



TOWN OF SAUGEEN SHORES

2018 COMMUNITY EMERGENCY MANAGEMENT PLAN

Prepared by the Town of Saugeen Shores
Community Emergency Management Program Committee
2018

Adopted by Council
By-law 83-2004
October 25, 2004

*Revision due to the information received and learned from the tornado in Goderich

* CAN/CSA – Z731-03

TOWN OF SAUGEEN SHORES
COMMUNITY EMERGENCY MANAGEMENT PLAN

Amendments

BY-LAW NO.	DATE APPROVED	DESCRIPTION	CONSOLIDATED
		Approval of Community Emergency Management Plan	

Community Emergency Management Program Committee Members

Phil Eagleson	CEMC/Fire Chief
Mike Bellai	Police Chief
Linda White	Clerk
Neil Menage	Council Representative
Diane Huber	Alternate Council Representative
Ron St. Jacques	Community Rep/Canadian Red Cross
Candie Blackburn	Staff Coordinator
Jim Kempster	External Consultant

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Definitions

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*, National Fire Protection Association, etc.

The Town of Saugeen Shores will be referenced as “the Town” going forward in this plan.

Administrator of Bruce County Social Services - The Administrator of Bruce County Social Services

Approved - Acceptable to the authority having jurisdiction

Authority Having Jurisdiction - The organization, office, or individual responsible for approving equipment, materials, a facility, or a procedure.

Business Resumption - See Recovery.

Chief Administrative Officer (CAO) - The CAO or alternate for the Town.

Chief Building Official (CBO) - The Chief Building Official or alternate for the Town.

Citizen Inquiry Service - A service established by the Citizen Inquiry Supervisor to respond to and redirect inquiries and reports from the public.

Citizen Inquiry Supervisor - The Deputy Clerk or alternate for the Town.

Community - A political body/organization, within a defined boundary, having authority to adopt and enforce laws and provide services and leadership to its residents. This term includes upper and lower tier municipalities and First Nations.

Community Development Officer/EIO – the Media Coordinator during a community emergency event

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

Community Emergency Management Plan (CEMP) - A risk based program that is based on a hazard identification and risk assessment process and leads to a comprehensive emergency management program that includes the four core components of mitigation/prevention, preparedness, response and recovery.

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

Community Emergency Response Volunteers (CERV) Ontario - The Community Emergency Response Volunteers (CERV) Ontario program is a Province-wide network of neighbourhood-based, multi-functional teams of volunteers trained in basic emergency management principles and skills.

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

Crisis - a time of intense difficulty, trouble, or danger.

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 Designate 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.

Director of Community Services - The Head of Community Service (Recreation and Facilities Services) or alternate for the Town.

Director of Infrastructure & Development Services - The Director of Infrastructure & Development Services or alternate for the Town.

Disaster - A widespread or severe emergency of disastrous proportions that seriously incapacitates a community.

Duty Officer (DO) - Person charged with the duty of opening, maintaining and running the Emergency Operation Centre(s).

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 disastrous proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability.

Emergency Control Group (ECG) - The ECG operating from the community Emergency Operations Centre is responsible for coordinating municipal emergency response and recovery activities. The ECG usually includes leading community officials, emergency management representatives and other relevant staff. The ECG is chaired by head of council or designate.

Emergency Information Officer (EIO) - See Media Coordinator

Emergency Management - Organized and comprehensive program 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) - EMO is an organization within the Ministry of Community Safety and Correctional Services, 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 Management Program Committee - A management team to oversee the development, implementation and maintenance of an emergency management program.

Emergency Operations Centre (EOC) - The EOC is a permanent or temporary facility where the ECG assembles to manage an emergency.

Emergency Site Manager/Incident Commander (ESM) - 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 Response Plan - A risk-based plan developed and maintained to respond to an emergency. This includes steps to guide the response effort, identifies persons, equipment, and resources for activation in an emergency and outlines how they will be coordinated.

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

Exercise - There are 4 main types of exercises and various sub-types:

Static Exercises: Static Exercises are almost always held in a single facility using a seminar-type setting. There are four types of static exercises:

Case Studies: Case Studies involve the examination of a particular case study - either real or fictional. The assembled exercise players study the case and one or more solutions or courses of action are outlined. In some exercises the case is presented in stages to present multiple or expanding problems and issues. Sources of case studies include local experience, past emergencies, or externally prepared studies written for training purposes.

Paper Exercises: Paper Exercises, like case studies, begin by presenting a problem or emergency. The key difference with a paper exercise is that information is provided to exercise players, through paper inputs in "real time" to simulate actual emergency events and messages.

Tabletop Exercises: Tabletop Exercises expand on paper exercises by requiring the exercise players to describe their actions using maps, models, etc.

Synthetic Exercises: Synthetic Exercises use computers to generate incident events and evaluate player actions.

Telecommunications Exercises: Telecommunications Exercises, through the use of radios, fax machines, telephones, and/or computers, test the function and suitability of a community's emergency telecommunications systems. There are two main types of telecommunications exercises:

Notification Exercises: Notification Exercises test notification procedures. They are very useful in ensuring the validity of existing contact information contained in the plan.

EOC Exercises: EOC Exercises test communications and information flow within the EOC and between emergency management/response partners.

Specialty Exercises: Specialty Exercises are designed to simulate response to specific types of emergencies such as a biological attack, a hazardous materials spill, bomb threats etc. Although this type of exercise does not generally evaluate the entire emergency plan, it can be very useful in evaluating particular annexes of the plan and in the training/assessment of specific response capabilities.

Field Exercises: Field Exercises are larger-scale emergency simulations involving an emergency site and, often, the activation of the community EOC. This type of exercise generally involves physical response by emergency service organizations and may also include mock casualties, outside organizations, and multiple jurisdictions. Field exercises offer numerous opportunities to evaluate the CEMP and the community's response capability.

Fire Chief - The Chief of the Saugeen Shores Fire Department or Alternate

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.

Hazardous Material - A substance (gas, liquid or solid) capable of creating harm to people, property and the environment, e.g. materials which are flammable, toxic, etc.

Inner Perimeter - A restricted area in the immediate vicinity of the emergency scene as established by the On-Scene Commanders (police/fire/ambulance). Access to the inner perimeter is restricted to those essential emergency personnel actively involved in the occurrence.

Joint Emergency Operation Centre - One emergency operations center staffed by staff from 2 emergency control groups, may be upper and lower tier.

Mayor - The Head of Council or alternate (Acting Mayor) for the Town.

Media Coordinator - During an emergency the Community Development Officer/EIO or alternate for the Town will assume the role of Media Coordinator.

Media Information Centre - The location near the EOC from which the media may gather for updated media releases and press conferences. This location will be determined by the CAO and/or Media Coordinator.

Medical Officer of Health - Medical Officer of Health or alternate for the County of Bruce.

Mitigation - Actions taken to reduce or eliminate the effects of an emergency or disaster.

Mitigation Plan - Based on the community risk assessment, each community should implement a strategy and plan to eliminate hazards or mitigate the effects of hazards that cannot be eliminated. A mitigation plan should contain details on activities planned to eliminate or reduce the degree of risk to life, property, and environment from the identified hazards.

Municipality - Means a city, town, village and township and includes a county, district and

regional municipality.

Mutual Aid Agreements - An agreement developed between two or more fire departments 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 neighboring cities, regions, provinces or nations.

Mutual Aid Fire Co-ordinator – Bruce County Fire chief delegated to oversee the Bruce County Mutual Fire Aid program.

On-Scene Media Information Centre - The location at or near the scene from which the media may gather for updated media releases and press conferences. This location will be determined by the designated On-Scene media spokesperson, with the approval of the ESM.

On-Scene Media Spokesperson - The On-Scene media spokesperson is appointed by the head of Council at the time of the emergency. This person is responsible for coordinating the fast, accurate dissemination of information to the media from the On-Scene Media Information Centre. The spokesperson will also work closely with the media coordinator to ensure that information released to the media from the scene is consistent with information being released from the EOC Media Information Centre. Prior to the release of media information, it will be initialed and approved by the Mayor or designate.

Operations Manager – takes on the role of the transportation coordinator during an emergency.

Outer Perimeter - The geographic area surrounding the inner perimeter. This area will serve as a coordination and assembly point for essential emergency personnel. Access to the outer perimeter is restricted to essential emergency personnel as determined by the ESM.

Police Chief - The Chief of Police of the Saugeen Shores Police Service or alternate.

Provincial Nuclear Emergency Response Plan (PNERP)

Preparedness - Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of a CEMP, a business continuity plan, training, exercises, and public awareness and education.

Prevention - Actions taken to prevent an emergency or disaster.

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

Probability - The likelihood of something happening.

Public Education Program - Provides focused information to a target audience to educate about protective actions to reduce the risk of life and property damage, in the event of an emergency. For example, for communities located in a high-risk flood area, the public should know what measures should be taken in the event of a flood.

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 center 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.

Recovery Plan - A risk-based emergency plan that is developed and maintained to recover from an emergency or disaster.

Rescue Coordination Centre (RCC) - The Joint Rescue Coordination Centre Trenton is a Rescue Coordination Centre operated by the Royal Canadian Air Force and the Canadian Coast Guard.

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

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.

Social Services Support Group - The group of Social Service Department Staff responsible for the dissemination of information between the Administrator of Social Services and the Reception/Evacuation Centre Managers. This group is also involved in obtaining resources required by the Administrator and/or the Reception/Evacuation Centre(s).

Solicitor - The Solicitor as contracted by the Town.

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).

Triage - The sorting and allocation of treatment/transport to patients or victims according to a system of priorities designed to maximize the number of survivors.

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.

Abbreviations

ADT - Home Security Systems

BMTS - Bruce Municipal Telephone Service AKA Bruce Telecom

CAO - Chief Administrative Officer

CBO - Chief Building Official

CEMC - Community Emergency Management Coordinator

CEMPC - Community Emergency Management Program Committee

CEMP - Community Emergency Management Plan

CERV - Community Emergency Response Volunteers

DO - Duty Officer

ECG - Emergency Control Group

EIC - Emergency Information Centre

EIO - Emergency Information Officer

EMO - Emergency Management Ontario

EMS - Emergency Medical Services

EOC - Emergency Operations Centre

ESM - Emergency Site Manager

Km - Kilometer

MOE - Ministry of Environment

MTO - Ministry of Transportation

OCWA - Ontario Clean Water Association

ODRAP - Ontario Disaster Relief Assistance Program

OPP - Ontario Provincial Police

OCIPEP - Office of Critical Infrastructure Protection and Emergency Preparedness

PEOC - Provincial Emergency Operations Centre

PNERP - Provincial Nuclear Emergency Response Plan

RCC - Rescue Coordination Centre

WPCP - Water Pollution Control Plant

WTP - Water Treatment Plant

Last revision date: June 6, 2018

SECTION 1 – EXECUTIVE SUMMARY

1.1 Introduction:

The Town of Saugeen Shores is located in Bruce County along the shore of Lake Huron. The Town is comprised of the three former communities of Southampton, Port Elgin and Saugeen Township and covers an area of approximately 171.05 square kilometers of area with a population of 13,715 residents. The new municipality stretches for miles along the Lake Huron shoreline, encompassing cottage country, rural side roads, two thriving downtown areas and spectacular vistas along the Lake.

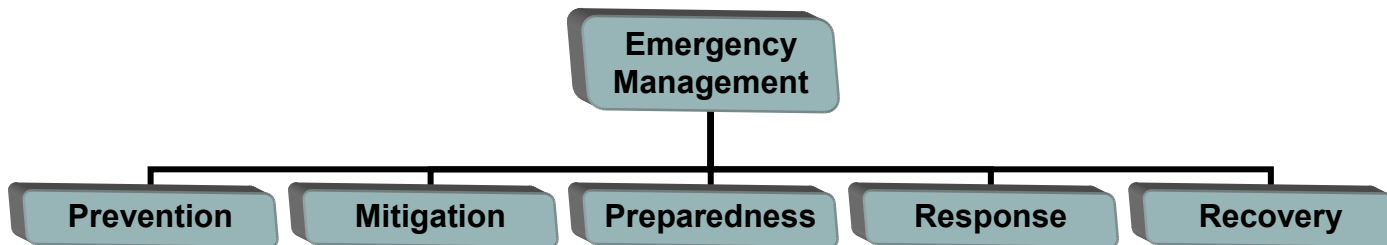
The Saugeen Shores Community Emergency Management Plan (CEMP) has been developed as an all-hazards approach that offers a standardized municipal response to a crisis situation. Rather than identifying countermeasures to all conceivable emergencies. The plan therefore outlines a process for Town authorities to (1) assess the severity of an incident and (2) determine an appropriate response strategy. It has been designed to ensure the timely and efficient delivery of emergency response services and recovery operations within Saugeen Shores.

The response to emergencies often requires a coordinated effort on the part of a number of agencies both public and private. This coordinated response will be guided by a select group of individuals known as an ECG. This plan, which has been prepared by the Town's CEMPC, identifies the members of the ECG and their individual roles and responsibilities during an emergency situation in Section 4.

The CEMP will be reviewed annually and updated from time to time as deemed necessary.

Under the authority of Provincial Nuclear Emergency Response Plan (PNERP), the Town is the "host community" and therefore mandated to have a Nuclear Emergency Response Plan for the Bruce Power, in conformity with the PNERP. Saugeen Shores has implemented and maintains an ongoing nuclear emergency response plan as an appendix to this Community Emergency Management Plan.

The Saugeen Shores Emergency Management Plan is based on the five pillars of emergency management, as described by the Ontario Fire Marshal and Emergency Management.



Prevention: Actions taken to prevent the emergency itself can greatly diminish the response and recovery activities required for certain emergencies.

Mitigation: Actions taken to reduce or eliminate the effects of an emergency. Similar to prevention, mitigation measures are broadly classified as either structural or non-structural and could include capital improvements, regulations, building codes and public education.

Preparedness: Measures taken prior to an emergency or disaster to ensure as an effective response as possible, including plans, training, exercises, public education, alerting and notification systems, procedures, organization, infrastructure protection and standards.

Response: Measures taken to respond to an emergency. The aim of these measures is to ensure that a controlled, coordinated and effective response as possible is quickly undertaken at the onset of an emergency to minimize its impact on public safety. As response activities begin to taper off, the operational focus begins to transition from response to recovery.

Recovery: Measures taken to recover from an emergency or disaster. The aim of these measures is to assist individuals, businesses and communicates to return to a state of normalcy. Recovery measures include environmental clean-up, return of evacuees, emergency financial assistance and psycho-social counselling.

1.2 **Objective:**

The objective of the Towns Community Emergency Management Plan is to outline a plan of action for the efficient deployment, and co-ordination of the Town's services, agencies and personnel to provide the earliest possible response to:

- (i) Protect and preserve life and property;
- (ii) Assist the County of Bruce and/or other area municipalities as requested;
- (iii) Minimize the effects of the emergency on the Town;
- (iv) Restore essential services.

1.3 **Hazards:**

A hazard is defined as an "event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, and damage to the environment, interruption of business or other types of harm or loss". Hazards can be categorized as natural, technological or human events. The Town has identified a set of community hazards that are most likely to result in an emergency situation for the municipality:

- Critical Infrastructure Failures
- Windstorms / Tornadoes
- Snowstorms / Blizzard
- Hazardous Material Incidents/Spills
- Lightning Storms
- Water Contamination
- Transportation: Road or Air Emergency
- Fire or Explosion

While there are ways to mitigate and prevent some hazardous events, many situations occur that are difficult to avoid. Nevertheless, there are steps that we can take to lessen the impacts to our community, including loss of life and property damage. This plan is intended to serve as

a guide in implementing those steps necessary to lessen the impact of an emergency on the community.

1.4 **Government and Services:**

The Town offices are located at 600 Tomlinson Drive, Port Elgin. The council consists of a Mayor, Deputy-Mayor, Vice-Deputy Mayor and six Councillors, elected for a four year term.

1.4.1 Town Staff

It is recognized that each position has an alternate should the person designated not be available.

1. CAO
2. Director of Corporate Services
3. Director of Protective Services
4. Director of Infrastructure & Development Services
5. Director of Community Services

1.4.2 Emergency Staff

It is recognized that each position has an alternate should the person designated not be available.

1. Fire Chief/CEMC
2. Police Chief
3. ECG Members
4. ESM/ Incident Commander
5. EIO/Media Coordinator

The Town has a large volunteer Fire Department with a Fire Station in Port Elgin and another in Southampton. The Fire Department is linked to the Bruce County Mutual Aid Fire Service by agreements.

The Town is policed by its own police service, The Saugeen Shores Police Service.

Local utilities include:

- Westario Power
- Hydro One
- Union Gas
- Bruce Municipal Telephone Service (BMTS)
- Eastlink
- Bell Canada

Land ambulance services are provided to the community by the County of Bruce Paramedic Services. The Town has one Hospital, located in Southampton at 340 High Street. The Hospital is part of Grey Bruce Health Services.

1.5 **Program Coordinator:**

The CEMC is responsible for developing and administering a comprehensive and effective CEMP. The CEMC has the authority to ensure that adequate attention is given to all aspects of the program and to the needs of all personnel within the organization.

1.6 **Legislative Authority:**

The [Emergency Management and Civil Protection Act](#), and [by-law 83-2004](#) passed by the Council of the Town provide the legal authority for the Town's CEMP. Once approved by Council, this Emergency Response Plan will be filed with the Ministry of Community Safety and Correctional Services through Emergency Management Ontario.

In accordance with Section 2.1 *municipalities shall develop and implement an emergency management program, adopted by by-law, consisting of:*

- *An emergency plan*
- *Training programs*
- *Exercises*
- *Public education program*
- *Hazard identification and risk assessment*
- *Critical infrastructure inventory*
- *Any other elements prescribed by regulation*

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"*.

Section 4.1 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 the property, health, safety and welfare of the inhabitants of the emergency area"*. This Plan sets out the procedures for declaring and terminating an emergency and the actions that may be taken by the municipality prior to the declaration of an emergency.

SECTION 2 – EMERGENCY PROCEDURES

2.1 Notification Procedures:

- a) Any of the following may request that the Saugeen Shores Police Dispatch Service activate the Emergency Alerting System;
 - (i) Mayor,
 - (ii) CAO,
 - (iii) Police Chief,
 - (iv) Fire Chief, or
 - (v) Alternates.
- b) The Supervisor for the Police Dispatch is responsible for alerting designated members of the ECG and passing on such information as required (refer to Appendix 1).
- c) The Emergency Alerting System is illustrated in Diagram 1 of this Plan.
- d) Members of the Emergency Support and Advisory Staff who will not be notified by the Police Service, namely the Administrator of Bruce County Social Services and the Medical Officer of Health, and Deputy Clerk are to refer to Appendix 1-A “Town of Saugeen Shores Alerting System” for call-out procedures.

Diagram #1 Emergency Alerting System

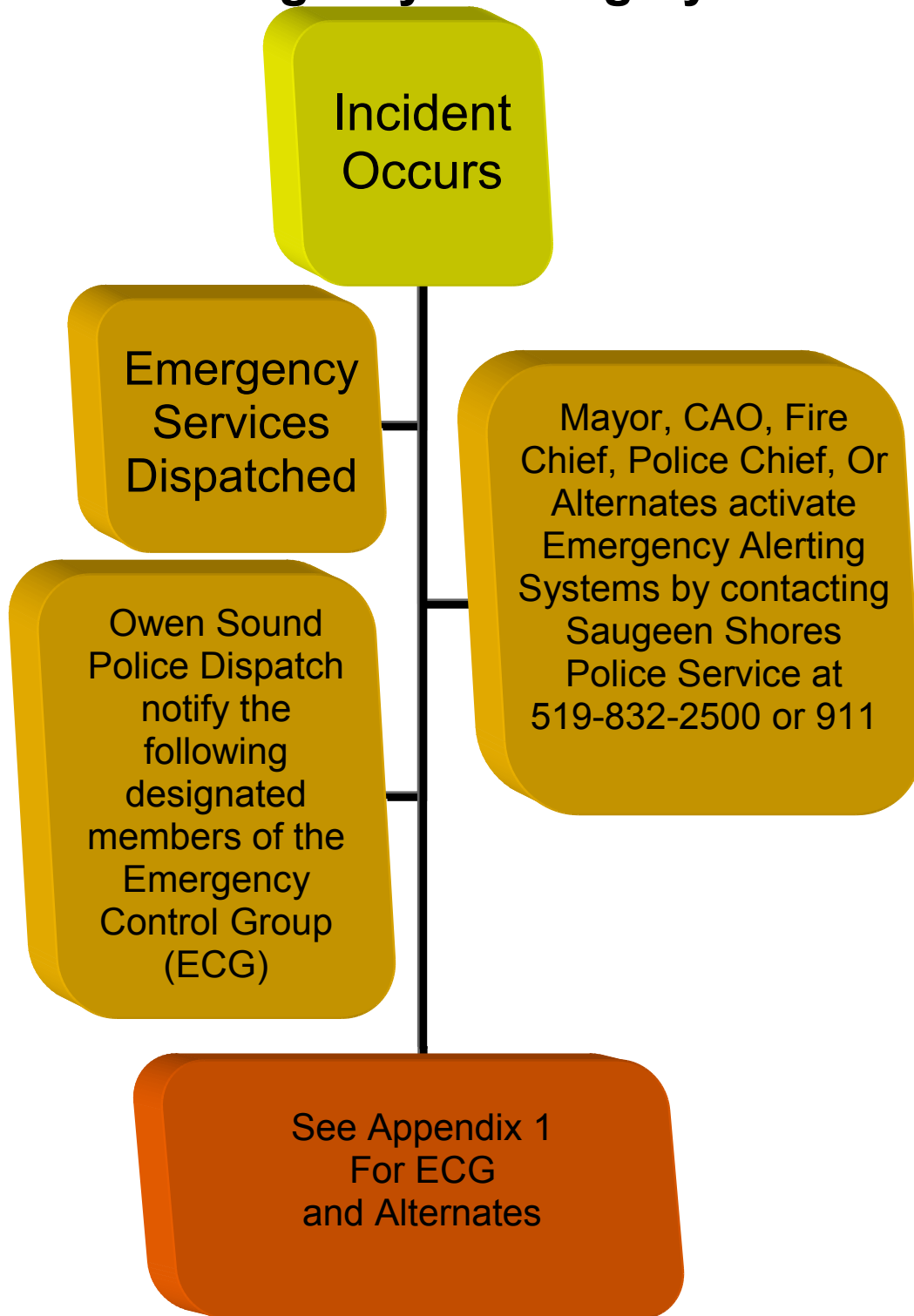
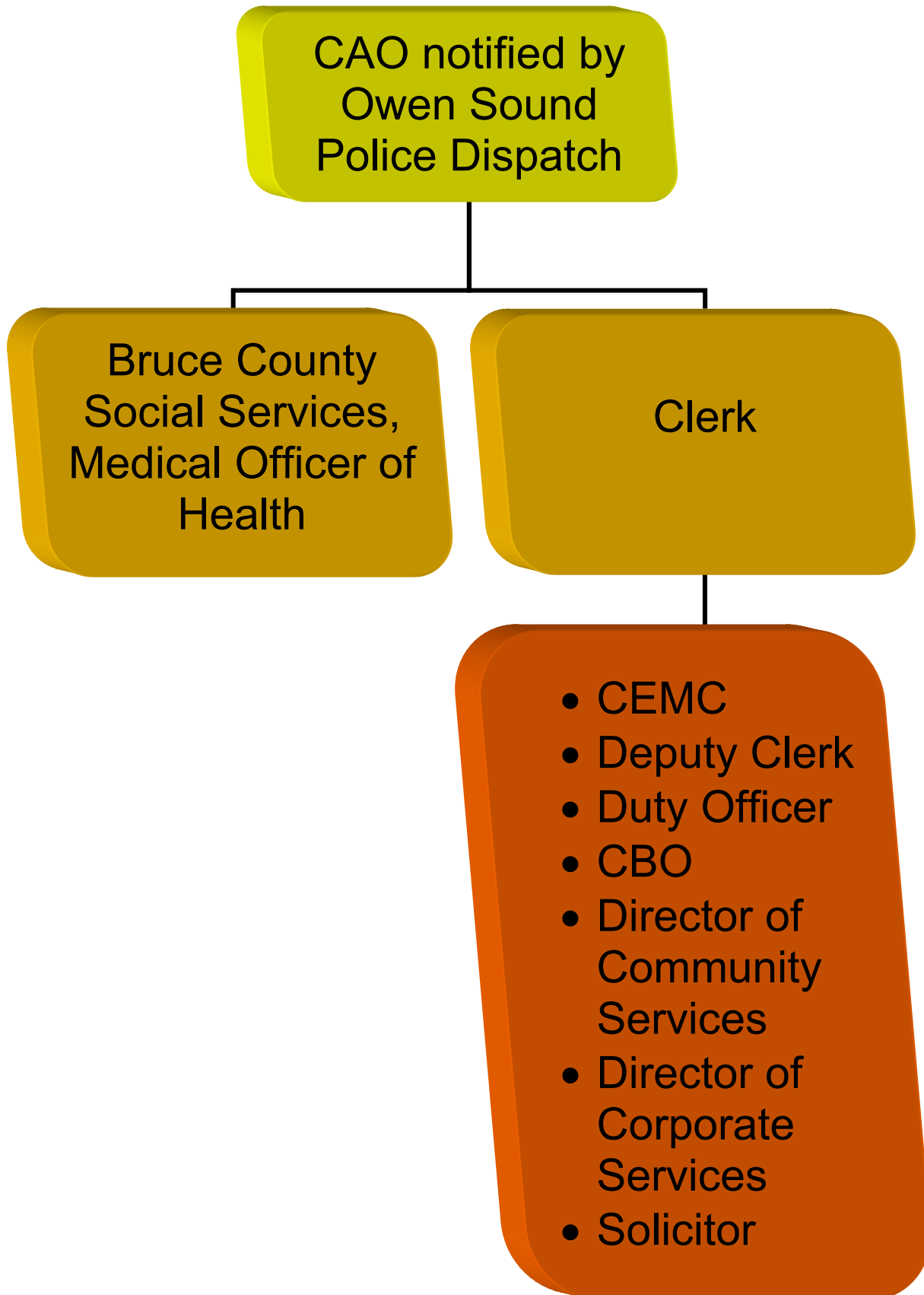


Diagram #2 Internal Alerting System



2.2 Actions Prior to Declaration of an Emergency

When an emergency has been determined to exist but not yet declared and the ECG has been notified, employees of the Town may take any action not contrary to law and may take such action as set out in this CEMP as may be required to protect the lives and property of the residents of the Town.

2.3 Procedures for Declaring an Emergency

The Head of Council has the authority to declare that an Emergency exists and to formally implement the CEMP. This decision may be made in consultation with other members of the ECG. Upon declaring an emergency, the **Mayor or alternate will be responsible for ensuring that the following individuals or agencies are contacted:**

1. Solicitor General of Ontario by Emergency Management Ontario, Ministry of Community Safety and Correctional Services
2. CEMC
3. Town Council
4. Warden of the County of Bruce
5. Neighbouring municipalities
6. Local Member of Parliament
7. Local Member of Provincial Parliament
8. The Public, in consultation with the Community's Information Officer

2.3.1 Evacuation Notifications

Resident Evacuations: In certain situations, the evacuation of homes and businesses is a necessary precaution to protect the community. Evacuations should be undertaken in a quick and controlled manner, in an effort to ensure residents are not directly threatened by a crisis.

Evacuation Order: The Mayor, in consultation with the ECG, will order the police to evacuate residents from any area endangered by a crisis. In situations where there is a fire-related emergency or a chemical spill, it may be more appropriate for the ECG to direct the fire department to undertake the evacuation. If citizens are immediately threatened, the ESM will issue an evacuation order.

Notification: The police or fire departments will be responsible for notifying all individuals directly threatened by the incident. Depending upon the circumstances, residents will be advised to (1) leave the area, or (2) assemble an evacuee centre for registration and shelter provision. The ESM will update the ECG on evacuation proceedings, as well as providing an estimate on the number of residents being relocated.

2.4 **Terminating an Emergency**

At any time, the Head of Council, Town Council or the Premier of Ontario may declare that an emergency has been terminated. Once an emergency has been terminated, the Mayor or alternate shall ensure that the following are notified of the termination:

1. Solicitor General of Ontario by Emergency Management Ontario, Ministry of Community Safety and Correctional Services
2. Town Council
3. CEMC
4. Warden of the County of Bruce
5. Neighbouring municipalities
6. Local Member of Parliament
7. Local Member of Provincial Parliament
8. The Public, in consultation with the EIO

2.5 **Role of The County of Bruce**

Whenever an emergency or disaster occurs or threatens to occur, the initial and primary responsibility for managing the response shall be vested with the affected local municipality. The Town's ECG will exercise and implement this CEMP with respect to all local emergencies/disasters occurring within the Town and in particular those identified as hazards in this CEMP.

However, the Town recognizes that the County of Bruce, in accordance with the *Emergency Management and Civil Protection Act*, has prepared an Emergency Response Plan in order to provide emergency support and assistance to communities within the County borders, and further that in certain circumstances, the County of Bruce may declare an emergency as well. The County of Bruce Emergency Response Plan will identify those "hazards" and emergency situations that most likely will require management and coordination at the County level and procedures for declaring a County Emergency. In addition, in certain circumstances, the scope of the emergency may be beyond the resource capabilities of the local ECG. In such cases, the Mayor of the Town or designate, in consultation with the Town's ECG, the County Warden and County C.A.O., may request that the County EOC be activated to take over the management of the emergency situation. Members of the Town's ECG may remain at the Town's EOC to provide support and assistance. Alternatively, a request may be made to establish a Joint Emergency Operation Centre between the County and the Town.

2.6 **Requests for Assistance**

Where circumstances warrant, the ECG may request the assistance of the Province, the County of Bruce and other municipalities with whom they have established mutual aid or emergency assistance agreements. Such a request does not mean that the municipality loses authority or control of the emergency situation.

If local resources, either municipal or private and including those that might be available from the County, are insufficient to meet the emergency requirements, then assistance may be requested from the Province through Emergency Management Ontario. If assistance is required from the Federal Government including the Canadian Armed Forces, Emergency Management Ontario will be the agency responsible for contacting and requesting such assistance.

2.6.1 Mutual Assistance Agreements:

Section 13 (1) of the *Emergency Management and Civil Protection Act, R.S.O., 1990* as amended, provides the authority for the “*council of a municipality to make an agreement with the Council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency.*”

Municipalities may enter into mutual aid agreements with neighbouring municipalities. Mutual aid/assistance agreements ensure aid required to effectively manage an emergency or disaster may be provided at the time of request. Aid can include such things as services, personnel, equipment and materials.

Mutual 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 relationships.

2.7 **Request from the Province:**

At its discretion, the Province may deploy a Community Officer to a local emergency to provide advice and assistance and to ensure liaison with the Provincial Operations Centre. However, when a community declares an emergency, Emergency Management Ontario will normally deploy a Community Officer to the local EOC to assist the community with the Emergency Response. The Community Officer will be the link between the Town and the province for both provincial and, if necessary, federal assistance.

2.8 **Ontario Disaster Relief Assistance Program**

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

A copy of the Ontario Disaster Relief Assistance Program will be available in the EOC. A copy of the program is also available from the Province of Ontario website.

2.9 **Nuclear Emergency Notification**

The Town is designated by the Province of Ontario as a "Host Community". As determined by the Kincardine Nuclear Emergency Response Plan, during a Nuclear Emergency at the Bruce Power Nuclear Generating Station, residents of Municipality of Kincardine may be directed to The Town. The Town would serve as "host" in the case of an evacuation and will provide such assistance as emergency lodging, food, social services, site for decontamination of persons and vehicles and whatever comfort that can be reasonably provided.

The planning and preparation for this occurrence includes a formal notification system from The PEOC, Office of the Fire Marshal and Emergency Management to the designated municipalities and the host municipalities. The Town's Police Service is the designated 24-hour warning point for the alert and activation of the Town as referred in the Provincial Nuclear Emergency Plan. This will enable the ESM to accurately receive notification on an emergency at the Bruce Power Generation Station and relay that information to the ECG in a timely manner. (Refer to Appendix 1)

SECTION 3 - EMERGENCY OPERATIONS CENTRE

3.1 Introduction and Usage of The Operations Centre:

- (i) In the event of an emergency, an EOC will be established in the municipal office. The ECG, the support and advisory staff and many other groups will congregate and work together at the EOC to make decisions, share information and provide support as required to mitigate the effects of the emergency. The CAO is responsible for the co-ordination of all operations within the EOC.
- (ii) The EOC will consist of: (*see appendix 2)
 - a meeting room for the ECG
 - a communications room
 - a room for the Health and Social Services Support groups;
 - rooms for support and advisory staff and other groups as required; and
 - a Media Information Centre (press conference area)

3.2 Location

- (i) The primary location of the EOC is the Saugeen Shores municipal office
A list of designated secondary EOCs is located in Appendix 2.

3.3 Emergency Control Group Meeting Room

- (i) The ECG requires a secure and quiet meeting room adjacent to the communication room.
- (ii) To promote an effective emergency meeting, this room requires;
 - a map(s) of suitable scale, depicting up-to-date information related to the emergency;
 - a visual board depicting up-to-date status information on the emergency;
 - a recording device and tapes suitable for recording ECG meetings (optional);
 - telephone(s) for outgoing calls only.

3.4 Communication Room

- (i) While the ECG is engaged in meetings, they will require assistants to take messages and convey their decisions. Therefore, a separate communication room must be established in close proximity to the ECG meeting room.
- (ii) To be effective, the communication room will require;
 - a map(s) of suitable scale depicting up-to-date information related to the emergency;
 - a visual board depicting up-to-date status information on the emergency;
 - a chronological log of all significant communications and events related to the emergency;
 - sufficient outside telephone lines for all communication assistants and the EIO. In the event that there are not enough telephones available, the use of cellular telephones with batteries and/or back-up generators should be considered; and
 - each emergency or support service with radio communication equipment to utilize this equipment in the communication room.

- (iii) Each member of the ECG should designate at least one or two persons, depending on the nature and scope of the emergency, to handle in-coming and out-going communications or assist as otherwise required.
- (iv) The communication assistants will be responsible for operating telephones and radios within the communication room and relaying messages between their respective representatives on the ECG and other key locations.

3.5 **Emergency Operations Centre Operating Cycle:**

Upon attending at the EOC, ECG members will be briefed by the CEMC on the emergency situation and will make decisions with respect to the appropriate composition of the control group taking into consideration the emergency and the expertise required to properly manage the situation. The Clerk will be directed to contact those support agencies required to manage the emergency.

The ECG members will establish an operating cycle consisting of specified meeting times and length of meetings and work schedule. It shall be the responsibility of the CAO to ensure adherence to the operating cycle and to convene ECG meetings and to arrange for agendas for the meetings. Meetings will be brief. The DO will be responsible for maintaining status boards, maps and information in the EOC to aid the ECG in their meetings. This information will be prominently displayed and will be kept up to date by the DO.

The ECG will, at this time, make a decision with respect to the appointment of an ESM.

The CEMC shall take such steps as are necessary to ensure that a stand-by power source is available for the EOC, if required.

SECTION 4 - ECG COMPOSITION AND RESPONSIBILITIES

4.1 Emergency Control Group Composition

- a) The ECG is comprised of persons holding the following positions, or their appropriate alternates:
 - (i) Mayor
 - (ii) CAO
 - (iii) Director of Protective Services/Fire Chief/CEMC
 - (iv) Director of Infrastructure & Development Services
 - (v) Police Chief
 - (vi) Director of Community Services
 - (vii) Director of Corporate Services

- b) Additional personnel called or added to the ECG may include:
 - (i) Ambulance Service representative
 - (ii) Ontario Provincial Police representative;
 - (iii) Saugeen Valley Conservation Authority representative;
 - (iv) Provincial representative; and
 - (v) Other officials, experts or representatives deemed necessary by the ECG.

- c) The ECG may function with only a limited number of persons depending upon the emergency. While the ECG may not require the presence of all the people listed in the control group, this shall not preclude the notification of **all** members of the ECG.

4.2 Instructions for EOC:

- a) Sign into EOC
- b) Set up workstation
- c) Assume duties of ECG
- d) Maintain a log outlining decisions made and actions taken

4.3 Emergency Control Group Responsibilities

- a) The actions or decisions which the ECG are likely to be responsible for are:
- (vi) Calling out and mobilizing the appropriate emergency service, agency and equipment;
 - (vii) Co-ordinating 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;
 - (viii) Determining if the location and composition of the ECG are appropriate;
 - (ix) Advising the Mayor as to whether the declaration of an emergency is recommended;
 - (x) Designating any area of the municipality as an “emergency area” (see Diagram 3);
 - (xi) Ensuring that an ESM has been appointed; (see appendix 3)
 - (xii) Co-ordinating and/or overseeing the evacuation of inhabitants considered to be in danger;
 - (xiii) Discontinuing utilities or services provided by public or private concerns, e.g. hydro, water, gas, closing down a shopping plaza; (see appendix 4)
 - (xiv) Arranging for services and equipment from local agencies not under municipal control, e.g. private contractors, volunteer agencies, service clubs;
 - (xv) Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies not under municipal control as considered necessary; (see appendix 4)
 - (xvi) Determining if additional volunteers are required and if appeals for volunteers are warranted;
 - (xvii) Determining if additional transport is required for evacuation or transport of persons and/or supplies;
 - (xviii) Ensuring that pertinent information regarding the emergency is promptly forwarded to the Media Co-ordinator for dissemination to the media and public;
 - (xix) Determining the need to establish advisory group(s) and/or sub-committees;
 - (xx) Authorizing expenditure of monies required to deal with the emergency;
 - (xxi) Deciding prior to the termination of an emergency, the requirements for the ECG to decide on who/how the community will be returned to its pre-emergency state via a **Recovery Management Plan**, Refer to Appendix 9;
 - (xxii) Notifying the service, agency or group under their direction, of a declaration or termination of the emergency;
 - (xxiii) Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the CAO within one week of the termination of the emergency as required;
 - (xxiv) Participating in the debriefing following the emergency;

- (xxv) Providing required support for on-site emergency workers during and post incident;
- (xxvi) Providing administrative and logistical support for any Town service that may become involved;
- (xxvii) Providing critical incident stress management for members of the EOC and Staff;
- (xxviii) Recognizing that the trauma suffered by citizens may need to be addressed through critical incident stress management.

4.4 **Individual Member's Roles and Responsibilities**

The following subsections define and detail the roles and responsibilities of each member of the ECG:

4.4.1 **Mayor or Alternate**

The Mayor is ultimately in charge of the emergency and will be the Chair of the ECG. The Mayor or Acting Mayor, as Head of Council, is also responsible for:

- (i) Activating, if required, the Emergency Alerting System through the dispatch service of the Saugeen Shores Police Service;
- (ii) Declaring an emergency to exist;
- (iii) Declaring an emergency to be terminated;
- (iv) Notifying, via EMO, the Solicitor General of Ontario of the declaration of an emergency and the termination of the declaration of an emergency;
- (v) Ensuring, with the assistance of Town staff, that the councillors are advised of the declaration and termination of the emergency, and are kept apprised of the emergency situation;
- (vi) Ensuring that the public, the media and neighbouring municipal officials are also advised of both the declaration and termination of an emergency.

4.4.2 Chief Administrative Officer

The CAO for the Town is responsible for:

- (i) Activating, if required, the Emergency Alerting System through the dispatch service of the Saugeen Shores Police Service;
- (ii) Activating, if required, the Municipal Internal Alerting System; (see Diagram #2)
- (iii) Ensuring that a DO has been assigned to co-ordinate all communication operations within EOC;
- (iv) Advising the Mayor on policies and procedures, as appropriate;
- (v) Ensuring that the ECG adheres to a reporting or business cycle, whereby the ECG acts at a pre-determined time to share information, identify issues and problems to be resolved at the EOC;
- (vi) Maintaining throughout the emergency, an agenda of issues/problems, actions and solutions so that at each meeting an agenda of issues/problems previously identified and not resolved will be ready for review and discussion;
- (vii) Approving major announcements and media releases prepared by the Media Co-ordinator, in consultation with the ECG;
- (viii) Advising the Clerk to notify the emergency support and advisory staff and any other Town staff that are required;
- (ix) Providing support staff to assist the ECG in the co-ordination, collection and dissemination of information relative to the emergency;
- (x) Ensuring that a communication link is established between himself/herself and the appointed ESM;
- (xi) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.
- (xii) Ensuring normal operation of other services.

4.4.3 Director of Protective Services/Fire Chief/CEMC

The Fire Chief is responsible for:

- (i) Activating, if required, the Emergency Alerting System through the dispatch service of the Saugeen Shores Police Service;
- (ii) Making arrangements for the required additional fire or emergency team responses with the Bruce County Mutual Fire Aid Co-ordinator;
- (iii) Advising the ECG on matters concerning fire suppression and/or fire prevention in areas where the emergency has caused increased fire risks;
- (iv) Establishing an inner-perimeter within the emergency area when the fire service is the lead responding agency;
- (v) Providing for the protection of life and property;
- (vi) Providing an ESM if required;
- (vii) Organizing and co-ordinating the firefighting and rescue service;
- (viii) Exercising control of the fire department, and any responding firefighting apparatus and manpower, in the event of a mutual aid activation;
- (ix) Liaising with the Mutual Aid Fire Co-ordinator as to the status and requirement of related activities;
- (x) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

Community Emergency Management Coordinator

The CEMC is responsible for:

- (i) Assisting, if required, the CAO in activating the Town Internal Alerting system;
- (ii) Acting in a resource and advisory capacity to the ECG and other emergency and support staff on emergency planning matters, as required and or as directed by head of council;
- (iii) Co-ordinating and preparing of the report on the emergency and hosting the emergency debriefing, as required;
- (iv) Ensure maintenance of EOC equipment and material;
- (v) Schedule Staff annually;
- (vi) Review this plan annually, make revisions and approve updates as required;

4.4.4 Director of Infrastructure & Development Services

The Director of Infrastructure & Development Services is responsible for:

- (i) Ensuring the maintenance, construction, and repair of municipal roads;
- (ii) Ensuring the maintenance of sanitary sewage and water systems;
- (iii) Providing for the provision of equipment for emergency pumping operations;
- (iv) Liaising with the Fire Chief concerning emergency water supplies for firefighting purposes;
- (v) Ensuring the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health;
- (vi) Arranging, if necessary, for the inspection and demolition of unsafe buildings, as directed by the Chief Building Official;
- (vii) Discontinuing any engineering service or utility to any consumer as required;
- (viii) Discontinuing engineering services as determined by the ECG;
- (ix) Liaising with the Saugeen Valley Conservation Authority with respect to floods and flood-related emergencies;
- (x) Providing Town vehicles and equipment as required by any other emergency services and ensuring that all vehicles and equipment are ready for immediate use;
- (xi) Liaising, if necessary, with engineering for the County of Bruce to ensure a coordinated response;
- (xii) Procuring staff to assist, as required;
- (xiii) Providing, if required, an ESM if required;
- (xiv) Assisting, when required, the ESM as appointed by the ECG in fulfilling their responsibilities;
- (xv) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

4.4.5 Police Chief

The Chief of the Saugeen Shores Police Service is responsible for:

- (i) Activating, if required, the Emergency Alerting System through the dispatch service of the Saugeen Shores Police Service; (Appendix 1);
- (ii) Notifying, as required, the addition of necessary emergency municipal services;
- (iii) Establishing an on-scene command post;
- (iv) Establishing an inner-perimeter within the Incident Area when the police service is the lead agency;
- (v) Establishing an outer-perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to essential emergency personnel;
- (vi) Providing traffic control to facilitate the movement of emergency vehicles;
- (vii) Alerting persons in danger by the emergency and the co-ordination of evacuees to evacuation centres;
- (viii) Providing protection of life, property and the provision of law and order;
- (ix) The provision of police service at evacuation centres, morgues and other facilities as required;
- (x) Notifying the coroner of fatalities;
- (xi) Providing an ESM if required;
- (xii) Assisting, when required, the ESM as appointed by the ECG in fulfilling the responsibilities;
- (xiii) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency;

4.4.6 Director of Community Services

The Director of Community Services or delegate for the Town is responsible for:

- (i) Arranging, as required, for the opening and maintenance of any other municipal owned facility or facilities;
- (ii) Providing security for the EOC or arranging for security at any other municipal owned facility or facilities, as required;
- (iii) Co-ordinating, as require, the maintenance and operation of feeding, sleeping and meeting areas at the EOC;
- (iv) liaising with the Director of Corporate Services for food and supplies, as required;
- (v) Co-ordinating and processing requests for human resources;
- (vi) Co-ordinating offers of and appeals for volunteers in conjunction with the Media Co-ordinator and under the direction of the ECG;
- (vii) Selecting the most appropriate site(s) for the registration of human resources;
- (viii) Ensuring records of human resources and administrative detail, that may involve financial liability, are completed;
- (ix) Liaising with Bruce County Social Services regarding the completion/distribution of Volunteer Registration Forms (Appendix 7);
- (x) Receiving and maintaining all completed volunteer registration forms. After the termination of an emergency, this information must be delivered within 24 hours to the CAO;
- (xi) Ensuring, where practical, identification cards are issued to volunteers and temporary employees;
- (xii) Procuring staff to assist, as required.

4.4.7 Director of Corporate Services

The Director of Corporate Services or delegate for the Town is responsible for:

- (i) Providing information and advice on financial matters as they relate to the emergency and the capabilities of the Town;
- (ii) Providing and securing equipment and supplies not owned by the Town, as required by members of the ECG and the support and advisory staff, to mitigate the effects of the emergency;
- (iii) Contacting, as requires, the CAO or alternate to resolve any matter of the Director of Corporate Services or alternate has concerns with authorization for expenditures that may contravene purchasing by-laws;
- (iv) Maintaining and updating a list of all vendors who may be required to provide supplies and equipment;
- (v) Ensuring that records of expenses are maintained for future claim purposes;
- (vi) Liaising with purchasing agents of other municipalities and cities, if necessary;
- (vii) Liaising with the Provincial officials with respect to the utilization of provincial emergency relief funds if applicable;
- (viii) Liaising with other agencies involved in fundraising activities to avoid duplication in the raising and utilization of donated funds;
- (ix) Setting up the necessary mechanisms for receiving, adjusting and paying claims for interim financial assistance or final emergency relief funding;
- (x) Procuring staff to assist, as required.

4.5 **Emergency Support and Advisory Staff**

- a) The following Town staff may be required to provide support, logistics and advice to the ECG:
 - (i) Clerk
 - (ii) Ambulance Service Representative
 - (iii) Solicitor
 - (iv) I &DS Operations Manager
 - (v) Deputy Clerk
 - (vi) Chief Building Official
 - (vii) Duty Officer
 - (viii) Medical Officer of Health
 - (ix) Bruce County Social Services
 - (x) Community Development Officer/EIO/Media Information Officer

- b) Upon direction from the CAO, the Clerk notifies the required emergency support and advisory staff (and any other required Town staff) to report to the EOC.

4.6 **Instructions for Emergency Support and Advisory Staff**

- a) Sign into EOC
- b) Set up workstation
- c) Maintain a log outlining decisions made and actions taken.

4.7 **Individual Responsibilities**

4.7.1 **Clerk**

The Clerk is responsible for:

- (i) Assisting, if required, the CAO in activating the Municipal Internal Alerting System;
- (ii) Initiating the opening, operation and maintenance of the EOC and staffing of switchboard at the municipal office, as the situation dictates;
- (iii) Initiating the notification of the afterhours answering service, and the management of the switchboard at the municipal office;
- (iv) Co-ordinating the provision of admin staff to assist in the EOC, as required;
- (v) Ensuring, upon direction from the Mayor, that all members of the Council are advised of the declaration and termination of declaration of the emergency;
- (vi) Arranging, upon direction from the Mayor, a special meeting(s) of Council as required, and advising members of Council of the time, date, and location of the meeting;
- (vii) Procuring staff to assist, as required;
- (viii) Co-ordinating and preparing the report on the emergency and hosting the emergency debriefing.

4.7.2 Ambulance Service Representative

The Ambulance Service Representative is responsible for:

- (i) Liaising with police, fire and other agencies active at the site of the emergency;
- (ii) liaising with the Medical Officer of Health;
- (iii) Ensuring triage and treatment at the site of the emergency;
- (iv) Liaising with hospitals for the efficient distribution of casualties;
- (v) Assessing the need and initial request for on-site medical teams from hospitals and whether assistance is required from police or other emergency services in providing transportation to the scene for these medical teams. NOTE: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.;
- (vi) Assessing the need and the initial request for special Emergency Health Service resources at the emergency site, i.e. ambulance buses, support units, paramedics, ambulance helicopters, etc. The representative of the Ambulance Service is then responsible for forwarding all requests to the Ambulance Communication Centre;
- (vii) Providing in conjunction with the Ambulance Communication Centre, a main radio and telephone communication link through dispatch among health services, and notifying and requesting assistance of the Ontario Ministry of Health, Emergency Health Services Branch;
- (viii) Liaising through the Administrator of Bruce County Social Services/ Medical Officer of Health / Community Care Access, for information regarding invalids or disabled citizens that may reside in an area to be evacuated and may require ambulance transportation;
- (ix) Assisting with the organization and transport of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required;
- (x) Ensuring that medical supplies are available at the emergency area and the reception/evacuation centre(s);
- (xi) Assisting, when required, the ESM as appointed by the ECG in fulfilling their responsibilities;
- (xii) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

4.7.3 Solicitor

The Solicitor for the Town is responsible for:

- (i) Advising, as requested, any member of the ECG and the support and advisory staff on matters of a legal nature as they may apply to the actions of the Town in its response to the emergency.

4.7.4 Infrastructure & Development Services Operations Manager

In the event of an emergency, the Operations Manager will be appointed by the ECG and is responsible for:

- (i) Co-ordinating the acquisition, distribution and scheduling of various modes of transport (i.e. public transit, school buses, boats, and trucks) for the purpose of transporting persons and/or supplies, as required, by members of the ECG and the support and advisory staff;
- (ii) Procuring staff to assist, as required;
- (iii) Ensuring that a record is maintained of drivers and operators involved. Where required and when possible, the Volunteer Registration Form (Appendix 7) should be completed and forwarded to the Director of Community Services.

4.7.5 Deputy Clerk

The Deputy Clerk for the Town is responsible for:

- (i) Assisting the CAO, as required, including the activation of the Municipal Internal Alerting System;
- (ii) Ensuring decisions made and actions taken by the ECG are recorded appropriately;
- (iii) Assuming the responsibilities of the Citizen Inquiry Supervisor.

4.7.6 Chief Building Official

The Chief Building Official is responsible for:

- (i) Providing information and advice to the ECG on matters pertaining to building conditions and safety;
- (ii) Assisting as needed in the operations of the EOC.

4.7.7 **Duty Officer**

- (i) Contact the appropriate community services representative who will attend, allow entry, deactivate the alarm and assist with set-up.
- (ii) Activating the EOC including set up of communication equipment, mapping and stationary supplies.
- (iii) Providing preliminary security screening until a replacement is identified / required.
- (iv) Maintaining security of ECG meeting room within the EOC.
- (v) Acting as a conduit for incoming and outgoing telephone calls and messages for ECG.
- (vi) Maintaining a main event log for ECG.
- (vii) Maintaining a log of all decisions and actions taken by the ECG.
- (viii) Assisting CAO (if required) by keeping minutes of business cycle meetings.
- (ix) Arranging for logistics such as meals, rest areas, telephones for ECG.
- (x) Maintaining adequate supplies for use by the ECG.
- (xi) Conducting checks of both EOC's when they are not in use to ensure they are continuously operationally viable.
- (xii) Maintaining a record of all action taken by the DO.

4.7.8 Medical Officer of Health

The Medical Officer of Health is responsible for:

- (i) Acting as a co-ordinating link for all health services at the ECG;
- (ii) Liaising with the Provincial Ministry of Health, Public Health Branch;
- (iii) Liaising with the ambulance service representative on the ECG;
- (iv) Providing advice on any matters, which may adversely affect public health;
- (v) Providing authoritative instructions on health and safety matters to the public through the Media Co-ordinator;
- (vi) Co-ordinating the response to disease-related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health policies;
- (vii) Ensuring co-ordination of care of ill/injured and bed-ridden citizens at home and in evacuation centres during an emergency;
- (viii) Ensuring liaison with voluntary and private agencies, as required, for augmenting and co-ordinating Public Health resources;
- (ix) Ensuring co-ordination of all efforts to prevent and control disease in the municipality during an emergency;
- (x) Notifying the Director of Infrastructure & Development Services regarding the need for potable water supplies and sanitation facilities;
- (xi) Assuring the implementation of casualty distribution procedures to avoid hospital congestion;
- (xii) Liaising with the Administrator of Bruce County Social Services on areas of mutual concern regarding operations in evacuation centres;
- (xiii) Assisting, when required, the ESM as appointed by the ECG in fulfilling their responsibilities;
- (xiv) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

4.7.9 Administrator of Bruce County Social Services

The Administrator of Bruce County Social Services is responsible for:

- (i) Managing, operation and staffing of reception/evacuation centres with the assistance of the Health Department and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the Centres in accordance with the Bruce County Social Services Emergency Response Plan;
- (ii) Liaising with the ECG with respect to the establishment of reception/evacuation centres and other areas of mutual concern;
- (iii) Designating and arranging for opening (by contacting the appropriate person identified in the reception/evacuation centre site listing) of additional/secondary reception/evacuation centre(s), as required. Immediate notification of the Chief of Police regarding the locations of additional/secondary reception/evacuation centres.
- (iv) Liaising with the Medical Officer of Health on areas of mutual concern regarding operations in evacuation centres;
- (v) Ensuring that a property representative of the Board(s) of Education is/are notified when a public or private facility or facilities is/are required as reception/evacuation centre(s), and that staff and volunteers utilizing the school facility or facilities take direction from the property representative(s) with respect to its/their maintenance, use and operation;
- (vi) Ensuring, when volunteers are involved, that the Volunteer Registration Forms (Appendix 7) are completed and a copy of each form is retained for municipal use. Where practical, providing each volunteer with a copy of the completed form. Where the registration form is not available, instruct staff to record specifically required details. All completed forms must be forwarded as soon as possible to the Director of Community Services;
- (vii) Participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

4.7.10 **Community Development Officer/EIO**

- (i) Assuming the responsibilities of the Media Co-ordinator;
- (ii) Initiating the opening and operation of the print shop at the municipal office, or making arrangements to find alternate printing facilities as the situation dictates for press releases/information flyers to citizens still located in their residences or at evacuation centres;
- (iii) Appoint an on-scene media spokesperson, i.e. police officer with media training background.

SECTION 5 - SITE MANAGEMENT

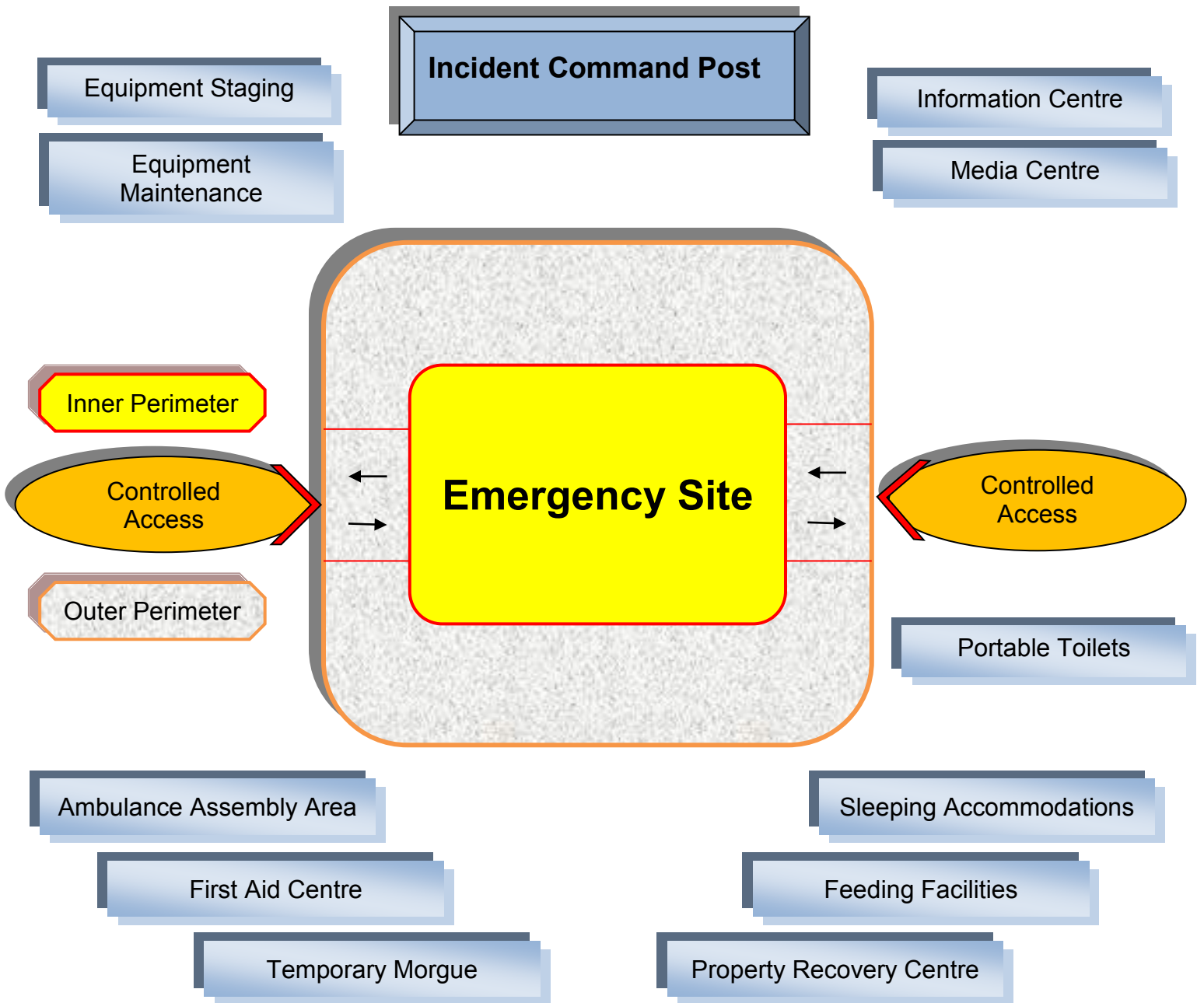
5.1 Emergency Site Manager (ESM)

- (i) The ESM will be **appointed** by the ECG from the lead agency involved in the specific type of emergency. Examples - fire incident/fire management - evacuation/police. Once appointed, this individual will no longer be responsible for the operations or command of their agency. The ESM shall report directly to the CAO. Selection of the ESM will take into consideration the following:
- availability and approval of their agency;
 - training and field experience;
 - knowledge of responding agencies, responsibilities and resources.
- (ii) The ESM, upon appointment by the ECG, has the authority to:
- call meetings of the responding agency commanders for information sharing, establishing objectives in the site management, and prioritizing limited resources where applicable;
 - mediate conflicts between agencies and to contact the CAO at the ECG should he/she be unable to resolve the matter;
 - request assistance from responding agencies for communications and other emergency site management tools;
 - request an on-scene media spokesperson, i.e. police officer with media training background, through the EIO.
- (iii) the ESM is responsible for:
- emergency site design (see Diagram #3)
 - ensuring that priorities, tasks and tactics have been established to contain the problem;
 - in consultation with the responding emergency service agencies, define the inner and outer perimeters;
 - ensuring that responding agencies are aware of human and material resources that are available to mitigate the emergency;
 - ensuring agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief;
 - maintaining a communication link with the CAO at the ECG for the flow of accurate information and assistance in management of the emergency;
 - ensuring that responding agencies meet to update/exchange information and/or re-evaluate on a regular basis;
 - monitoring the operation of the site management and make suggestions where appropriate;
 - exercising foresight as to future events in the management of the emergency such as resource requirements, weather, lighting, etc.;

- understanding laws and policies at all levels that must be taken into consideration during the management or recovery of the emergency;
- where possible, conserving resources should the emergency heighten or lengthen in time, understanding that outside the emergency area the ECG is managing the day-to-day municipal operations in our community;
- participating in a debriefing and assisting the CEMC in the preparation of a report on the emergency.

Diagram #3 – The Emergency Area

Emergency Site Design



SECTION 6 – EMERGENCY COMMUNICATIONS AND INFORMATION

6.1 Introduction

- a) Upon implementation of this CEMP, it will be very important to co-ordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency.
- b) In order to fulfill these functions during an emergency, the following positions will be established:
 - (i) An on-scene media spokesperson (see item 6.2) will be appointed by the ESM;
 - (ii) A Media Co-ordinator at the EOC. (see item 6.3)
 - (iii) A Citizen Inquiry Supervisor. (see item 6.4)
- c) Depending on the scope of the emergency, there will likely be a need to establish two Media Information Centres - one near the scene (the On-Scene Media Information Centre) and the other near the EOC Media Information Centre. In some cases, however, a joint Media Information Centre may be desirable. The Citizen Inquiry work area should also be located at or near the EOC Media Information Centre.

6.2 **On-Scene Media Spokesperson**

The On-Scene Media Spokesperson will be appointed by the ESM and is responsible for:

- a) Establishing and co-ordinating an On-Scene Media Information Centre in a safe, appropriate location, at or near the scene, for the media to assemble;
- b) Establishing a communication link and liaising regularly with the Media Co-ordinator at the EOC. It is extremely important to ensure that information released to the media from the On-Scene Media Information Centre is consistent with that released by the Media Co-ordinator at the EOC Media Information Centre;
- c) Redirecting all inquiries regarding decisions made by the ECG and the emergency as a whole, to the Media Co-ordinator at the EOC;
- d) Responding to inquiries from the media **pertaining to the scene only**;
Advising the following persons and agencies of the location and telephone number(s) (as available) of the On-Scene Media Information Centre:
 - (i) Media Co-ordinator
 - (ii) ESM
 - (iii) Emergency services personnel at scene (where possible)
 - (iv) Any other appropriate personnel or agencies
- e) Controlling and redirecting media to the On-Scene Media Information Centre;
- f) Coordinating, where necessary and appropriate, media photograph sessions at the scene;
- g) Co-ordinating on-scene interviews between the emergency services personnel and the media.

6.3 **Media Co-ordinator**

The Media Co-ordinator for the Town is the Community Development Coordinator/EIO who reports to the CAO and is responsible for:

- a) Reporting, upon arrival to the EOC, to the CAO to be briefed on the emergency situation;
- b) Establishing, as the **primary** Media Co-ordinator, a communication link with the On-Scene Media Spokesperson, the Police Media Relations Officer, the Citizen Inquiry Supervisor and any other media co-ordinator(s) involved in the incident, and will endeavour to ensure that all information released to the media and public is consistent and accurate;
- c) Designating and co-ordinating an EOC Media Information Centre for members of the media to assemble for the issuance of accurate media releases and authoritative instructions to the public;
- d) Briefing the ECG on how the EOC Media Information Centre will be set up and selecting the appropriate spokesperson(s) to provide statements to the media;
- e) Liaising regularly with the ECG to obtain the appropriate information for media releases, co-ordinate individual interviews and organize press conferences;
- f) Establishing telephone number(s) for media inquiries and ensuring that the following are advised accordingly:
 - (i) Media
 - (ii) ECG
 - (iii) On-Scene Media Spokesperson
 - (iv) Police Media Relations Officer
 - (v) Citizen Inquiry Supervisor(s)
 - (vi) Any other appropriate persons, agencies or businesses
- g) Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public;
- h) Ensuring that the media releases are approved by the CAO prior to dissemination, and distributing hard copies of the media release to the EOC Media Information Centre, the ECG, Citizen Inquiry Supervisor and other key persons handling inquiries from the media;
- i) Monitoring news coverage, and correcting any erroneous information;
- j) Maintaining copies of media releases and newspaper articles pertaining to the emergency.

6.4 **Citizen Inquiry Supervisor**

The Citizen Inquiry Supervisor will be the Deputy Clerk and is responsible for:

- a) Establishing a Citizen Inquiry Service, including the appointment of personnel and designation of Citizen Inquiry telephone lines, at the municipal office or co-ordinating the service at other locations as required. Where possible, the Citizen Inquiry Service should be located at or near the EOC Media Information Centre;
- b) Apprising the Media Co-ordinator at the EOC Media Information Centre of the establishment of the Citizen Inquiry Service and designated telephone number(s);
- c) Apprising the affected emergency services and the ECG of the establishment of the Citizen Inquiry Service and designated telephone numbers;
- d) Continually liaising with the Media Co-ordinator to obtain current information on the emergency;
- e) Responding to and re-directing inquiries and reports from the public based on information from the Media Co-ordinator or as outlined in Sections (f) and (g) below. (Such information may be related to school closings, access routes or the location of evacuation centres);
- f) Responding to and re-directing inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service;
- g) Responding to and re-directing inquiries pertaining to persons who may be located in evacuation centres to the registration and inquiry telephone number(s) at the appropriate Red Cross branch headquarters. This information should be obtained through Bruce County Social Services Group and/or the Red Cross Branch Emergency Services Chairperson at the local Red Cross headquarters.
- h) Procuring staff to assist, as required.

SECTION 7 – POST EMERGENCY DEBRIEF

7.1 Post Emergency Debriefs

Debriefing will be done post emergency as well as post training drill external and tabletop

Post Emergency Debriefs aim to:

- Identify the components of the CEMP that worked well;
- Identify opportunities for improvement;
- Share findings between agency staff; and
- Assign action items to relevant business units/agencies for ongoing development and preparation for future emergency incidents.

After an emergency it is important to conduct a debrief session(s) with all staff, agencies and personnel who were involved in emergency response and relief activities. The main issues to consider in planning for a debrief will include the evaluation of:

Each of the functional areas of the EOC in the CEMP, including operations undertaken from emergency agencies and field operations.

- Coordination arrangements – involvement of relevant agencies, assigning tasks to organisations, decision-making and priority-setting, forward planning and adequacy of facilities;
- Town strategic planning considerations including consequences of impact and provisions to address relief and recovery – were CEMP 7.1 resources appropriate? Were extra resources required?
- Information management – media, information systems, records, dissemination of decision and information, and managing community expectations; and
- Resource management – activation and mobilisation, safety, return of and accounting for resources.

7.2 Preparing For Post Emergency Debrief

The size of the emergency event will dictate the number of debrief sessions to be conducted. In the event of a small scale emergency only one debrief session may be necessary. In the event of a large scale emergency it may be necessary to conduct debriefings for each 'functional area'.

It is the joint responsibility of the Community Emergency Manager Coordinator (CEMC), in consultation with the ECG to determine the debrief structure and requirements. It is the responsibility of the CEMC (or delegate) to allocate responsibility for conducting the debrief(s).

- The CEMC will control the meeting without stifling discussion.
- Ensure there are specific questions on both positive and negative aspects to avoid discussions or blame.
- Send written invitations to all people who should attend.
- Develop the agenda.
- Distribute the agenda before the debrief date.
- Ensure that everyone knows and understands what the intention of the meeting is.

- Ensure that the venue is big enough i.e. everyone has a seat.
- Ensure the venue has enough lighting and is free from distractions.
- Ensure that relevant maps, models or photographs are available for the debrief.
- If a written report is to be distributed, ensure that everyone receives a copy.
- If written reports are required from those attending, ensure that they are aware of this in good time so that they have enough time to prepare one.
- Allocate the tasks of recording the proceedings and producing a report

7.3 Debrief Follow-Up

It is the responsibility of the CEMC (or delegate) to ensure actions are tabled and scheduled for action. Debrief action plans should include:

- Identified issues;
- Strategies and actions to address issues;
- Who will undertake activities;
- When the activity is to be completed; and
- Review date to ensure identified actions have been completed.

NOTE: When developing action plans for implementation ensure that the progress of all actions can be easily monitored and reported against.

Actions resulting from a debrief may include:

- Amending or revising plans or appendices;
- Changing the CEMP structure;
- Revising training requirements;
- Changing equipment or purchasing new equipment;
- Changing organisational policy; and/or
- Analysing and reporting back to the CEMPC on specific problems.

The CEMC will complete a confidential incident report that is to be released to all department heads and outside agencies that require the report. Followed by an incident report for the public to be released at a future committee of the whole meeting.

SECTION 8 - PLAN MAINTENANCE AND REVIEW

8.1 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.

8.2 Annual Review

As a minimum all or portions of this plan will be reviewed annually through the use of appropriate and planned emergency exercises. Following the exercises, appropriate debriefing sessions followed by the completion of debriefing reports, which will be utilized by the Community Emergency Management Program Committee to make appropriate changes to the Plan.

8.3 Amendments

Amendments to the Plan require formal Council approval. Formal Council approval is not required for changes or revisions to the appendices or for minor administrative changes such as editorial changes to the text including page numbering, reference changes or changes to references to provincial statutes

8.4 Flexibility

No CEMP 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 ECG 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 CEMP may be permitted.

8.5 Local Plans

All local municipalities are required to have their own CEMPs, although not required by the legislation at this time, local CEMPs are encouraged to conform to the County of Bruce Emergency Response Plans.

To ensure an overall coordinated effort, copies of Town's CEMP of will be distributed to other local communities and to the County of Bruce.