency Operation Centre (EOC). Additionally, it may be decided to initiate an electronic meeting or virtual EOC to provide a group discussion.

Role of the MECG/EOC

The role of an EOC may vary due to the nature of the response and the incident response organization. EOCs most often provide support to the site(s). However, in some responses, they may play a coordination or, more rarely, a command role when there is no site.

The main purpose of most EOCs is to coordinate efforts that provide support to the site. The Incident Commander is responsible for the Site. The EOC Director manages an EOC that responds to the site requests. In most incidents, the main task of an EOC Director is to coordinate resources and information. This could be for additional resources, approvals, or emergency declaration. The EOC provides consequence management, transportation of evacuees, establishment of reception centres, and establishment of public inquiry and media centres.

The EOC is also responsible for ensuring that Essential Services and Continuity of Operations are maintained for the municipality. While an emergency is occurring in one area, there may still be routine incidents happening in another. Also, if resources are not available, what non-essential services can be curtailed.

Site Support from an EOC

Support to the site is different from coordination and command of the incident itself. An EOC providing support to the site of a high-rise fire does not provide tactical decisions for fire suppression. However, if there is a request for a reception centre and buses to shelter residents, the EOC may coordinate the necessary arrangements to fulfill the request to support the site.

An EOC may have a larger coordinating role depending on the nature and extent of an incident. For example, if the high-rise fire example mentioned earlier requires street

closures in surrounding areas, the EOC Director may manage a citywide transportation strategy to address traffic control issues because of the incident.

Coordination from an EOC

Complex incidents may consist of multiple sites or may not have a clearly defined site. In either case, it may be more effective and efficient to coordinate incident response activities from an EOC.

In complex incidents, a critical task of an EOC is coordinating and sharing incident information and situational awareness. Not all incident response organizations will be located in an EOC therefore, situational awareness will need to be shared virtually as well as through planning cycle meetings. The EOC fosters collaboration between response organizations for incidents that involve multiple sites and/or Incident Commanders or require a coordinated network approach.

Command from an EOC

When incident response activities are coordinated from an EOC, the EOC Director will set the objectives, strategies, and tactics for the incident. For example, a municipal EOC may coordinate efforts to respond to a major winter storm.

4.1. Action Prior to Declaration

When it appears that an emergency situation is imminent or has occurred, but an emergency has not yet been declared, responders and employees of the Municipality may take such actions as set out in this Emergency Response Plan in order to protect lives and property of the residents of the Municipality.

4.2. Municipal Emergency Notification Procedures

Any member, primary or alternate, of the Municipal Emergency Control Group is responsible for initiating the notification procedures upon becoming aware of an emergency situation or potential emergency situation, as defined in this Plan by contacting the appropriate individuals or agencies as follows:

- Mayor/Head of Council
- Chief Administrative Officer
- Community Emergency Management Coordinator
- Fire Chief
- Director of Community Services
- Director of Corporate Services/Treasurer
- Director of Infrastructure and Development
- Emergency Information Officer
- Ontario Provincial Police
- Bruce County Paramedic Services
- Bruce County Social Services
- Grey Bruce Public Health

Notification procedures and contact information is in Appendix "M".

4.3. Declaring Municipal Emergencies

Under the Emergency Management and Civil Protection Act, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency.

Section 4 of the Act provides for the declaration of an emergency by the Head of Council and states that the “Head of Council 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.”

The Head of Council or designated alternate has the authority to declare that an emergency exists within the whole or any part of the Municipality. This decision should be made in consultation with the other members of the MECCG.

Once the Head of Council or designated alternate declares an emergency, the signed emergency declaration (See Appendix I) shall be faxed and/or emailed to:

- The Provincial Emergency Operations Centre (PEOC)
- Council of the Municipality
- Neighbouring municipalities
- The County of Bruce – contact the County CEMC
- The local Member of Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- The public, through the media and social media, with the assistance of the Emergency Information Officer (EIO).

4.4. Terminating Emergencies

At any time, the Head of Council, Council, or the Premier of Ontario may terminate an emergency. Once an emergency has been terminated, a copy of the signed emergency termination form shall be faxed and/or emailed to the individuals and agencies listed in Section 4.3. (See Appendix J)

4.5. Role of the Municipality of Kincardine

Whenever an emergency or disaster occurs or threatens to occur, the initial and primary responsibility for managing the response rests with the Municipality. The Municipality will exercise and implement this Emergency Response Plan for all local emergencies/disasters.

The Municipal Emergency Control Group may request additional assistance and resources from the County of Bruce by contacting the County of Bruce CAO or CEMC directly and/or by implementing the Mutual Assistance Agreement. The Community Emergency Management Coordinator (CEMC) will assist the member municipality as the liaison for these contacts.

5. SECTION 5 – REQUESTS FOR ASSISTANCE

In certain emergency situations, the scale of the emergency may be such that it is beyond local resource capability, both public and private, to manage the emergency response effectively and efficiently. In such cases, requests for assistance may be made through any or all the following sources of assistance.

5.1. Requests to the County of Bruce

Requests for assistance for specific services, personnel, or equipment from County of Bruce departments such as Paramedic Services, Communications, Human Services, Transportation and Environmental Services, Planning Department, etc. may be made as follows:

- Bruce County plays an integral role in supporting individuals displaced from their homes. Their emergency social services programs support many of Kincardine's vulnerable populations. The County has an agreement with the Canadian Red Cross for provision of service (see Appendix Q).
- By implementing mutual assistance agreements as provided for by Section 13 (1) of the Emergency Management and Civil Protection Act. The County of Bruce and neighbouring municipalities have entered into a mutual assistance agreement. Any municipality which is party to the agreement may initiate a request for assistance. The request for such assistance and the execution of a mutual assistance agreement may be made in consultation with the Municipal Emergency Control Group. The Mutual Assistance Agreement does not supersede any existing agreements between services such as the Bruce County Mutual Aid Fire Agreement or the Memorandum of Understanding for Essential Social Services.
- The Mayor or CAO may request the County CAO to activate its Emergency Operation Centre to assist with the emergency.

5.2. Requests to Surrounding Municipalities

Implement mutual assistance agreements as provided for by Section 13 (Agreements) of the Emergency Management and Civil Protection Act and as set out in Section 5.1.

5.3. Requests to the Province

Upon notification by the Municipality that a municipal emergency has occurred but at which time the Head of Council has not officially declared an emergency, the province may deploy an Emergency Management Ontario (EMO) Field Officer or other staff member to provide advice and assistance as requested, and liaison with the Provincial Emergency Operations Centre. However, when a community declares an emergency, Emergency Management Ontario will normally deploy a Field Officer to the local Emergency Operations Centre. The Field Officer will be the link between the Municipality and the province for both provincial and, if necessary, federal assistance.

In addition to the assistance provided by Emergency Management Ontario, the following identifies some provincial ministries and federal department/agencies and the

assistance they may be able to provide to local municipalities. It should be noted that many of these ministries and agencies may also have investigative and enforcement roles. Assistance provided may include but it is not necessarily limited to the following:

- i) Ministry of Agriculture, Food and Rural Affairs in the event of a Foreign Animal Disease Emergency or livestock related needs, food contamination, and pest infestation.
- ii) Ministry of the Environment, Conservation and Parks with respect to spills of pollutants to the natural environment, including fixed sites and transportation spills; drinking water emergencies.
- iii) Ministry of Health and Long-Term Care with respect to human health emergencies such as pandemics, epidemics; food and water contamination.
- iv) Ministry of Municipal Affairs and Housing for financial assistance as administered through the Municipal Disaster Recovery Assistance (MDRA), Disaster Recovery Assistance for Ontarians (DRAO), and Special Ad Hoc Funding Programs.
- v) Ministry of Natural Resources and Forestry can provide specific assistance with respect to floods, forest fires, dam breach abandoned wells, and droughts.
- vi) Ministry of Transportation (and their contractors) can provide assistance with emergencies on provincial highways.
- vii) Request for Heavy Urban Search and Rescue (HUSAR) must be made by the County of Bruce Fire Coordinator to the Province through the Ontario Fire Marshal.
- viii) Request for Provincial Hazardous Materials Teams (HAZMAT) team must be made by the County of Bruce Fire Coordinator to the Province through the Ontario Fire Marshal. The provincial HAZMAT Team will send trained fire personnel for large and complex incidents. The municipality remains responsible for cleanup of spilled substances under the guidance of the provincial team.
- ix) The Transportation Safety Board provides advice to first responders with respect to transportation incidents including air/rail and ground transportation.
- x) Request for Assistance for Hazardous Materials Expertise must be made by the County Fire Coordinator to the Province.

5.4. Federal Assistance

Federal assistance, which, at times, shall be requested by the Province of Ontario through the Provincial Emergency Operation Centre, may include, but is not limited to, the following:

- i) Canadian Food Inspection Agency (CFIA) in the event of a Foreign Animal Disease. A provincial request is not necessary to obtain their services and assistance.
- ii) CANUTEC may provide advice to local municipalities with hazardous materials release emergencies which may include appropriate protective and evacuation distances. A municipality may contact CANUTEC directly for assistance. Both the Fire Department and members of the control group may contact them.

- iii) The Canadian Forces has many services, equipment and supplies that could be of assistance to municipalities during a disaster. The request must be made through the province.
- iv) The Rescue Coordination Centre in Trenton can deploy resources related to air and marine emergencies and can be contacted directly at 1-800-267-7270. This not only includes Canadian Air Force and Coast Guard assets, but US Coast Guard, Canadian Coast Guard Auxiliary, and Civil Air Search and Rescue Association.
- v) Environment and Climate Change Canada provides information on the weather that can be found on weather forecasts at their website or by calling them directly. They can provide expertise on severe weather and wind forecasts for Hazardous Materials incidents. Environment Canada staff will be deployed to assist with the determination of a specific weather event such as tornadoes.
- vi) Public Safety Canada is the federal agency that can provide extra-ordinary funding for large emergencies.

- **2-1-1 Notification and Communication Protocols**

2-1-1 is an easy to remember phone number available throughout Ontario to support residents, municipalities, businesses, and others. 2-1-1's Information & Referral professionals are available 24/7/365 to provide live answer information about Ontario's community, social, health and government services. During the response to, and recovery from, emergency events, 2-1-1 supports communities by providing authoritative, non-emergency information to residents (e.g. Road closures, the location of evacuation centres, services, safety precautions etc.) 2-1-1 alleviates the burden of non-emergency calls to 9-1-1 and allows emergency responders to focus on response. 2-1-1 providers welcome opportunities to participate in municipal emergency exercises and training. 2-1-1 also maintains an extensive database of community, social, health and government services at www.211ontario.ca.

5.5. Responsibilities of the Municipality

Prior to an emergency event which may be declared or terminated by the Head of Council, provide 2-1-1 with the names and contact information of Community Emergency Management Coordinators (CEMCs), Emergency Information Officers (EIO) and others authorized to notify 2-1-1 and invoke the assistance of 2-1-1. [Form provided.]

5.5.1. Notify 2-1-1 when an event has occurred by dialing 211 or one of the contact numbers provided by the 2-1-1 contact centre in your region. [2-1-1 contact list provided.]

5.5.2. Maintain a line of communication with 2-1-1 throughout the event providing authoritative, accurate information that can be relayed to the public. This can be done by phone or email.

- 5.5.3. Inform residents that they can call 2-1-1 for non-emergency information. This can be done through street signs, press releases, the media and other means.
- 5.5.4. Inform 2-1-1 when the emergency event ends.
- 5.5.5. The 2-1-1 staff person who receives notification of an emergency event will document the information using a form that captures what, where, who, when etc. and the name and contact information of the person providing the information.
- 5.5.6. Answer non-emergency calls from the public through regular business hours and our 'After Hours Emergency Lines'. Ensure the network of 2-1-1 service providers in Ontario is notified, can access the most current information about the event and is available to provide support if needed.
- 5.5.7. Track the nature of calls received and convey relevant information to the EIO, CEMC or designated person.
- 5.5.8. Prepare an After-Action Report and submit it to the Municipality.

6. SECTION 6 – MUNICIPAL EMERGENCY CONTROL GROUP

The Emergency Management and Civil Protection act Regulation 380/04 requires each municipality to establish a Municipal Emergency Control Group (MECG). The Municipality has identified representatives to participate in the municipal emergency control group. Some members of the Community Emergency Management Program Committee (CEMPC) are Members of the MECG. The roles and responsibilities of the individual members of the Municipal Emergency Control Group are set out in Section 6.1.

Training & Exercises

The legislation and standards set out the minimum training and exercise requirements for the MECG. Members should take the Basic Emergency Management Course and Incident Management System Training relative to their role in emergencies. The Chief of EMO has the power to determine the competencies needed for MECG members. The program committee should determine the annual training plan, providing the resources and budget to ensure the effectiveness of MECG operations.

1. Senior Municipal Decision Makers
 - Mayor/Head of Council
 - Chief Administrative Officer
 - Community Emergency Management Coordinator
 - Fire Chief
 - Director of Corporate Services/Treasurer
 - Director of Infrastructure and Development
2. Advisors
 - Emergency Information Officer
 - Ontario Provincial Police
 - Bruce County Paramedic Services

- Bruce County Social Services
- Grey Bruce Public Health

6.1. Individual Roles and Responsibilities of MECG Members

The following is a list of the individual member's roles and responsibilities during an emergency.

6.1.1. Head of Council (Mayor) or Alternate

- Provide leadership in the EOC operations.
- Declare an emergency in consultation with MECG.
- May terminate an emergency after consulting with MECG and Council
- Ensure required individuals and agencies including the Solicitor General of Ontario have been notified of the declaration and termination of an emergency.
- Establish a communication link with Emergency Information Officer.
- Act as the Community Spokesperson.
- Ensure that all inquiries regarding the MECG and the emergency operation are directed to the Emergency Information Officer.
- Approve news releases and public announcements issued by the Emergency Information Officer.
- Maintain or appoint a scribe to maintain log of actions taken and decisions made by the Head of Council.

6.1.2. Chief Administrative Officer

- Ensure that the municipal emergency notification procedures for the control Group are implemented if requested.
- Chair the MECG meetings and provide leadership.
- As EOC Director, coordinate all Emergency Operation Centre functions, such as ensuring that the operational period is scheduled and maintained, arranging for the preparation of agendas, and ensuring proper support staff is in place to effectively operate the EOC.
- Ensure ongoing essential administrative functions of the Municipality are maintained and if these are affected by the emergency situation, determine those efforts needed to restore services.
- Arrange for additional EOC support staff as required.
- Advise Head of Council and MECG on administrative matters, proper policies and procedures of the municipal government and laws.
- Ensure that required individuals and agencies are notified of the declaration and termination of an emergency.
- Assist Head of Council with authorizing the dissemination of information through the Emergency Information Officer to the media and the general public.
- Authorize implementation of Mutual Assistance Agreements in consultation with MECG.
- Maintain log of actions taken and decisions made or arrange for a scribe.

6.1.3. Fire Chief

- i) Upon becoming aware that an emergency has occurred or is threatening to occur, shall ensure that the appropriate municipal representative as set out in Section 4.2 is notified to call the control group members together.
- ii) Establish an incident command post with communication link to EOC.
- iii) If emergency is fire related, appoint Incident Commander and advise the MECG.
- iv) Establish communication link with senior fire officials at the emergency site.
- v) Advise MECG on matters relating to fire resources.
- vi) Determine if additional fire resources are required to aid emergency site effort including the need for special equipment and recommend, if possible, sources of supply such as Hazmat, Self-Contained Breathing Apparatus (SCBA), protective clothing.
- vii) Ensure equipment and manpower needs are adequate.
- viii) Ensure Mutual Aid / Fire Agreement Plan is activated if requested.
- ix) Assist EMS with casualties as necessary if resources are available.
- x) Liaise with Ministry of the Environment and Climate Change and the Spills Action Centre when spills occur. Should a spill/contaminant occur within an identified vulnerable drinking water supply area, ensure that the municipal staff responsible for drinking water supply are notified.
- xi) Liaise with the Office of the Fire Marshal and/or other related fire department response partners.
- xii) Maintain log of actions taken and decisions made.

6.1.4. CEMC

- i) If necessary, upon becoming aware that an emergency has occurred or is threatening to occur shall ensure that the appropriate municipal representative as set out in Section 4.2 is notified to call the control group members together.
- ii) Ensure that proper communications are in place between the EOC and at the Incident Command Post and that a proper link is established between the two locations.
- iii) Ensure activation of the EOC upon notification of an emergency
- iv) Ensure MECG are properly registered at the EOC location.
- v) Ensure that proper security is in place for both the emergency site and the EOC.
- vi) Provide up-to-date information on the developing emergency situation to EMO.
- vii) Ensure that MECG have supplies (emergency response plan, resources, supplies, pens, maps, and equipment) necessary to conduct emergency operations in the EOC.
- viii) Provide advice and clarification to the MECG about the implementation of the Emergency Response Plan.
- ix) Liaise with Bruce County Human Services and community support agencies.
- x) Address any action items resulting from the activation of the Emergency Response Plan.
- xi) Ensure MECG is informed of implementation needs of the Response Plan.

- xii) Maintain records and files of decisions made and logs taken for the purpose of conducting a debriefing, post emergency reporting and updating community's emergency plan and program.

6.1.5. Director of Infrastructure and Development

- i) If necessary, ensure that the appropriate individuals as set out in Section 4.2 are notified to contact the members of the control group.
- ii) If necessary, establish an incident command post with communication link to EOC.
- iii) Establish a communication link with senior roads staff at the incident.
- iv) If directed by the MECG, provide an incident commander(s) for the site.
- v) Advise MECG on information pertaining to engineering, road design, resources, etc.
- vi) Liaise with senior public works officials from other road authorities including local, county, or provincial.
- vii) Ensure municipal resources are provided as requested.
- viii) Arrange for resources as requested by the Incident Commander and approved by the MECG to be provided and ensure a record/inventory of all supplies and equipment requested and sent is maintained.
- ix) Assist OPP with traffic barricades, assist fire with evacuations, during winter ensure roads are ploughed and cleared.
- x) As flood coordinator liaise with Conservation Authorities on matters related to flooding.
- xi) Maintain municipal services provided such services could be safely maintained.
- xii) Contact proper agencies to have public or private utilities disconnected if public safety is affected or when directed by MECG.
- xiii) Liaise with utility representatives to provide alternative means of providing hydro, gas etc. if utilities are affected.
- xiv) Maintain log of actions taken and decision made.

6.1.6. Director of Corporate Services/ Treasurer or Alternate

- i) Treasurer is considered a member of the MECG. The roles and responsibilities of the Treasurer are as follows:
- ii) Provide information and advice on financial matters and information systems as they relate to the emergency.
- iii) Liaise, if necessary, with Treasurers from neighbouring municipalities.
- iv) Maintain record of all expenses.
- v) Ensure payment and settlement of all legitimate invoices and claims incurred during the emergency in a timely manner.
- vi) Procure appropriate sources of funding for emergency such as the Ontario Disaster Relief Assistance Program (ODRAP).
- vii) Chair or appoint a department representative to chair the Financial Recovery Sub-committee to ensure responsibilities outlined in Section 11.4 are completed as required. Maintain a personal log of all actions taken.

6.1.7. OPP Detachment Commander

- i) If necessary, ensure that the appropriate municipal representative set out in Section 4.2 is notified to call the control group members together.
- ii) Maintain law and order within the community.
- iii) Notify and assist relevant emergency services, as required.
- iv) Request additional OPP resources including additional officers, special response and investigative resources needed to fulfil the needs of the incident. This may include a site media relations officer.
- v) Establish an incident command post, as required.
- vi) Alert persons endangered by the emergency and coordinate evacuation procedures, as necessary.
- vii) Establish inner and outer perimeters around the emergency site.
- viii) Notify the Coroner of fatalities and provide assistance with respect to the collection, security and identification of deceased persons, and notification of next of kin.
- ix) Ensure the timely and accurate dissemination of information and instructions to the public, in coordination with local emergency management officials.
- x) Undertake and manage, in concert with any other police action relating to the incident, investigations into criminal acts that have been committed or suspected.
- xi) Provide traffic control to facilitate the movement of emergency vehicles.
- xii) Liaise with other municipal, provincial, and federal agencies, as required.
- xiii) Provide security to incident and Incident Command Post, Emergency Operation Centre and any other areas deemed appropriate in consultation with MECG.
- xiv) Establish communication with other municipal departments to arrange for additional supplies and equipment when needed, e.g., barriers and flashers, etc.

6.1.8. Emergency Information Officer

During the activation of this plan, the EIO will report to the Head of Council and CAO or Chief of Operations. The EIO has the following responsibilities:

- i) Ensure the dissemination of all emergency information to the media and public,
- ii) The EIO(s) will establish a communication link with the Community Spokesperson and with the Public Information Supervisor and any other media coordinators from provincial, federal, private industry, public and private agencies.
- iii) Ensure that proper groups are advised of the Emergency Information Centre telephone numbers such as the media, Command, Command Staff and Municipal staff.
- iv) Coordinate all emergency information including media scrums (photograph sessions and interviews) at the EOC and emergency site.
- v) Responsible for setting up and staffing the Emergency Information Centre, if required.

- vi) Liaise with Command to obtain up-to-date information for media in order to prepare and issue press releases, arrange media briefings and may be required to post emergency information on the internet.
- vii) Provide Public Information Supervisor with regular updates to ensure accurate and up-to-date information is disseminated to the public.
- viii) Ensure that the CAO and Head of Council approve all media releases prior to dissemination.
- ix) Ensure copies of all media releases are provided to Emergency Information Centre staff, Public Information Supervisor, Command, and key media officers from other agencies.
- x) Monitor the conventional news outlets and social media to try to ensure erroneous information is corrected.
- xi) Maintain copies of all media information pertaining to the emergency incident such as media releases, web and social media posts, newspaper articles, etc.
- xii) Maintain personal log of all decisions made and actions taken.

6.2. Support Agencies

The following agencies may be required to attend the EOC to provide support, logistics and advice to the MCEG.

6.2.1. Bruce County Paramedic Services

- i) On becoming aware that an emergency has occurred or is threatening to occur, shall ensure that the appropriate municipal representative as set out in Section 4.2 is notified to call the control group members together.
- ii) Establish communication link with senior paramedic officials at the incident.
- iii) Provide for overall coordination of “Emergency Medical Response” to an emergency.
- iv) Provide for and maintain Emergency Medical Services at the incident.
- v) Directly liaise with EMS Site Coordinator.
- vi) Assess and determine need, request, and coordinate deployment of “on-site Medical Teams.”
- vii) Establish and maintain open link communications with Central Ambulance and Communications Centre (CACC) and area hospitals.
- viii) Liaise with Public Health “Incident Manager”.
- ix) Update reporting to Medical Officer of Health and Ministry of Health and Long-Term Care designate.
- x) Provide technical assistance to Medical Officer of Health with assessment of resource needs.
- xi) Determine resource availability and coordinate deployment to emergency site (i.e., air ambulance, multi-patient buses, support units, paramedics, etc.).
- xii) Procure and approve supply purchases.
- xiii) Ensure appropriate patient allocation to receiving medical facilities and efficient distribution of patient load.
- xiv) If required, appoint an EMS Incident Commander.

- xv) Liaise with Community Care Access Centre (CCAC) for information regarding individuals with special needs or disabilities that may reside in an area to be evacuated.
- xvi) Assist in the coordinated effort for transport of persons in health care facilities, nursing homes, homes for the aged, etc. in need of evacuation.
- xvii) Participate in debriefing and assisting the CEMC in the preparation of Incident Report.
- xviii) Maintain log of actions taken and decisions made

6.2.2. Medical Officer of Health/Public Health Representative

During Human Health Emergencies, Grey Bruce Public Health will assume the lead for emergency response. Grey Bruce Public Health will respond using the Incident Management System. During a municipal Water System emergency, public health will establish a unified command incident response with the affected municipal water department. In all other emergency situations, public health representatives will participate as members of the EOC as required.

- i) On becoming aware that a human health emergency has occurred or is threatening to occur, shall ensure that the municipal emergency notification system as set out in Section 4.2 is activated.
- ii) Assume a lead role in response to a human health emergency such as infectious disease outbreak through activation of Public Health's Response Plan and Incident Management System.
- iii) Approve information/instructions on public health risk reduction for the Municipality to distribute to the public.
- iv) Consult on the safe disposal of biohazardous and other dangerous material that may affect public health.
- v) Coordinate vaccine management and implement mass immunization plan as required.
- vi) Provide advice to affected municipal department(s) or response group(s) on potability of emergency water supplies and sanitation facilities as required.
- vii) Liaise with the Ministry of Health and Long-Term Care and Public Health Ontario.
- viii) Consult with Coroner on temporary morgue facilities.
- ix) Fulfill legislative mandate of the Medical Officer of Health (MOH) as outlined in relevant provincial legislation, such as the Ontario Public Health Standards, the Health Protection and Promotion Act and related protocols.
- x) Provide direction on any matters which may adversely affect public health.
- xi) Liaise with voluntary and private agencies.
- xii) Liaise with Human Services Administrator or designated alternates on preventing human health risks in evacuation centres in areas of safe food preparation, infection control practices, water quality, and sanitation.
- xiii) Keep record of all Public Health activities including actions taken and decisions made.
- xiv) Participate in debriefings as required.

6.2.3. Local Electric Utility

- i) Upon a warning or threat of an emergency situation involving the electrical energy supply, ensure that the municipal emergency notification procedures of the Municipality are initiated.
- ii) Provide MECG with information and advice regarding available electrical supply services.
- iii) Provide alternate emergency electric energy supplies where necessary and practical.
- iv) Discontinue electrical supply services as requested by Incident Command in consultation with the MECG.
- v) Restore interrupted services on a priority basis in consultation with the MECG.
- vi) Request out of area resources to expedite restoration of services.
- vii) Liaise with the Director of Infrastructure and Development.
- viii) Ensure the emergency routes are clear of power lines for safe ingress and egress to the emergency site.
- ix) Advise the EOC Director and MECG of any electricity grid related safety precautions that need to be conveyed to the public because of the emergency situation at hand, or as a result of decisions made to respond to the emergency.
- x) Maintain a log of actions taken and decisions made.

6.2.4. Bruce County Human Services

The Human Services Administrator or alternate has five essential areas of responsibility: Food, Clothing, Lodging, Registration and Inquiry, and Personal Services. These services are delivered through the operation of reception centres, or overnight shelters. The main responsibilities of the Human Services Administrator during an emergency are:

- i) Upon notification from a member Municipal Emergency Control Group (MECG) that a shelter or reception centre is in the process of being set up, will report to the member Municipal Emergency Operation Centre to provide advice and guidance with respect to the overall management of the shelter under the MOU ESS. The Human Services Administrator may take on the role of Shelter Manager at the request of the Head of Council or, alternatively, may appoint a staff person to this role if Red Cross is not available.
- ii) Activate the Memorandum of Agreement with Red Cross, as required.
- iii) Liaise with partner agencies such as Municipal Staff, Public Health, Red Cross, St. John Ambulance, Salvation Army, Victim Services, and service groups, to set up, manage, and disassemble the evacuation facilities.
- iv) Activate mutual assistance agreements with partner agencies and various service and supply agreements, as needed.
- v) Maintain a log of all expenditures, invoices, etc., and submit to the Administration and Finance Chief (Director of Corporate Services or Alt).

- vi) Liaise with 211 and, through the implementation of the communication plan, ensure residents are made aware that 211 is a quick and effective means to access personnel assistance.
- vii) Maintain a log of all actions taken.

6.2.5. Municipal Water/Wastewater Official

- i) Ensure that the emergency notification procedures are activated as set out in Section 4.2 for any municipal drinking water system emergency as set out in the Drinking Water Quality Management Standard.
- ii) Mobilize materials, manpower and equipment to respond to an emergency, and, if necessary, arrange for services from other municipalities or private contractors.
- iii) Provide advice and information to the MCEG with respect to municipal water resources, wastewater, and provincial legislation, etc.
- iv) Liaise with the Ministry of the Environment, Ontario Clean Water Agency, etc. with respect to water issues in the Municipality.
- v) Ensure well houses, water treatment facilities and infrastructures operate properly, and arrange for repairs as necessary.
- vi) Arrange for the implementation of water contingency plans; boil water advisories, etc. as required in consultation with the Medical Officer of Health or designated representative and the MOE.
- vii) Access supplies of potable water including bottled water and drinking water dispensing.
- viii) Arrange for equipment for emergency pumping operations.
- ix) Liaise with the Fire Chief concerning emergency water supplies for firefighting purposes.
- x) Arrange for emergency potable water supplies and sanitation facilities to the requirement of the Medical Officer of Health.
- xi) Arrange for the discontinuation of any water service to any resident, as required, and ensure services are restored when appropriate.
- xii) Chair or appoint a department representative to chair the Infrastructure Recovery Sub-committee and to ensure responsibilities as outlined in Section 11.3 are completed as required.
- xiii) Maintain a log of actions taken and decisions made.

6.3. Emergency Operations Centre (EOC) Support Staff

The following staff may be required to attend the EOC to provide support, logistics and advice to the MCEG.

6.3.1. Operations Assistant/Scribe

- i) Is a member of the Operations Section under IMS.
- ii) Aids EOC Director with any of the responsibilities outlined in 7.7.
- iii) Maintains Main Event Log of the EOC Command Operational meetings.
- iv) Keeps maps and status boards up to date.
- v) Notify and debrief support staff required to report to the EOC.

- vi) Arranges for dissemination of information to Council as directed by Head of Council and CAO.
- vii) Maintains personal log of actions taken.

6.3.2. Operations Assistant/Duty Officer

- i) Is a member of the Operations Section under IMS.
- ii) Assists with the set-up of the Emergency Operations Centre including all telecommunication and computer equipment and ensure the integrity of the telecommunications equipment throughout the duration of the emergency.
- iii) Responsible for registering members and support agency staff into the emergency operations centre.
- iv) Maintains and record all messages into the emergency operations centre particularly during business meetings.
- v) If necessary, arrange for food, refreshments and accommodations for members attending at the Emergency Operations Centre.
- vi) Assists the CAO's/ Chief of Operations' Assistant/Scribe as necessary.

6.3.3. Human Resources Assistant

- i) Is a member of the Logistics Section of IMS
- ii) Consult with Human Services and partner agencies to coordinate outreach and counseling services to those affected by the emergency.
- iii) Assist Human Services with arrangements for appropriate counseling services at evacuation centres, as required.
- iv) Assist with the set up and staffing of the volunteer registration centre.
- v) Arrange for the tracking of volunteers.
- vi) Implement Emergency HR Policies
- vii) Assist as required with deployment of staff to areas utilizing Staff skills inventory.
- viii) Maintain a log of actions taken.

6.3.4. Purchasing and Risk Management Services

- i) Arrange for equipment, personnel and materials as directed by the MCEG.
- ii) Ensure proper tracking of equipment, personnel, and materials.
- iii) Notify the Municipality's Legal and Risk Management staff of the events and provide appropriate documentation.
- iv) Coordinate and assist HR with the volunteer registration and volunteer placement needs.
- v) Maintain a log of actions taken.

6.3.5. IT Services Support Staff

- i) Ensure that the EOC has connectivity to the municipal computer network, including Internet for additional communication support.
- ii) Work with radio contractor to ensure the stability of municipal two-way radio systems and arrange for additional resource needs.
- iii) Provide equipment and staff resources as necessary to support computer including email and Internet requirements of MCEG members.

- iv) Provide assistance for partner agencies to connect to their networks.
- v) Arrange for virtual meeting capabilities as required.
- vi) Assist the MCEG with information technology needs.
- vii) Maintain a personal log of actions taken.

6.3.6. Director of Community Services

- i) A member of the Logistic Section and may take on the Role of Shelter Command if a Shelter is open and operating.
- ii) Provide information to the MCEG about the municipal facilities.
- iii) Arrange for the opening, use and maintenance of municipal facilities as reception and evacuation centres, warming/cooling centres etc. as requested by the MCEG.
- iv) Liaise with Bruce County Human Services and non- government social services agencies to ensure reception/evacuation centres are set up/arranged, as required.
- v) Liaise with South Bruce OPP and/or Security Contractors to arrange for security at reception and evacuation centres, once established.
- vi) Arrange for staff to assist as required.

6.3.7. Facilities Manager

- i) In the event a shelter is operating, may, at the direction of Human Services and the Director of Community Services, assume role of Command of the Shelter
- ii) Is responsible for assisting with or ensuring that the duties as set out in the MOU ESS are completed as required.

6.3.8. Solicitor

- i) Provide legal advice, as requested, to the MCEG or any member of the MCEG as they apply to the actions of the Municipality and their response to an emergency.
- ii) Maintain a log of actions taken.

6.4. Supporting Boards, Services and Organizations

6.4.1. Auxiliary Communications Service (ACS) Emergency Coordinator

The ACS Emergency Coordinator will be deployed by, and report to, the CEMC and may be responsible for the following:

- i) Activate emergency notification procedures of the Amateur Radio Emergency Services operators.
- ii) Ensure that the emergency telecommunications centre is equipped and staffed and work to correct any problems that may arise.
- iii) Provide an inventory of private sector communications equipment that could, in an emergency, be used to augment existing communications equipment.
- iv) Make arrangements for acquiring additional communication resources during an emergency.
- v) Maintain a log of actions taken.

6.4.2. Hospitals

The South Grey Bruce Health Centre is located in Kincardine. During an emergency, the hospitals are responsible for:

- i) Implementing their emergency response plans.
- ii) Coordinate and liaise with Bruce County Paramedic Services and Public Health who are represented on the Control Groups.
- iii) Notify and liaise with Home and Community Care Support Services (H.C.C.S.S.) when a significant incident is identified.

Bruce County Paramedic Services and Public Health will inform the municipal control groups of concerns and needs of the hospital during municipal emergencies and, if necessary, work with the control groups to arrange for assistance as may be required. A hospital representative may be requested to attend the EOC to provide direct communication.

6.4.3. School Boards

The Bluewater District School Board and the Grey-Bruce Catholic District School Board are responsible for the schools in Kincardine. It is expected that the following roles will be implemented by the Boards in the event of a municipal emergency or disaster.

Implement emergency response plans of the Board and the schools as necessary.

During normal business hours, the Municipality will be responsible for contacting the school and the contacts at the school boards with respect to such requests and/or to advise of a potential or occurring emergency within the Municipality. With respect to potential weather emergencies, monitoring weather conditions is the responsibility of the boards and individual schools. As weather emergencies have been rated as high by the Municipality of Kincardine, it is expected that the boards and schools will undertake measures to adequately prepare, and, if necessary, respond to a weather event.

Upon notification from the EOC and, in consultation with the board contact, principals will implement their school's emergency response plans, and, if necessary, implement their school's evacuation plan.

Upon request and as appropriate, make available as pre-determined the use of Kincardine District Senior School as reception/evacuation centre as per the board procedure, AP 2806-D Emergency Use of Board Facilities During a Disaster.

The Principals or School Boards will appoint a representative to coordinate and provide direction with respect to the maintenance, use and operation of the facilities being utilized as reception/evacuation centre.

7. SECTION 7 – EMERGENCY MANAGEMENT RESPONSE IN THE EOC

For most emergencies, the local response personnel are well equipped to manage and mitigate an emergency. However, some incidents may become large enough to strain or even exhaust local emergency response resources. In other incidents, the decision to secure outside resources may require additional financial resources of the Municipality. Under such circumstances, a decision should be made to activate the Emergency Response Plan and the Emergency Operation Centre. During such times a coordinated response to an emergency situation involving both an emergency site and the Emergency Operation Centre's (EOCs) will be required. In these situations, the Provincial Incident Management System (PIMS) will be used to respond to the emergency.

7.1. Emergency Operations Centre

Upon being notified of an emergency situation, the members of the Municipal Emergency Control Group (MECG) will assemble at the designated Emergency Operations Centre (EOC). Members will be advised of the location of the Emergency Operation Centre, primary or secondary, when notified to assemble. (Depending on the circumstances, a virtual meeting may be initiated at the request of the Mayor or CAO). All members and support staff will register (check in) upon arrival at the EOC to pre-designated locations.

7.2. Operational Period

The MECG members will establish an operational period. This period will consist of specified planning meeting times, duration between planning meetings and work schedule. The operational period may be referred to as the operating cycle. Here is the commonly used process often referred to as "The Planning P" under IMS.

7.3. Operational/Planning Meetings

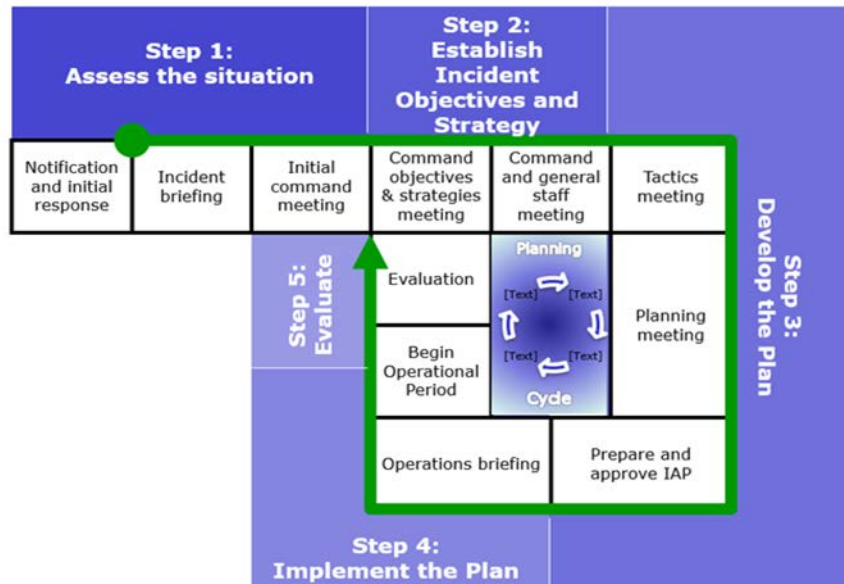
Operational/Planning meetings are the most important step in the operational period. Equally important is that the meetings be brief, focused and plan oriented. The purpose of the Operational Meeting is to hear updated information on the emergency response with the goal of preparing an Incident Action Plan to be prepared by the Planning Section with the assistance of Command staff. The plan must be communicated to everyone at the end of each business meeting.

7.4. Incident Action Plans (IAP)

Every incident must have an IAP that may be spoken or written. It provides all incident supervisory personnel with emergency response objectives; strategies; tactics; and directions for achieving them. It may also include (among others) resources, structures, as well as safety, medical and telecommunications instructions. Ontario's IMS system has a complete collection of forms, including the IMS 1001 Consolidated Incident Action Plan (SEE APPENDIX "O")

The steps in the IAP process include:

- i) Assess situation – obtain situation reports from involved agencies.
- ii) Identify measurable objectives and their timelines.
- iii) Set strategies to achieve those objectives..
- iv) Assign tasks.
- v) Finalize plan, approve, and implement.
- vi) Monitor plan – next operational cycle meeting.



7.5. Incident Management System (IMS) Concept

IMS is a concept based on the concept there are key functions needed to respond to any emergency. In smaller incidents, the Incident Commander is responsible for all functions, as that incident grows, there is a need to divide responsibilities up by common functions to achieve incident objectives. When this occurs, it is important to use an interoperable system that utilizes an integrated approach. This system is the Provincial Incident Management System (PIMS) as defined by Ontario's Incident Management System (IMS) Guidance Version 2.0. IMS systems are accepted as best-practice in many countries. Not only do they define functions, but they give organizations the opportunity to utilize an expandable toolkit for different organizational approaches. This includes a defined structure and common forms/ documentation. While there is flexibility, it is important to utilize common components to allow for interoperability, common training, and integration into a provincial nuclear response system.

There are core concepts that IMS emphasizes throughout:

The Four Core Principles Overview



7.6. Policy Group (MECG)

During the activation of an Emergency Operation Centre, the Municipal Emergency Control Group under the Incident Management System will fulfill the role of a Policy Group. The traditional committee-style meetings provide high-level strategic and policy advice to the EOC Director and to the Incident Management Team in the EOC. This group is the senior municipal officials responsible for ensuring the provision and maintenance of essential services. Members of Kincardine’s Senior Management Teamwork with the Mayor/Senior Elected Officials. Other advisors may be asked to join the MECG.

In major events, the EOC is activated using the IMS approach that transforms to an interactive, collaborative coordination centre rather than a committee-based structure. Status Boards, Incident Action Plans and other tools are used to provide a common operating picture for situational awareness.

Bruce County and its municipalities have the Municipal 511 system and WEBEOC systems available to document, track, and share incident objectives. The WEBEOC system utilizes the forms and processes recommended for Ontario’s IMS approach.

The composition of the group will be at the discretion of the EOC Command Staff and based upon the incident and the level of municipal response required. Staffing of the functions will be based on the Knowledge, Skills, and Abilities of the individuals.

Individual, department, and agency roles are set out in Section 6 – Emergency Roles and Responsibilities.

7.7. EOC Director

Command is defined as the act of directing, ordering, or controlling by virtue of explicit statutory, regulated, or delegated authority. In the EOC, the Command role is held by the EOC.

The following is a list of some of the decisions that may be made by EOC Director. These decisions may be made based on strategic discussion with the Municipal Emergency Control Group (MECG).

- Provide advice to the Head of Council as to whether an emergency should be declared.
- Provide advice as to what areas of the Municipality should be designated as an emergency area.
- Activate the Emergency Response Plan.
- Support the Command at the site by offering equipment, staff and resources.
- Determine if the location and composition of the Unified Command Structure is appropriate.
- Confirm the appointment of the Incident Commander or Unified Command Structure at the emergency site.
- Authorize set up of an Emergency Information Centre, if required.
- Authorize set up of a reporting and inquiry centre, if required.
- Provide the Emergency Information Officer and Citizen Inquiry Officer with timely and accurate information for issuance to media and general public.
- Authorize the expenditure of money required to deal with the emergency.
- Manage information, including maintenance and retention of event logs and expenditures.
- Maintain a log of decisions made.
- Maintain a log of actions taken.
- Authorize the movement of equipment and resources beyond the immediate emergency site.
- Coordinate evacuations.
- Authorize the setup of evacuation shelters, including registration and inquiry centre.
- Determine and arrange for transport of evacuees.
- Authorize the discontinuation of utilities and services such as hydro, water or natural gas at both the emergency site and any other areas of the Municipality in order to safeguard inhabitants and to reduce the potential for secondary emergencies.
- Authorize and direct the use of municipal resources.
- Determine if additional resources are required to assist with the emergency effort.
- Arrange for extra resources (human and equipment) to be utilized (i.e., private contractors, industry, volunteer agencies, service clubs, church groups, etc.).

- Request assistance from and/or liaison with various levels of governments and any other public or private agency not administered by the local government.
- Authorize CAO or Co-administrators to activate mutual assistance agreements.
- Recommend the termination of an emergency to the Head of Council, or to Council.
- Implement a recovery strategy.
- Participate in post-emergency debriefings and assist with preparation of reports.

7.8. EOC Command Staff

Command will be assisted by a Safety Officer, Emergency Information Officer(s) and Liaison Officer and if necessary, by General Staff comprised of the Operation Section Chief(s), Logistic Section Chief(s), Planning Section Chief(s), and Finance and Administrative Section Chief(s). Sections may be further broken down by the Chiefs into Task Forces which are an organizational component of mixed resources assembled for a particular purpose under the supervision of a Leader. All resources within a Task Force must have common communications; a group which is an organizational component within the Operations Section organized by function under the leadership of a Supervisor. Depending upon the simplicity or complexity of the emergency, Command will determine the scale of the IMS model to be deployed and will reassess the scale throughout the duration of the incident.

7.8.1. Emergency Information Officer

The Emergency Information Officer is responsible for ensuring the timely dissemination of information to the media. The details of the emergency information processes are outlined in Section 8.2 – Emergency Information Plan. The Emergency Information Officers are the South Bruce OPP media officers. They may fulfill this role for both EOC Command and Incident Command.

7.8.2. Safety Officer

The Safety Officer will be responsible for the overall health and safety of staff working in the EOC and at the Incident and may involve liaising with WSIB and/or the Ministry of Labour in such situations. There will in most cases be a safety officer appointed by EOC Command and one appointed by Incident Command. The EOC Safety Officer will track and monitor staff and work with staff responsible for food and cleaning of the operations centre to ensure operations staff are well nourished and rested. This position on the IMS structure is best filled by a Municipal Health and Safety Coordinator or member of the Municipal Health and Safety Committee. Specific responsibilities of the Health and Safety Officer include:

- i) Monitor safety conditions and develop safety measures.

- ii) Work with Operation Chief and Leaders to ensure responders are as safe as possible, that they wear appropriate safety equipment, and they implement the safest operational options.
- iii) Advise Command on safety issues.
- iv) Arrange for WSIB claims as may be required.
- v) Conduct risk analysis, normally through the planning process.
- vi) Assisting in the review of the Incident Action Plan.
- vii) Assisting with writing the Incident Medical Plan.

7.8.3. Liaison Officer

In most cases the Liaison Officer at the EOC will be the CEMC and/or designated alternates who will maintain contact with EMO and the PEOC to arrange for provincial resources as may be requested by the EOC or the Incident Command through the EOC. The Liaison Officer acts as the link between Command and other organizations involved in the emergency response. Some of the specific responsibilities of the Liaison Officer are to:

- i) Gather information about organizations involved in the incident. This includes information about representatives, standards and specialized resources or special support they might need,
- ii) Serve as a coordinator for organizations not represented in Incident Command,
- iii) Provide briefings to organization representatives about the operation,
- iv) Maintain an up-to-date list of supporting and cooperating organizations.

7.9. Operations Section

The Operations Chief is responsible for all operations of the EOC; for ensuring the actions of Command are carried out; that resources are directed to locations such as evacuation centres or the site as may be requested and approved by Command. The Operations Chief would be the CAO or alternate assisted by the Ops Assistant/Scribe and Ops Assistant/Duty Officer.

It is the responsibility of the Operations Chief/CAO to ensure adherence to the operational period and to reconvene Operational Planning meetings and to arrange for agendas for the meetings. Meetings will be brief. An assistant to the CAO will be responsible for maintaining status boards, maps, and information in the EOC to aid the MECG in their meetings. This information will be prominently displayed and will be kept up to date by the CAO's Assistant.

7.10. Planning Section

The Planning Section coordinates the development of each Incident Action Plan and ensures information is shared effectively with all Incident Command and General Staff in an efficient planning process.

Major responsibilities of the Planning Section Chief include:

- i) Collecting, collating, evaluating, analyzing, and disseminating incident information,

- ii) Managing the planning process, including preparing and documenting the IAP for each operational period,
- iii) Conducting long range and/or contingency planning,
- iv) Maintaining incident documentation,
- v) Tracking resources assigned to the incident,
- vi) Managing the activities of technical specialists,
- vii) Developing plans for demobilization.

This role should be fulfilled by representatives of the agencies directly involved in the response and administrative staff. The experience and training of Municipal Planning staff could be utilized in this role.

7.11. Logistics Section

The Logistics Section provides all supporting resources, except aviation, to implement the IAP. These may include facilities, transportation, supplies, fuel, maintenance equipment, food service, communications, medical services for responders and support personnel. Staff are responsible for tracking usage and current locations of these same items.

Logistics and Finance/Administration Sections work together closely to contract, and purchase required goods and services. The Logistics Section also develops several portions of the written IAP and forwards them to the Planning Section.

Major activities include:

- i) Ordering, obtaining, maintaining, distributing, and accounting for essential personnel, equipment and supplies, beyond those immediately accessible to Operations.
- ii) Developing the telecommunications plan.
- iii) Providing telecommunications/IT services and resources.
- iv) Setting up food services.
- v) Setting up and maintaining incident facilities.
- vi) Providing support transportation.
- vii) Providing medical services to incident personnel.

7.12. Administration and Finance

This Section provides the financial and cost analysis support to an incident. In smaller incidents, a specialist within the Planning Section may perform this function.

Major activities of the Finance/Administration Section include:

- i) Tracking timesheets for incident personnel and equipment as necessary,
- ii) Contract negotiation and monitoring,
- iii) Reimbursing expenses (individual and organization/department),
- iv) Making cost estimates for alternative response strategies,
- v) Monitoring sources of funding,
- vi) Tracking and reporting of the financial usage rate.

Staff will perform administrative, human resources, financial record keeping and costing relating to the emergency. The Treasurer and HR designated staff will be responsible for ensuring these responsibilities are completed as required.

7.13. Incident Command

The emergency site may identify an Incident Commander from the first agency or lead agency at the emergency and this person/agency will assume the overall decision-making responsibility at the emergency site for all agencies involved. In this situation each agency involved at the site will appoint a Chief to facilitate the decision-making process. Responsibility for Incident Command may change from one organization or jurisdiction to another based on required expertise or the scale of the incident.

In large municipal emergencies, where this plan is activated, a Unified Command Structure comprised of the head officials from the key agencies involved in the emergency will be used for the response. The agencies involved in the Unified Command may be added or scaled back depending upon the type of emergency and its severity. For example, in a flood situation it may include Public Works, Fire, Police and community support agencies such as Victim Services and Red Cross. During a fire it may include Fire, Police and EMS. Each agency at the emergency incident will be responsible for appointing a representative to participate in the Unified Command. Should the Municipal Emergency Control Group be assembled to deal with the Incident Response, the Incident Command will ensure that the EOC is advised who is acting Incident Commander or if Unified Command structure is employed what departments and agencies are included.

7.13.1. Responsibilities of Incident Command

Incident Command is responsible for the overall coordination of all operations at the emergency site.

- i) Assess the situation,
- ii) Establish appropriate Communications,
- iii) Ensure that objectives, priorities, tasks, and tactics are established to contain and mitigate the emergency situation,
- iv) Establish an incident command post,
- v) Consulting and coordinating with Chiefs to establish an inner and outer perimeter around the emergency site, as required,
- vi) Ensuring that all are aware of personnel, material and human resources available to mitigate the emergency situation,
- vii) Ensure the health and safety of all persons at the emergency site,
- viii) Maintaining a communications link with the Senior Municipal Official at the Emergency Operations Centre,
- ix) Coordinate with key personnel and officials,
- x) Coordinate the activities of the Chiefs or Incident Coordinators,
- xi) Appointing an On-site Media Spokesperson upon consultation with the Senior Municipal Officer and the Emergency Control Group, as required,

- xii) Appoint a scribe as needed,
- xiii) 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,
- xiv) Understanding the laws and policies that may be considered during management or recovery of the emergency.

The Incident Command Structure, whether a single Incident Commander or Unified Command, is similar to the command structure of the EOC, comprised of an Emergency Information Officer, Safety Officer and Liaison Officer. The other positions would include an Operations Chief, Staging Area Manager, Planning Section Chief, Logistics Chief and Finance and Administration Chief. Those agencies responsible for onsite emergency response will be expected to conduct their own training in relation to the Ontario IMS structure in order to work effectively as an agency and collectively with other departments and agencies involved in the incident emergency response.

8. SECTION 8 – COMMUNICATIONS PLAN

8.1. Telecommunications

A vital and integral part of any emergency management operation is communication, particularly, between the Emergency Operation Centre and Incident Command. This essential communication requires a reliable and secure means of relaying information between the two emergency command locations, in order to ensure timely and relevant information for the benefit of the decision-making process.

Radio Communications are least susceptible to damage or interruption in times of emergency. For the most part, emergency response services/agencies depend upon their own stand-alone radio systems to communicate. In certain situations, however, such as large-scale municipal emergency, the ability to communicate effectively and efficiently with each other is vital. The ability for all emergency response personnel both on and off site to talk and understand each other effectively using existing technology is interoperability. The interoperability vision for the Municipality is that public agencies will be able to communicate and exchange information across disciplines and jurisdictions on demand, in real time, when needed and as authorized. Auxiliary Communication Services (ACS) is available to provide support communications or emergency communications should other forms fail. The roles of ACS are outlined in Section 6.4.1.

Other forms of telecommunication such as cellular phones, email and Internet may be used to supplement or enhance emergency telecommunications between EOC, Incident Command, outside agencies and municipalities. Care will be required when using alternate forms of communication to ensure security of information being disseminated.

8.2. Emergency Information Plan

The coordination and distribution of timely, factual information, to the news media and ultimately to the community in times of crisis is paramount. Issuing community directives and responding to requests for reports on the emergency are all important aspects of emergency communication and information. The media – television, radio, print and Internet – is a means of ensuring that timely and factual information gets to the public. It is EOC Commands responsibility through the implementation of this plan to ensure that the information being released is pertinent, relevant, and accurate to the events taking place in the community.

8.3. Emergency Information Staff

The following are the main roles and responsibilities of the Emergency Information Staff.

8.3.1. Emergency Information Officer

During the activation of this plan, the EIO will report to the Head of Council and CAO or Chief of Operations. The EIO has the following responsibilities:

- i) Ensure the dissemination of all emergency information to the media and public,
- ii) The EIO(s) will establish a communication link with the Community Spokesperson and with the Public Information Supervisor and any other media coordinators from provincial, federal, private industry, public and private agencies.
- iii) Ensure that proper groups are advised of the Emergency Information Centre telephone numbers such as the media, Command, Command Staff and Municipal staff.
- iv) Coordinate all emergency information including media photograph sessions and interviews at the EOC and emergency site.
- v) Responsible for setting up and staffing the Emergency Information Centre, if required.
- vi) Liaise with Command to obtain up-to-date information for media in order to prepare and issue press releases, arrange media briefings and may be required to post emergency information on the internet.
- vii) Provide Public Information Supervisor with regular updates to ensure accurate and up-to-date information is disseminated to the public.
- viii) Ensure that the CAO and Heads of Council approve all media releases prior to dissemination.
- ix) Ensure copies of all media releases are provided to Emergency Information Centre staff, Public Information Supervisor, Command and key media officers from other agencies.
- x) Monitor the news and ensure erroneous information is corrected.
- xi) Maintain copies of all media information pertaining to the emergency incident such as media release, newspaper articles, etc.
- xii) Maintain personal log of all decisions made and actions taken.

8.3.2. Municipal Spokesperson

The Head of Council of the Municipality may act as spokesperson or may appoint a spokesperson. The responsibilities of the spokesperson will be as follows:

- i) Partake in interviews and media photograph sessions as directed and in consultation with the EIO.
- ii) Establish communication link with EIO and ensure all inquires are directed to EIO.
- iii) Maintain a log of all actions taken.

8.3.3. Public Information Supervisor

Almost any emergency incident is likely to generate inquiries from members of the public. During routine or non-complex incidents these calls could be managed quite effectively by municipal staff. However, during large scale, complex incidents, call volumes can increase dramatically and interfere with the emergency operations or the normal municipal operations. In these instances, it may be appropriate to establish a separate dedicated telephone information number that can be given to the public. If a public information centre is established, it will be necessary to staff it with a team of trained call takers. The Public Information Supervisor will be responsible for the Public Information Centre and Staff and for the following duties:

- i) Establish the service and appoint personnel and designate telephone lines.
- ii) Update EIO on the status of the service.
- iii) Provide emergency services, Command, and municipal staff with designated telephone number(s).
- iv) Liaise with EIO to obtain current information on the emergency.
- v) Respond to and redirect inquiries and reports from public based upon information received from EIO (e.g. school closing, road closures, evacuation routes, evacuation centres).
- vi) Responsible for ensuring municipal phone system contains the most up-to-date and accurate information on the emergency situation.
- vii) Respond to and redirect inquiries and reports pertaining to investigation of the emergency to the appropriate emergency service.
- viii) Respond to and redirect inquiries pertaining to persons who may be in evacuation and reception centres to the registration and inquiry telephone numbers.
- ix) Arrange for staffing of the service, if required.
- x) Maintain a personal log of all actions taken.
- xi) All original inquiry documentation will be maintained by the Public Information Supervisor and a copy of the forms shall be sent to the Operations Chief. The Operations Chief will ensure that the public inquiries are properly addresses.

In addition to the above emergency information roles, it may also be necessary and advantageous to post timely and factual information to the Municipality's website. The posting of this information will be the responsibility of the Municipality's Web Specialist.

8.3.4. Web Specialist

The roles and responsibilities of this person(s) are as follows:

- i) Organize and manage the Municipality's website.
- ii) When possible complete a Photo Release Form, whenever photographs of individuals are to be used in relation to any emergency information releases. Copies of the completed forms shall be kept on file and forwarded to the County's Communications Officer.
- iii) Assist in posting information as provided by the Emergency Information Officer.
- iv) Establish and maintain links to other appropriate web sites such as health, agricultural, environment, etc.
- v) Attend meetings with the rest of the Emergency Information Team.
- vi) The roles of Public Information Supervisor and Web Specialist may best be fulfilled by staff responsible for the Information Technologies of the Municipality and EOC such as telephones, computers, cell phones, radios, etc.

8.4. Emergency Information Centre

8.4.1. Municipal Emergency Information Centre

Routine or non-complex incidents can generally be handled from the emergency site, Emergency Operation Centre or other community offices; however, during large scale, complex incidents and emergencies it may be necessary for the Control Group to consider the establishment of an Emergency Information Centre. It will be the responsibility of Command, based upon the advice from the EIO, to assess the need for an Emergency Information Centre. The EIOs will be responsible for the set up and operation of the Emergency Information Centre and associated staff.

8.4.2. Joint Emergency Information Centre

During certain types of emergencies, such as large scale, widespread emergencies, it may be beneficial to establish a joint emergency information centre comprised of representatives from all agencies/organizations that may be involved in the emergency response. The Joint Information Centre would act as the main source of local emergency information. All groups participating in the Joint Information Centre assign resources and staff to the JIC to work as a team. The assignment of staff to a Joint Information Centre can be done in advance of the emergency. Examples of emergencies that may benefit from a Joint Information Centre include a Health Emergency such as a pandemic, a Foreign Animal Disease Outbreak, or widespread natural disaster.

8.4.3. Emergency Site

Depending upon the nature of the emergency, it may be necessary to establish a media information centre adjacent to the emergency site. The area will be selected by Incident Command who will appoint a spokesperson. In addition, all visits to the emergency site will be coordinated by the Emergency Information Officer after consulting with Incident Command.

8.5. Audiences

During an emergency there are a number of internal and external audiences that will require information. The dispersal of timely and factual information to various audiences is the responsibility of the EOC Command. As a member of Command Staff, it is the responsibility of the EIO to provide advice with respect to the target audiences. 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.

8.5.1. Internal Audiences

- Incident Commander
- First Responders
- Council
- Public Information Supervisor
- Staff

8.5.2. External Audiences

- Evacuation Centre's, Shelters, Family Information Centre's
- Provincial Government through the PEOC
- County of Bruce
- Neighboring Municipalities
- Members of Parliament
- Members of Provincial Parliament
- Families of Municipal and First Responders
- General Public
- Media
- Local Businesses
- Non-government agencies and volunteer organizations

8.6. Communications Flow

It is the responsibility of EOC Command to ensure that information about the response and decisions made are communicated to Incident Command. It is the responsibility of each control group member to ensure that decisions and actions being made and taken by EOC Command are conveyed to their staff both at the site and off site. It is the responsibility of each member of the EOC Command and Command Staff to ensure that copies of approved information are dispersed as released to their staff.

The Head of Council will be responsible for ensuring that Council is kept informed of the progress of the emergency and that they are provided with information that is being sent to the external audiences, in advance of the dissemination of the information.

It is the responsibility of the Emergency Information Officer to ensure that staff at the Emergency Information Centre and the Public Information Supervisor is provided with copies of all approved information as it is being dispersed including all press releases

The EIO or member of the emergency information staff will attend the Operational Meetings of Command in order to gather information for interviews, media releases, media conferences, etc.

8.7. Distribution of Emergency Information

Emergency Information may be distributed using any or all of the following mechanisms in an accessible format where possible or upon request:

8.7.1. Media Briefings

Media briefings can be given by the Emergency Information Officer(s) and are used to bring the media up-to-date on emergency activities or to provide background information to the media when they arrive at an information centre or at the emergency site.

8.7.2. Media Conferences

A media conference is a staged/managed event. It is used when there have been many requests, but simply not enough time to deal with every individual request on a one-to-one basis. A media conference is a formal function wherein the spokesperson(s) is given an opportunity to make a statement to the media and to answer questions from the media present. The spokesperson is often supported by others with specialized information on the emergency such as Police, Fire Chief, Public Works, and Medical Officer of Health. During major events, a media conference should be held at least once a day, and more often if there is major and new information to release.

When conducting a media conference, it is important to advise the media as far in advance as possible of its time and location.

8.7.3. Site Visits/Media Pools

The media will want to visit the site of any emergency, and they should be provided with an opportunity to do so as soon as possible. Arrangements for site visits/ media pools should be arranged between the Emergency Information Officer (s) and Incident Command who will advise the EIO of the ground rules for media visits to the emergency site. It is the responsibility of the EIO to brief the media on these ground rules which may include identification of the incident spokesperson; what the media will be able to photograph; what are the safety requirements; and how long will the visit last. Media should be asked to meet at the Emergency Information Centre or a pre-determined location, and then they will be escorted to the emergency site(s) by the Emergency Information Officer and appropriate security. In some cases, it may be necessary and appropriate to arrange for transportation of the media to the emergency site. This will likely necessitate equipment restrictions, and the media should be advised accordingly. If large numbers of media are present at the Emergency Information Centre, and there are limitations on numbers attending at the site, it may be necessary to set-up a media pool. It shall be the responsibility of the media present to set-up their own media pool, and to discuss the sharing of photographs, video footage and interviews with the media remaining behind.

8.7.4. Public Service Announcements

Radio and Television stations, under their licensing arrangements, are usually required to provide some air-time for public service announcements and most stations carry a number of these announcements.

Arrangements will be made with local radio and television stations with respect to the individual procedures for transmitting public service announcements. Procedures will include the method of transmitting the public service announcement to the station and who is authorized to issue such announcements on behalf of the Municipality.

8.7.5. Media Releases

Media releases contain key information about the incident or emergency and are usually not more than one page in length. Media releases will be issued by the Emergency Information Officer to the appropriate media agencies. The Emergency Information Officer will issue the media releases only after they have been reviewed and approved by the Head of Council, the CAO or both. Copies of all media releases will be kept on file. Media releases are brief, factual accounts of any new information that EOC Command would like to provide to the public. The frequency of the distribution of releases will depend upon the stage of the emergency.

8.7.6. Interviews

Interviews are a one-on-one discussion of the emergency. Interviews can be conducted face to face or over the telephone. During an emergency event, the media should arrange for interviews through the Emergency Information Officer and Emergency Information staff.

8.7.7. Website

The Municipality's website can be an effective tool for communicating information to the public and media. Copies of the media releases should be placed on the website and updated regularly. If you are placing emergency information on the website, it would be appropriate to advise the media. They can then check the website for regular updates. The Municipality will create a special news section on their site for the placement of emergency information. Where possible, information on the site will be enhanced with photographs, maps, etc. Organizing and updating the website will be the responsibility of the website specialist. However, it is the responsibility of the EIO officer to ensure that the website specialist is provided with the correct information for the website.

8.7.8. Backgrounders/Fact Sheets

Backgrounders/fact sheets may be one to two pages of detailed information specific to the emergency situation. For example, Public Health has a number of fact sheets/backgrounder information prepared for a pandemic. Fact sheets are pre-written and can be used during the emergency or as part of the Municipality's public education/awareness program for its identified risks.

8.7.9. Family Information Centre's

During some emergency situations, it may be necessary to establish Family Information Centre's to ensure that victims of emergencies and their families are treated with respect and properly informed of decisions being made. When such Centre's are set-up, they will be manned with the assistance of Victim Service volunteers and Red Cross volunteers and other community volunteers such as the community chaplain, who are trained to deal with critical incident stress situations. Given the potential sensitive environment at these Centre's security at such sites will be paramount, and the South Bruce OPP officer or proper security as directed by EOC Command will be set-up and established at the site.

8.8. Media Monitoring

It will be the responsibility of the Emergency Information Officers to monitor media releases – print, radio, TV, and Internet – to ensure that the information being distributed to the public is factual, and to address all media requests.

9. SECTION 9 – VOLUNTEERS

9.1. Types of Volunteers

- Those associated with a non-governmental agency/volunteer organization such as Red Cross, Victim Services, Salvation Army, St. John Ambulance, Mennonite Disaster Services
- Private Individuals
- Companies/Corporations/Local Businesses.
- Community Service Groups/Clubs/Organizations

Where possible, and appropriate, the Municipality will call upon the services of local community service groups, clubs or organizations or non-governmental volunteer organizations to assist with the response efforts. Individuals, companies, and corporations that offer to donate their time or staff time and services to the response efforts will be considered volunteers for the purposes of this plan.

9.2. Registration

All emergency volunteers will register with the Municipality, unless the volunteer is associated with a community service group/club/organization or non-governmental agency in which case they will register with their parent organization who will keep appropriate documentation. Requesting the services of these groups will be a decision of Command based upon the recommendations of the MECG. The Section Chiefs and or supervisors may be delegated authority to mobilize and work with such groups or the CEMC as the Liaison Officer may be involved with such requests.

Private individuals and/or private companies volunteering their time, services, and resources to assist the Municipality shall register with the Municipality. Volunteers will complete a registration form for the Municipality, the Municipality will then assess the application and contact the individual as to the type, duration and location of the work

involved. In some cases, the volunteer skills may not be required for the particular emergency situation at hand and the Municipality will advise them and thank them for their time and interest. Application forms will be kept on file for the duration of the emergency in the event that the situation changes.

As required a volunteer registration centre will be set up and where possible staffed by human resources personnel or administrative staff of the Municipality. The centre will be used as the main point of contact for individual volunteers and volunteer organizations to report to upon registering with the Municipality and to receive daily updates.

9.3. Supervision and Training

Depending upon the type of work assigned to the volunteer, some training and supervision will be necessary. The type of work assigned to a volunteer will depend upon their skill sets. In some cases, training of the volunteer will be necessary. If the volunteer is associated with a non-governmental organization, that organization will be responsible for training and supervising the volunteer.

Private individuals will be trained and supervised by the municipal department or agency to which they have been assigned. Resources and/or services donated by companies and corporations will be managed by the department most applicable to the resources and services being provided.

9.4. Identification

Volunteers registered by the Municipality will be issued an identification badge and will be required to wear the badge throughout the duration of their services.

Volunteers registered directly with a particular organization will have their own identification which will be used and coordinated through their own agency. The Volunteer organization will provide appropriate information to the Community Control Group as to the type of identification that will be used. The Municipality will identify specific volunteer checkpoints in consultation with the Site Manager/Incident Commander.

9.5. Tracking

A volunteer registration form will be used to identify and track all registered volunteers assisting with the emergency efforts excluding the recognized volunteer organizations.

9.6. Food/Water/Accommodation/Transportation Procedures for Volunteers

Food/Water Depots will be set up during an emergency event for residents displaced as a result of the emergency situation. These depots will be used to provide food and water to those assisting with the response efforts. Food and Water Depots will also be set up at the emergency site with the assistance of the Incident Commander.

These depots will be set up with the assistance of appropriate non-government agencies with expertise in this area and in consultation with Public Health. The locations will be determined at the time of the incident.

In the event that accommodations and transportation are required for individual volunteers, the Municipality will arrange for these. If the volunteers are associated with a particular organization, that organization will work with the Municipality to arrange for appropriate accommodations and transportation of volunteers, if required.

10. SECTION 10 – EVACUATIONS

Evacuations will be required in situations where the removal of persons from an area is necessary to ensure their safety as a result of a perceived or potential risk to life or as a result of a known threat to life.

The decision to evacuate an area will, initially, be made by the first responders on site based upon the information available and within the area defined as the emergency site. First Responders at an incident may be authorized to secure an area in order to exclude persons from it; this is not an “evacuation order” under the authority of the Emergency Management and Civil Protection Act. Municipalities do not have the authority to issue evacuation orders. The provisions of the Act only come into effect once the Province has declared an emergency.

Establishment and management of reception and evacuations is the responsibility of the municipality. Bruce County Human Services are a key resource, as is the Red Cross and other supporting organizations. The availability, response time and capabilities will be impacted by factors such as time of day, day of week, weather conditions, and volunteer availability. It is important that Kincardine staff be able to establish suitable facilities in a timely fashion to support Site Incident Command.

During declared municipal emergencies this plan provides Municipal Emergency Control Groups with the authority to recommend and advise residents to leave their homes or place of business for their own personal health, safety, and welfare.

The decision to evacuate areas within or outside of the emergency areas may be recommended by Incident Command to EOC Director and should consider the following:

- The potential life-threatening impacts of the emergency situation on persons living in or near the affected area.
- Would it be safer to advise residents to “Shelter-in-Place”?
- What are the safety issues associated with the evacuation, including hazardous materials releases?
- Is the situation expected to escalate?
- What is the expected duration of the incident?
- Is there sufficient time to warn residents to leave the area?

- Are suitable arrangements available to ensure their safety when leaving the area?
- Is there time to set up and staff reception/emergency shelters for residents in need of a place to stay?

Once a decision has been made to evacuate and the EOC is activated, the EOC will be responsible for decisions relating to the need, location, and size of emergency shelters, and to decisions relating to the transportation of persons from the evacuated area to the emergency shelters/receptions centres if necessary. These decisions may include:

- Types of evacuation notification to be utilized given the situation, circumstances, and severity of the situation.
- The opening of pre-determined reception/emergency shelters and notification of participating agencies.
- Notify Bruce County Human Services of the decision to evacuate and set up centres and request the implementation of the Red Cross Memorandum of Understanding.
- Establish an appropriate communication link with the open centres. Auxiliary Communication Services may be called upon to assist in this regard if telephone or radio links are not available or ineffective.
- Have Emergency Information Officer prepare a public service announcement in consultation with the Mayor and CAO.
- Distribute public service announcement to media sources.

Persons within an evacuation area may be notified by a variety of means deemed most appropriate by the Municipality and first responders considering the situation and the immediacy of evacuating an area. The Municipality may provide specific means of notification to residents during an emergency and the specific methods will be identified in the Hazard Specific Emergency Response Plans of the Municipality. Notification methods may include but are not limited to the following:

- Door-to-door canvassing by police, fire and/or public works.
- Loud hailers on emergency vehicles.
- Through the media and social media.
- Through a public alerting system, where available.

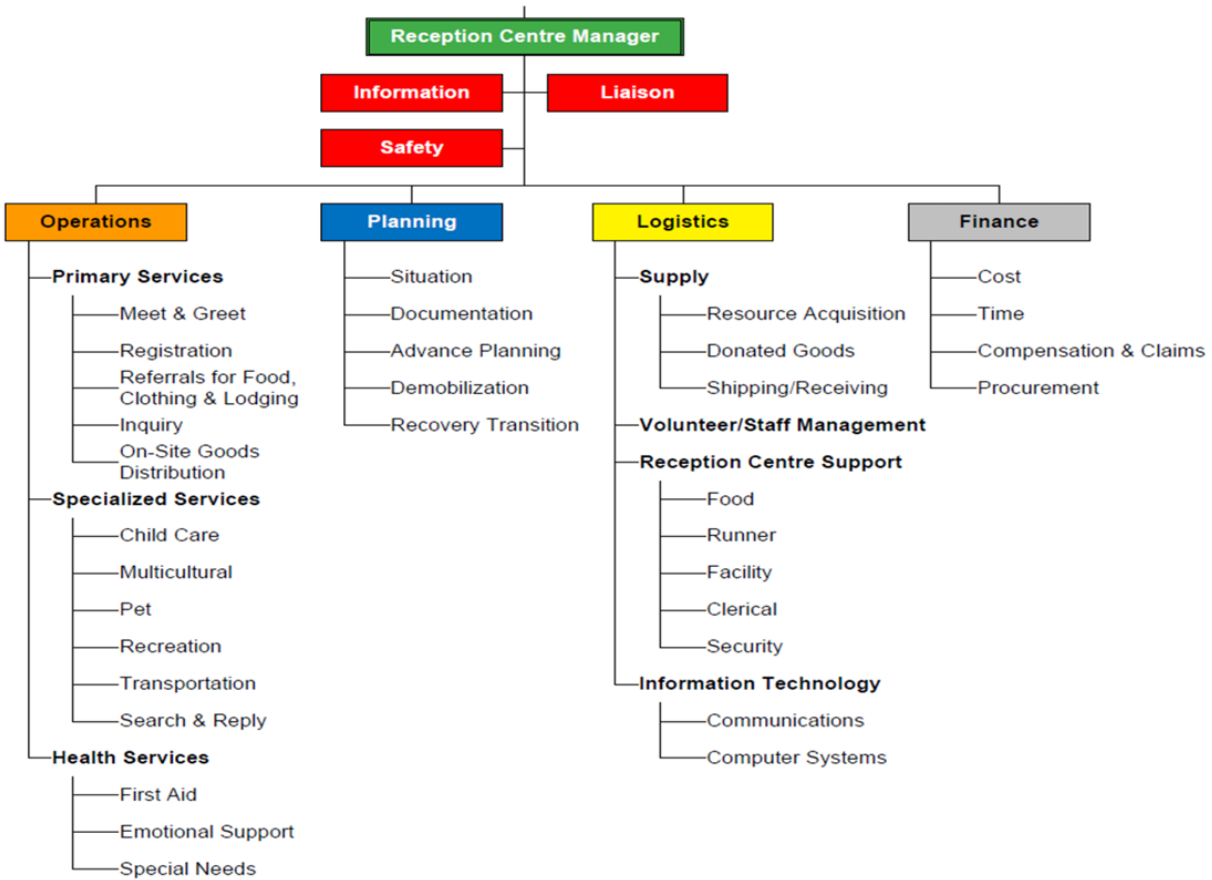
10.1. Human Services Evacuation Plan

Bruce County Human Services with the assistance of the Red Cross have prepared an evacuation plan that will be used as a guide in the opening and operating of emergency reception centres and shelters.

Emergency shelters/reception centres will be set up by municipal staff with the assistance of non-governmental agencies as required.

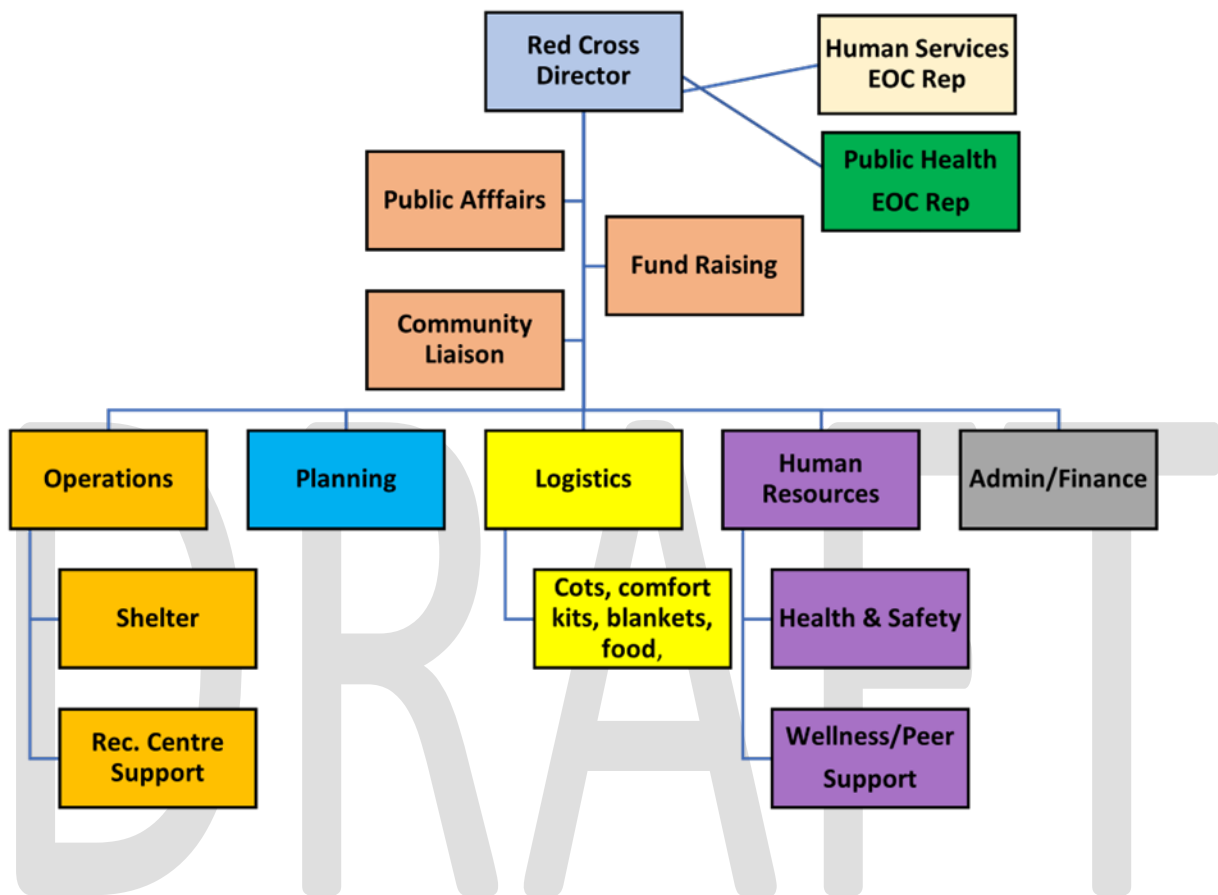
The Emergency Evacuation Plan states that the Provincial Incident Management System (IMS) will be used in the operation of reception and evacuation centres.

The following flow chart will be used as a guide to establish the organizational structure for the management of reception/evacuation centre(s).



Note: This chart is from British Columbia and the colours of Command Staff vary from Ontario. Our model utilizes green for all Command Staff instead of red.

The following flow chart outlines a possible organizational structure for Red Cross assisting in an evacuation centre wherein the MOU has been implemented by the County of Bruce.



10.2. Memorandum of Understanding

In order to fulfill the roles and responsibilities as outlined in this Plan in Section 6.2.4 Bruce County Human Services Administrator, the County of Bruce and the Canadian Red Cross have entered into an agreement for the provision of certain services to be undertaken by Red Cross Volunteers on behalf of and at the direction of the Human Services Administrator or alternate during the opening and operation of emergency shelters. Human Services Staff may be available to assist local staff with personnel and operation of the shelters. The following are the services that Red Cross will be able to provide upon implementation of the MOU.

10.2.1. Registration and Inquiry Services

Registration of each evacuee attending the designated evacuation site. This includes:

- Retaining the completed registration information and assuming responsibility for the privacy of the information
- Responding to enquiries as to the whereabouts of evacuees and missing persons

- Assisting in reuniting families through the collection of information and answering of enquiries regarding the condition and whereabouts of missing persons.
- 10.2.2. Emergency Lodging
- Manage and arrange the safe, immediate, temporary lodging for homeless or evacuated persons;
 - Provide blankets or vouchers for blankets where appropriate.
- 10.2.3. Emergency Food
- The provision of food vouchers when necessary.
- 10.2.4. Personal Services and Health Care
- Provide for the initial reception of disaster victims arriving at evacuation centres;
 - Provide basic toiletries, prescriptions and infant supplies such as bottles, diapers and other essentials;
 - Provide repairs to and/or replacement of prescription glasses, hearing aids, dentures, and prosthetics where necessary.
- 10.2.5. Emergency Clothing
- Provide clothing until regular source of supplies are available;
 - This includes detergent and other cleaning agents;
 - Provide footwear suitable to season and climate.
- 10.2.6. Preparedness and Training
- Design and implement recruitment campaigns to attract volunteers;
 - Design and implement training programmes for volunteer disaster responders.

Other volunteer service organizations such as Victim Services, St. John Ambulance and Salvation Army can be called upon during an emergency for emergency victim support, emergency medical assistance support, emergency food and clothing as well as assisting with the set-up and running of reception centres and emergency shelters.

10.3. Host Community Evacuations

Emergency Management Ontario (EMO) is, through an agreement with Aboriginal Affairs and Northern Development Canada, responsible for emergency preparedness and response services to Aboriginal communities in Ontario. As part of the agreement and when necessary, EMO provides personnel to support Aboriginal communities response activities. In some instances, municipalities may be requested on an ad hoc basis to provide assistance to these provincial response activities, including the sheltering of evacuees.

Municipalities who agree to accept evacuees are referred to as Host Communities. They are responsible for preparing appropriate accommodations and ensuring the basic needs of the evacuees on a temporary basis.

11. SECTION 11 – PLAN MAINTENANCE AND REVIEW

11.1. 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.

11.2. Annual Review

At a minimum, this plan will be reviewed annually, through the use of appropriate and planned emergency exercises.

Every five years, the CEMC and the Emergency Management Program Committee will conduct a major review of the plan.

11.3. Amendments

Amendments to the Plan require Council approval. Council approval is not required for the following: changes or revisions to the appendices, or for minor editorial changes such as editorial changes to the text including page numbering, section numbering, reference changes or changes to references to provincial statutes and additions of acronyms.

11.4. Flexibility

No Emergency Response 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 Municipal Emergency Control Group 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 paramount in the emergency response, minor deviations from the emergency response plan may be permitted.

EMERGENCY RESPONSE PLAN GLOSSARY OF TERMS AND ACRONYMS

There is a need for common terminology that would be jointly understood by the public and private sectors. The following definitions and explanations will be helpful during the development and implementation process. The following definitions come from various sources including the Canadian Oxford Dictionary, the Emergency Management and Civil Protection Act, Office of the Fire Marshall and Emergency Management, and the National Fire Protection Association.

This Glossary of Terms and Acronyms may be updated and changed as necessary to accommodate changes to the definitions as needed or warranted without requiring an amendment to this plan.

ACS – Auxiliary Communications Services

CANUTEC – Canadian Transport Emergency Centre

CAO – Chief Administrative Officer

CBRN E – Chemical Biological, Radiological, Nuclear and Explosive

CACC – Central Ambulance Communication Centre

CEMC – Community Emergency Management Coordinator

CEMPC – Community Emergency Management Program Committee

DWQMS – Drinking Water Quality Management Standards

EIO – Emergency Information Officer

EMO – Emergency Management Ontario

EMS – Emergency Medical Services

EOC – Emergency Operation Centre

ERP – Emergency Response Plan

FAD – Foreign Animal Disease

HCCSS - Home and Community Care Support Services

ICP – Incident Command Post

IMS – Incident Management System

MECG – Municipal Emergency Control Group

PEOC – Provincial Emergency Operation Centre

PIMS – Provincial Incident Management System

SCBA – Self Contained Breathing Apparatus

Community Emergency Management Coordinator – An individual officially designated by a community who is responsible and accountable for the community's emergency management program. The Community Emergency Management Coordinator must be, by definition, a municipal employee, as per the Municipal Act.

Community Emergency Management Program Committee – The community emergency management program committee is the critical management team that oversees the development, implementation and maintenance of a community emergency management program.

Consequence – The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain.

Critical Infrastructure – Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, (protect public safety and security), and maintain continuity of and confidence in government.

Declared Emergency – A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the Emergency Management and Civil Protection Act. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community activity.

Disaster – A widespread or severe emergency that seriously incapacitates a community.

Emergency – A situation or an impending situation caused by the forces of nature, an accident, and an intentional act or otherwise that constitutes a danger of major proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.

Emergency Management – Organized and comprehensive programs and activities taken to deal with actual or potential emergencies or disasters. These include mitigation against, preparedness for, response to and recovery from emergencies or disasters.

Emergency Management Ontario – EMO is an organization within the Ministry of Public Safety and Security, government of the Province of Ontario. EMO is responsible for monitoring, coordinating and assisting in the development and implementation of emergency management programs in Ontario.

Emergency Operations Centre – The EOC is a facility where the Municipal Emergency Control Group assembles to manage an emergency.

Emergency Response Plan – A risk-based plan developed and maintained to respond to an emergency. This includes steps to guide the response effort, identify persons,

equipment, and resources for activation in an emergency and outlines how they will be coordinated.

Emergency Response Organization – Group or organization with staff trained in emergency response that are prepared and may be called upon to respond as part of the coordinated response to an emergency situation.

Emergency Site Manager/Incident Commander – Public sector official (usually fire, police, ambulance or public works) at the site, in charge of coordinating resources and developing actions to resolve the emergency situation.

Emergency Response – Coordinated public and private response to an emergency

Emergency Medical Service – Bruce County EMS is the emergency medical services provider for the Municipality of Kincardine

Evacuation – The removal of persons from a given area that has been deemed as an actual or potential danger zone or may be impacted by an emergency situation.

Evacuation Centre – A facility to provide shelter, food and other services to a group of people who have been evacuated from an area.

Evacuation Registration – A process to account for displaced persons. This process usually takes place at designated reception centres.

Foreign Animal Disease – A subset of reportable diseases which are foreign – not common - to Canada. Many diseases have been eradicated in Canada, or have never been presented, but could still occur and would easily threaten the health of domestic herds and flocks. Some examples are Avian Influenza, Foot and Mouth Disease and BSE.

Hazard (1) – A risk that is a threat

Hazard (2) – An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

Hazard Identification – The process of defining and describing a hazard, including its physical characteristics, magnitude and severity, probability and frequency, causative factors, and locations/areas affected.

Head of Council – Includes the, the Mayor of the Municipality of Kincardine and their designated alternates.

Incident Management System – The combination of facilities, equipment, staff, operating procedures, and communications operating within a common organizational structure, with responsibility for the management of assigned resources, to effectively respond to an incident or emergency/disaster.

Municipal Emergency Control Group – The Municipal Emergency Control Group operating from the community Emergency Operations Centre is responsible for coordinating municipal emergency response and recovery activities; The Municipal Emergency Control Group usually includes leading community officials, emergency management representatives and other relevant staff.

Municipality – Means the Municipality of Kincardine

Mutual Aid Agreements – An agreement developed between two or more emergency services to render aid to the parties of the agreement. These types of agreements can include the private sector emergency services when appropriate.

Mutual Assistance Agreement – An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types, of agreements could include neighbouring cities, regions, provinces or nations.

Private Sector – A business or industry not owned or managed by any level of government.

Public Sector – A particular element or component of government, i.e. police, fire and public works, of a municipal, provincial or federal government.

Reception Centre – Usually located outside the impact zone of the emergency, the reception centre is a place to which evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required.

Recovery – Actions taken to recover from an emergency or disaster.

Response – Actions taken to respond to an emergency or disaster.

Response Organization – Group or organization with personnel trained in local emergency response, whether medical or not, who are prepared and may be called upon to respond as part of the coordinated response to an emergency situation, e.g., industrial response teams, CERV, etc.

Risk – A chance or possibility of danger, loss, injury, or other adverse consequences.

Risk Assessment – Identification of risks to public safety, public health, the environment, property, critical infrastructure and economic stability from natural, human-caused and technological sources/activities, and evaluation of the importance of the activity to the continued operation of the community. The vulnerability of the community to each activity should also be evaluated.

Shall – Indicates a mandatory requirement.

Should – Indicates a recommendation or that which is advised but not required.

Threat – Any event that has the potential to disrupt or destroy critical infrastructure, or any element thereof. Threat includes accidents, natural hazards as well as deliberate attacks (OCIPEP).

Vulnerability – The degree of susceptibility and resilience of the community and environment to hazards, the characteristics of a community or system in terms of its capacity to anticipate, cope with and recover from events.

DRAFT

This page intentionally left blank.

DRAFT