County of Perth and Member Municipalities

Emergency Management Plan

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Emergency Management Plan

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1. General

1.1. Introduction

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

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

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

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

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

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

- The City of Brampton Emergency Measures Plan
- County of Wellington Emergency Response Plan
- The Township of Woolwich Emergency Preparedness Handbook
- Community Emergency Management Program Handbook

For more information, please contact:

Community Emergency Management Coordinator
County of Perth, Court House, 1 Huron Street
Stratford, Ontario N5A 5S4
Perth County Emergency Management
http://www.perthcounty.ca/emergency_management

1.2. Aim

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

1.3. Authority

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

The Emergency Management and Civil Protection Act states that:

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

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

- Issued under the authority of County of Perth By-law # 3343-2013
- Issued under the authority of Municipality of West Perth By-law # 015-2013
- Issued under the authority of Municipality of North Perth By-law # 20-2013
- Issued under the authority of Township of Perth South By-law # 4-2013
- Issued under the authority of Township of Perth East By-law # 03-2013
- Filed with the Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services

1.3.1. Scope

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

1.3.2. Definition of an Emergency

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

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

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

1.3.3.　　Action Prior to Declaration

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

1.4.　Plan Maintenance and Review

1.4.1.　　Internal Procedures

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

1.4.2.　　Annual Review

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

1.4.3.　　Amendments

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

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

1.4.4.   Flexibility

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

Reference

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

2. Emergency Control Group

2.1. Activation/Notification Procedure

2.1.1. Initial Contact

In the event of a real or potential emergency (see 1.3.2 Definition of an Emergency) requiring the activation or notification of an Emergency Control Group of the County of Perth or Member Municipality, any first response agency may contact the Community Emergency Management Coordinator (CEMC) via the County answering service at 1-866-358-0230.

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

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

2.1.2. Notification/Activation

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

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

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

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

2.2. Operation of the Emergency Control Group

2.2.1. Membership

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

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

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

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

2.2.2. Operation Cycle

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

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

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

The Incident Commander on-site needs to assure that decisions about actions at the site are consistent with the Emergency Control Group decisions. Consistency is achieved by means of regular communications and consultation between the Incident Commander and the EOC Manager.

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

2.2.3.   Emergency Operations Centre

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

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

2.2.4.   Emergency Control Group Roles and Responsibilities

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

- Coordinating all emergency support operations during and post the emergency
- Ensuring there is no interruption in the provision of emergency services and essential services in unaffected areas outside the emergency site
- Calling out and mobilizing their emergency service, agency and equipment
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law
- Ensuring adequate emergency service provisions are maintained outside and separate from those responding at the emergency site
- Determining if the location and composition of the Emergency Control Group are appropriate
- Advising the Head of Council as to whether the declaration of an emergency is recommended
- Advising the Head of Council on the need to designate all or part of the community as an emergency area
- Ensuring that an Incident Commander is appointed at the emergency site
- Ensuring support to the Incident Management System by offering equipment, staff and resources as required
- Assign an On-site Emergency Information Officer, as required
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger
- Discontinuing utilities or services provided by public or private concerns, i.e. electricity, water, gas, shopping centres
- Arranging for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs

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

2.2.5.   Individual Member's Roles and Responsibilities

2.2.5.1.   Head of Council (Warden, Mayor)

- Providing overall leadership in responding to an emergency
- Chair the Emergency Control Group
- Declaring an emergency within the designated area
- Declaring that the emergency has terminated (Note: Council may also terminate an emergency)
- Ensuring the members of council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation
- Authorize the involvement of volunteers
- Maintain a personal log of all actions and participate in the post-emergency debriefing
- Act as the Media Spokesperson and conduct media briefings, as arranged and prepared by the Emergency Information Officer
    - Giving interviews on behalf of the County or Municipal Council
    - Establishing a communication link and regular liaison with the Emergency Information Officer at the Emergency Operations Centre

2.2.5.2. Emergency Operations Centre Manager (Chief Administrative Officer)

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

2.2.5.3. Community Emergency Management Coordinator (CEMC)

- Acts as a resource to the Emergency Control Group
- Ensure the activation and arranging the Emergency Operations Centre
- Advise member municipalities, City of Stratford, and St. Marys CEMCs of activated EOC
- Ensuring that security is in place for the Emergency Operations Centre and registration of Emergency Control Group members
- Ensuring that all members of the Emergency Control Group have necessary plans, resources, supplies, maps and equipment
- Providing advice and clarifications about the implementation details of the Emergency Management Plan
- Act as a resource to the Emergency Operations Manager and assist in fulfilling their respective duties at the Emergency Operations Centre

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

2.2.5.4. Senior Official of the Ontario Provincial Police - Perth County Detachment

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

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

2.2.5.5. Fire Coordinator/Fire Chief

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

2.2.5.6. Emergency Medical Services Chief

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

2.2.5.7. Medical Officer of Health

- Assess the impact of the emergency situation on the health of the public
- Advise the public on matters concerning public health, through communication channels established by the Emergency Control Group
- Control communicable disease
- Provide advice on the health and safety aspects of emergency water supplies, sanitation, shelters, food supplies, mass feeding, garbage and sewage disposal
- The Health Unit is aware of certain vulnerable populations through the delivery of Health Unit programs and services. Depending on the nature of the emergency, and

when resources permit, the Health Unit will assist in identifying and responding to stress reactions, both immediate and long term, in such vulnerable Health Unit clients. Where this is not possible, clients will be advised to access assistance using usual channels such as their family doctor and the emergency department.

- Notify other agencies and senior levels of government of health matters relating to the emergency
- Establishing an ongoing communications link with the Public Health Incident Management Team
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.2.5.8.   Director of Social Services

- Provide social services and coordinate agencies, such as Victim Services, Red Cross, Children Aid Services, etc. to residents of Perth County
- Ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquiries and personal services due to the emergency; and ensure the evacuation centres are adequately staffed and maintained.
- Establish a communications link between the Emergency Operations Centre and the Emergency Evacuation Centre(s)
- Liaison with the Medical Officer of Health on areas of mutual concern regarding operations in evacuation centres
- Ensuring that a representative of the district school boards are notified when facilities are required as evacuee reception centres, and that staff and volunteers utilizing the school facilities take direction from the Board representative(s) with respect to their maintenance, use and operation
- Ensuring liaison with nursing homes, homes for the aged, and rest homes as required in the event of facility evacuation; coordinate temporary shelters if applicable
- Ensuring coordination with CCAC of care of bed-ridden citizens and invalids at home and in evacuation centres during an emergency
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing
- Lead the Human Needs subcommittee as per the Emergency Recovery Plan (Section 4.0)

2.2.5.9. Director/Manager of Public Works/Operations Manager/Environmental Services Manager

- Advising the Emergency Control Group regarding the efficient and effective use of transportation, infrastructure, road maintenance, road clearing, road construction, sanitation resources, and any other engineering and public works matters
- Appoint a Public Works Incident Coordinator
- Depending on the nature of the emergency, assign the Incident Commander and inform the Emergency Control Group
- Establishing an ongoing communications link with the Public Works Incident Coordinator at the scene of the emergency
- Ensuring liaison with the public works representative from the neighbouring communities to ensure a coordinated response
- Ensure the provision of engineering assistance
- Ensuring construction, maintenance and repair of County and/or municipal roads
- Ensuring the maintenance of sanitary sewage and water systems
- Provide for equipment for emergency pumping operations
- Ensuring liaison with the Fire Coordinator/Chief concerning emergency water supplies for firefighting purposes
- Provide for emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health
- Determining the need for any special equipment or resources and recommending sources of supply to the Emergency Control Group
- Provide for specialized transportation and response equipment in support of the emergency site
- Discontinuing any public works service to any resident, as required, and restoring these services when appropriate
- Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Provide for public works vehicles and equipment as required by any other emergency services
- Ensuring liaison with the conservation authority regarding flood control, conservation and environmental matters and being prepared to take preventative action
- Provide for testing and laboratory services to determine the presence of airborne, waterborne or latent toxic hazards
- Ensuring that barricades and flashers are delivered to the emergency site to establish traffic control points and emergency perimeters, as required
- Maintain access and egress to emergency site for emergency vehicles
- Prioritization of roads which will be restored and of which access will be maintained

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

2.2.5.10.   Utility Representative

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

2.2.5.11.   Emergency Information Officer/Communications Officer

- Advising the Emergency Control Group on all matters related to information to be presented to the public through the media, the monitoring of information being presented from the media, and taking direction from the Emergency Control Group
- Establishing a communication link with the Media Spokesperson and any other media coordinator(s), i.e. provincial, federal, private industry, etc., involved in the incident, ensuring that all information released to the media and public is timely, full, accurate and approved
- Ensuring that the Emergency Information Centre is set up and staffed and a site Emergency Information Centre, if required
- Ensuring liaison with the Emergency Control Group to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences
- Organize media briefings and preparing the Head of Council and other members of the Emergency Control Group prior to each media briefing, as required

- At the direction of the Emergency Control Group, communicating information regarding the emergency to the public through the media using media kits, news releases, press briefings, public service announcements, flyers, telephones, the internet, and public meetings, as required
- Ensuring that the following are advised of the telephone number of the established call or media centre:
    - Media
    - Emergency Control Group
    - Switchboard (County, Municipal and Emergency Services)
    - Media Spokesperson
    - OPP Communications Officer
    - Citizen Inquiry Supervisor
    - Neighbouring Communities
    - Any other appropriate persons, agencies or businesses
- Ensuring that the media releases are approved by the Emergency Operations Centre Manager, in consultation with the Emergency Control Group, prior to dissemination, and distributing hard copies of the media release to the Emergency Information Centre, the Emergency Control Group, and other key persons handling inquiries from the media
- Monitoring news coverage, and correcting any erroneous information and preparing appropriate responses
- Maintaining copies of media releases and newspaper articles pertaining to the emergency
- Coordinate media site tours with the Incident Commander and the on-site Media Spokesperson
- Ensuring communication with the Citizen Inquiry Centre, regarding information to be provided to the public and information being requested by the public
- Attending all Emergency Control Group meetings in accordance with the operating cycle
- Coordinating media photograph sessions at the site when necessary and appropriate
- Coordinating on-site interviews between the emergency services personnel and the media
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Refer to Annex 18.0 Communications Plan, and Appendix R – Media Package (Confidential).

2.2.5.12. EOC Duty Officer

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

2.3. Declaration of an Emergency

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

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

☐ Is the situation an extraordinary event requiring extraordinary measures?

☐ Does the situation pose a danger of major proportions to life or property?

☐ Does the situation pose a threat to the provision of essential services (e.g. energy, potable water, sewage treatment/containment, supply of goods or medical care)?

☐ Does the situation threaten social order and the ability to govern?

☐ Is the event attracting significant media and/or public interest?

☐ Has there been a declaration of emergency by another level of government?

☐ Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?

☐ Are volunteers assisting?

☐ Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?

☐ Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?

☐ Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?

☐ Does, or might, the situation require provincial support or resources?

☐ Does, or might, the situation require assistance from the provincial or federal government (e.g. military equipment)?

☐ Does the situation involve a structural collapse?

☐ Is the situation a large-scale or complex chemical, biological, radiological, nuclear or explosive (CBRNE) incident?

☐ Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?

☐ Will your municipality be receiving evacuees from another community?

☐ Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?

☐ Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?

☐ Is it possible that a specific person, corporation, or other party has caused the situation?

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

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

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

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

Refer to Appendix L - Steps Leading to the Declaration of an Emergency.

2.4. Termination of an Emergency

A community emergency may be terminated at any time by:

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

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

- The Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services
- County and/or Municipal Council

- County Warden
- Public
- Neighbouring community officials
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Ministry of Municipal Affairs and Housing

2.5. Designation of Members of Council to Act in Absence

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

- County of Perth: Alternate Warden
- Township of Perth East: Deputy Mayor
- Township of Perth South: Deputy Mayor
- Municipality of West Perth: Deputy Mayor
- Municipality of North Perth: Deputy Mayor

2.6. Requests for Assistance

2.6.1. County Assistance

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

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

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

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

2.6.2. Provincial Assistance

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

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

2.6.3.   Mutual Aid/Assistance Agreements

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

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

Note: For coordination with other emergency plans, including federal assistance, see Annex 20.0 Coordination with Other Plans (Confidential).

References (confidential)

Reference	Title
Section 4.0	Emergency Recovery Plan
Annex 18.0	Communications Plan
Annex 20.0	Coordination with Other Plans
Appendix A1	Emergency Control Group Membership
Appendix A2	Emergency Control Group and Emergency Operations Centre Contact Information List
Appendix B	Emergency Operation Centres
Appendix C	Declaration of Emergency
Appendix D	Termination of Declared Emergency
Appendix E1	Declared/Terminated Emergency Notification Contact List and Fax Page
Appendix E2	Notification - Declaration of Emergency
Appendix G	Council Contact Information
Appendix Q	Emergency Operations Centre Operating Package
Appendix R	Media Package
Appendix L	Steps Leading to the Declaration of an Emergency

Supplemental Documents:

- County of Perth Mutual Aid and Automatic Aid Plan and Program – Office of the Fire Marshal
- Intra-Perth County Mutual Assistance Agreement
- East Zorra-Tavistock / Perth East Mutual Assistance Agreement
- Minto / North Perth Mutual Assistance Agreement
- County of Oxford / County of Perth Mutual Assistance Agreement
- County of Wellington / County of Perth Mutual Assistance Agreement
- County of Perth / City of Stratford / Town of St. Marys Mutual Assistance Agreement
- County of Huron / County of Perth Mutual Assistance Agreement
- Reciprocal Community Partnership Agreement with the United Counties of Leeds-Grenville / County of Perth / City of Stratford / Town of St. Marys / Member Municipalities of Perth County
- Emergency Manager Sharing Agreement

3. Emergency Response

3.1. Incident Management System

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

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

3.1.1.   Concepts of Command in IMS

3.1.1.1.   Common Terminology

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

3.1.1.2.   Modular Organization

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

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

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

3.1.1.3.   Integrated Communications

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

3.1.1.4.   Consolidated Action Plans

Every incident requires an action plan when:

- multiple-agency resources are used
- multiple jurisdictions are involved

- the incident is large and requires staging and triage
- there will be changes in equipment or personnel

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

3.1.1.5.   Manageable Span-of-Control

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

3.1.1.6.   Incident Facilities

Incident facilities may include the following:

- Emergency Operations Centre
- On-site Command Post
- Staging areas
- Triage area
- Resource storage
- Morgue
- Joint Information Centre
- Media Conference Centre
- Joint Traffic Control Centre
- Decontamination Areas

3.1.1.7.   Comprehensive Resource Management

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

3.1.2. Key Management Functions

3.1.2.1. <u>Operations</u>

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

3.1.2.2. <u>Planning</u>

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

3.1.2.3. <u>Logistics</u>

- Supports Operations
- Coordinate resources and services to meet the needs of the incident and the organization; includes:
  - Human Resources
  - Information Technology
  - Facilities
  - Transportation

3.1.2.4. <u>Administration/Finance</u>

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

County of Perth and Member Municipalities Emergency Management Plan

Table 3.0 Expanded IMS Chart

```
                        Incident Command
                              |
        Safety ───────────────┼─────────────── Liaison
                              |
        Communications ───────┤
                              |
    ┌──────────────┬──────────┴──────────┬──────────────────┐
Operations      Planning            Logistics         Administration
  Chief          Chief                Chief               Chief
    |              |                    |                   |
Emergency     Business            Facilities          Procurement
Response      Continuity            Lead                 Lead
  Lead          Lead
    |              |                    |                   |
  Police     Situation Report    Transportation       Cost Tracking
                 Lead                 Lead                 Lead
    |              |                    |                   |
   Fire      Documentation Lead   IT/Communications      Payroll
                                      Lead
    |                                   |                   |
   EMS                            Human Resources      Admin Support
                                      Lead
    |                                   |
Public Works Lead                 Volunteer Lead
    |
Social Services
   Lead
    |
Burial/Morgue Lead
```
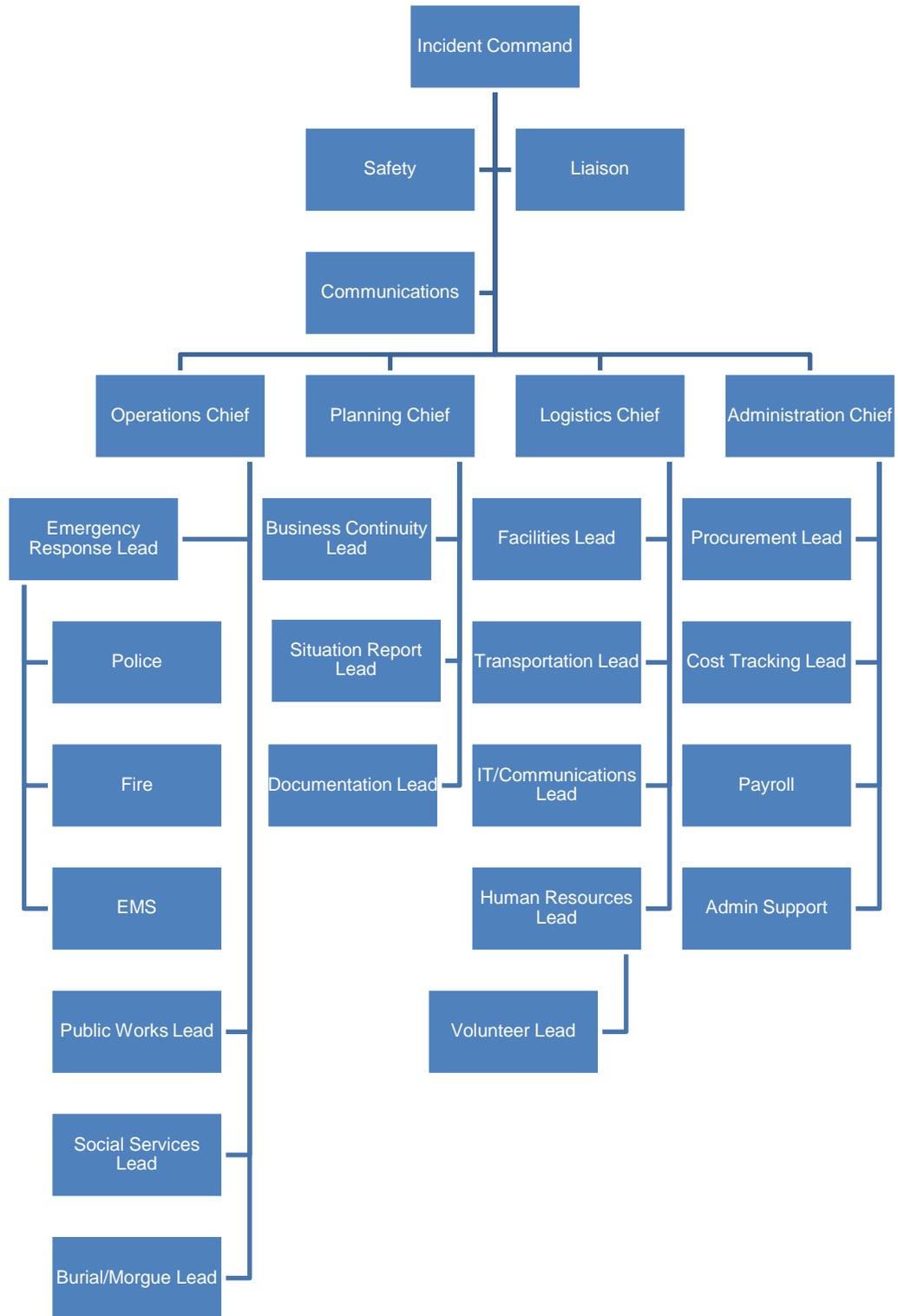
3.2. Incident Command

3.2.1. Incident Command Appointment

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

3.2.1.1   Single Incident Command Model

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

- By default when only one jurisdiction or organization is involved

- By design when multiple jurisdictions or organizations that are involved decide and agree on a Single Command

- By legislation if the responsibility is legally that of one jurisdiction or organization

3.2.1.2   Unified Incident Command Model

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

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

3.2.2. Transfer of Command

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

3.2.3. Authority of the Incident Commander

- Call meetings of the Chiefs or Incident Coordinators to share information, establish common goals, objectives and prioritize limited available resources where required

- Mediate conflicts between emergency responders and contact the Senior Municipal Officer at the Emergency Operations Centre if they are unable to resolve the issue

- Request assistance from responding organizations and/or the Emergency Control Group for communications, resources and other site management tools

- Request additional resources for the Emergency Site through the Emergency Operations Centre Manager and other members of the Emergency Control Group

3.2.4.   Responsibilities of the Incident Commander

- Assess the situation

- Ensuring that objectives, priorities, tasks and tactics are established to contain and mitigate the emergency situation

- Establish an incident command post

- Consulting and coordinating with Chiefs to establish in inner and outer perimeter around the emergency site, as required

- Ensuring that all are aware of personnel, material and human resources available to mitigate the emergency situation

- Ensure the health and safety of all persons at the emergency site

- Maintaining a communications link with the Emergency Operations Centre Manager at the Emergency Operations Centre

- Coordinate the activities of the Chiefs or Incident Coordinators

- Coordinate with key personnel and officials

- Appointing an On-site Media Spokesperson upon consultation with the Senior Municipal Officer and the Emergency Control Group, as required

- Appoint a scribe as needed

- Ensuring that all responsible organization commanders meet on a regular basis to update each other on individual organization actions and progress made, to share information, to set common priorities, to set common objectives and determine what additional resources may be required

- Understanding the laws and policies that may be considered during management or recovery of the emergency

3.3. Incident Management Team Roles and Responsibilities

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

3.3.1.   Safety Officer

Reports to the Incident Commander.

The Safety Officer monitors safety conditions and develops safety measures. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident emergency responders. This is done in close conjunction with the Operations Chief and the Planning Chief. During a complex incident, assistants to the Safety Officer may be assigned from a variety of organizations and levels of government. Naturally, the Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures.

- Working closely with Operations to ensure that responders are as safe as possible under the circumstances, including wearing appropriate PPE and implementing the safest operational options

- Advising Command on issues regarding incident safety
- Minimizing employee risk by promoting safety procedures
- Conducting risk analyses and implementing safety measures, normally through the planning process
- Altering, suspending or terminating any or all activities that are deemed hazardous regardless of jurisdiction
- Assisting in the review of the Incident Action Plan to identify safety concerns and issues

- Monitors the safety conditions of all people at the incident

3.3.2.   Liaison Officer

Reports to the Incident Commander.

The Liaison Officer serves as the primary contact for organizations cooperating with, or supporting the incident response. The Liaison Officer advises Command of issues related to outside assistance, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants who may come from other organizations also involved in the incident response.

- Gathering information about organizations that are involved with the incident. This includes obtaining from their representatives, information about standard and specialized resources they might have, or special support that they might need, and whether there are considerations or restrictions that may impact how such resources may be used.

- Serving as a coordinator for organizations not represented in Command

- Providing briefings to organization representatives about the operation

- Maintaining a list of supporting and cooperating organizations, and keeping it updated as the incident evolves

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

3.3.3.   Emergency Information Officer/Communications Officer

Reports to the Incident Commander and/or EOC Manager. Refer to Section 2.2.5.11 for roles and responsibilities of the Emergency Information Officer.

3.3.4.   Operations Chief

Reports to the Incident Commander.

- Coordinate, direct and manage:
    - Emergency Responders (Fire, Police, EMS)
    - Public Works
    - Social Services
- Directs and coordinates all municipal operation responses
- Requests resources and directs them
- Works with the Incident Commander and the Planning Chief to determine the incident objectives and priorities in developing an emergency action plan
- Implement the emergency action plan using Operations Leads
- Continually update the Incident Commander on the implementation of the objectives established in the emergency action plan
- Identify staffing and resource needs
- Verify that Operations personnel are working safely
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

3.3.5.   Planning Chief

Reports to the Incident Commander.

- Coordinate, direct and manage:
    - Business Continuity
    - Document Control
    - Situation Report

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

3.3.6.   Logistics Chief

Reports to the Incident Commander.

- Coordinate, direct and manage:
    - Facilities
    - Transportation
    - Human Resources
    - IT/Communications
    - Equipment
- Arrange and provide resources and services such as facilities, transportation, supplies, fuel, maintenance of equipment, food service, and communications for responding and support personnel
- Provide all necessary staff and volunteers to support the emergency response
- Coordinate with the set-up of facilities, i.e. emergency operations centre, briefing rooms, etc., as required
- Organize and confirm 24-hour availability of staff, resources and other facilities

- Organize training for new staff and redeployed staff using operations expertise as needed
- Identify staffing and resource needs
- Identify resources depleted during the emergency
- Respond to technological needs for the emergency
- Monitor and maintain building and staff facilities
- Regularly report to the Incident Commander
- Maintain a personal log of all actions taken

3.3.7. Administration/Finance Chief

Reports to the Incident Commander.

Coordinate, direct and manage:

- Procurement
- Cost Tracking
- Payroll
- Admin Support

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

3.3.8. Emergency Responders Lead

Reports to the Operations Chief.

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

3.3.9. Public Works Lead

Reports to the Operations Chief.

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

3.3.10. Social Services Lead

Reports to the Operations Chief.

- Provide social service and coordinate mental health support to residents of the County of Perth
- Resource support need for family services, and the need for grieving and counseling services
- Deploy NGO and alternative services as needed
- Regularly report to the Operations Chief
- Makes recommendations to the Operations Chief
- Maintain a personal log of all actions taken

3.3.11. Business Continuity Lead

Reports to the Planning Chief.

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

3.3.12. Situation Report Lead

Reports to the Planning Chief.

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

3.3.13.　　Documentation Lead

Reports to the Planning Chief.

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

3.3.14.　　Facilities Lead

Reports to the Logistics Chief.

- Coordinates available facilities for temporary purposes, i.e. morgues, gas stations, grocery stores
- Support the set up of the Emergency Operations Centre, briefing rooms, etc., as required
- Ensure telecommunication requirements are met
- Regularly report to the Logistics Chief
- Makes recommendations to the Logistics Chief
- Maintain a personal log of all actions taken

3.3.15.　　Transportation Lead

Reports to the Logistics Chief.

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

3.3.16.　　Human Resources Lead

Reports to the Logistics Chief.

- Coordinate and process requests for human resources
- Coordinate offers of, and appeals for community volunteers with the support of the Emergency Control Group
- Select the most appropriate site(s) for the registration of human resources

- Ensure records of human resources and administrative detail, that may involve financial liability, are completed
- Work with Social Services Lead to ensure that Volunteer Registration Forms are completed when volunteers are involved and a copy of the form is retained for County and/or Municipal records
- Ensure identification cards are issued to volunteers and temporary employees, where practical
- Obtain assistance, if necessary, from Human Resources Development Canada, as well as other government departments, public and private agencies, and volunteer groups, in consultation with the Logistics Chief
- Report regularly to the Logistics Chief
- Maintain a personal log of all actions taken

3.3.17.   Procurement Lead

Reports to the Administration/Finance Chief.

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

3.3.18.   Cost Tracking Lead

Reports to the Administration/Finance Chief.

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

4. Emergency Recovery Plan

4.1. Introduction

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

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

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

4.2. Responsibilities of Post-Emergency Recovery Committee

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

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

- Decide on the termination of recovery activities and the wind-up of Recovery subcommittees
- Prepare a final report on the recovery phase of the emergency for submission to Council
- Make recommendations for amendments to this recovery plan

4.3. Human Needs

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

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

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

4.4. Infrastructure

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

Roles and responsibilities of the Infrastructure Subcommittee are as follows:

- Determine (based on Engineering advice) the extent of damage to municipal buildings, roads, bridges and utilities
- Upon request (with Engineering and/or Chief Building Official advice) provide information to property owners regarding extent of damage to homes and property
- Ensure (with police) that access to unsafe areas is restricted
- Expedite demolition permits where appropriate

- Ensure residents are given opportunity to secure and/or remove personal property from damaged locations, when safe to do so
- Ensure traffic controls (lights and signage) are restored
- Ensure appropriate removal of debris and arranging for sorting and recycling as much as possible
- Ensure proper sanitation measures taken
- Recommend (if appropriate) the waiving of tipping fees at municipal landfill sites
- Ensure the safety of workers in the damaged area including volunteers
- Continue to work with utilities to permanently restore services
- Coordinate the use of volunteer labour to assist residents with clean up on private property
- Maintain financial records for committee activities
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

4.5. Financial

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

Roles and responsibilities of the Financial Subcommittee are as follows:

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

Provincial and federal financial assistance should be sought through the Office of the Fire Marshal and Emergency Management.

4.6. Public Information

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

5. Glossary

Acronym	Full Name
AANDC	Aboriginal Affairs and Northern Development Canada
ABCA	Ausable Bayfield Conservation Authority
A/C	Air conditioning
ARES	Amateur Radio Emergency Services
BCP	Business Continuity Plan
BWA	Boil Water Advisory
CACC	Central Ambulance Communications Centre
CANUTEC	Canadian Transport Emergency Centre Technical Support
CAO	Chief Administrative Officer
CBO	Chief Building Official
CBRNE	Chemical, Biological, Radioactive, Nuclear, Explosive
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
CFIA	Canadian Food Inspection Agency
CI	Critical Infrastructure
CISD	Critical Incident Stress Debriefing
CISM	Critical Incident Stress Management
C of A	Certificate of Approval
COOP	Continuity of Operations Plan
Decon	Decontaminate
EAP	Employee Assistance Program
ECG	Emergency Control Group
EIO	Emergency Information Officer
EMAT	Emergency Medical Assistance Team
EMPC	Emergency Management Program Committee
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
ERP	Emergency Response Plan

Acronym	Full Name
ES	Emergency Services
FAD	Foreign Animal Disease
FADER	Foreign Animal Disease Emergency Response
FD	Fire Department
GRCA	Grand River Conservation Authority
Hazmat	Hazardous Materials
HPHA	Huron Perth Healthcare Alliance
HQ	Headquarters
HR	Human Resources
HUSAR	Heavy Urban Search and Rescue
IC	Incident Command
IMS	Incident Management System
IT	Information Technology
JEPP	Joint Emergency Preparedness Program
LMH	Listowel Memorial Hospital
LTCH	Long-Term Care Home
LWHA	Listowel Wingham Healthcare Alliance
MMAH	Ministry of Municipal Affairs and Housing
MOE	Ministry of the Environment
MOH	Medical Officer of Health
MOHLTC	Ministry of Health and Long-Term Care
MOL	Ministry of Labour
MP	Member of Parliament
MPP	Member of Provincial Parliament
MVC	Motor Vehicle Collision
MVCA	Maitland Valley Conservations Authority
NGO	Non-Government Organization
ODRAP	Ontario Disaster Relief Assistance Program
OFMEM	Office of the Fire Marshal and Emergency Management

Acronym	Full Name
OMAF	Ontario Ministry of Agriculture and Food
OPP	Ontario Provincial Police
OSPCA	Ontario Society for the Prevention of Cruelty to Animals
PDHU	Perth District Health Unit
PEOC	Provincial Emergency Operations Centre
PEP	Perth Emergency Planning
PERC	Perth East Recreation Complex
PERT	Provincial Emergency Response Team
POA	Provincial Offences Act
PPE	Personal Protective Equipment
PUC	Pandemic Unified Command
PW	Public Works
RCPA	Reciprocal Community Partnership Agreement
SAC	Spills Action Centre
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
UTRCA	Upper Thames River Conservation Authority
VHF	Very High Frequency
VON	Victorian Order of Nurses
WSIB	Workers' Safety Insurance Board