

# Emergency Response Plan 2023



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## EXECUTIVE SUMMARY

An emergency is defined under the Emergency Management and Civil Act of Ontario as:

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

Although the focus of this definition is on the potential impact of life and property, it is implicitly understood that major threats to social, environmental, political and/or economic well-being may also be considered emergencies.

Due to its nature or magnitude, such emergency requires a coordinated response by a number of agencies under the direction of the Emergency Control Group. These are distinct from the normal day-to-day operations carried out by emergency response agencies.

Whenever an emergency occurs, which affects the lives and property of citizens, the initial and prime responsibility for providing immediate assistance rests with the local municipal government. This Emergency Response Plan is designed to ensure the co-ordination of municipal and non-municipal services in an emergency to bring the situation under control as quickly as possible.

The purpose of this document is to establish a plan of action for the earliest possible response to an emergency with the resources available to protect the health, safety, welfare and property of the inhabitants of the emergency area and to prepare for and establish a procedure for the declaration of an emergency.

Response to a large-scale emergency requires an assessment of the situation, and the efficient deployment and management of resources. The primary function of this Emergency Response Plan is to provide the organizational framework to co-ordinate the response for key officials, agencies and departments within Haldimand County. The Emergency Response Plan will provide a general guideline for the initial response to an emergency and an overview of their responsibilities during an emergency.

The Emergency Response Plan in itself cannot guarantee an efficient and effective response to an emergency. It must be:

- utilized as a tool to assist emergency and municipal services and officials in their emergency response activities
- flexible enough to adapt to a broad spectrum of disasters



- supported with adequate personnel, equipment and expertise from the responding agencies
- aware of resources that may be available from neighbouring municipalities and the private sector
- tested on a regular basis
- reviewed on a regular basis

# SECTION 1 – THE PLAN

## 1.0 Introduction

*An emergency management/information or response plan is a course of action developed to mitigate the damage of potential events that could endanger an organization's ability to function. Such a plan should include measures that provide for the safety of personnel and, if possible, property and facilities.*

The Haldimand County Emergency Response Plan has been prepared to provide key officials, agencies and departments within Haldimand County with a general guideline to the response to an emergency and an overview of their responsibilities during an emergency.

For this plan to be effective it is important that all affiliates be made aware of its provisions and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency.

## 1.1 Purpose

The purpose of the Haldimand County Emergency Response Plan is to establish a plan of action to provide the efficient and effective deployment of services and resources in the event of a potential and/or declared emergency; to protect and preserve health, safety and welfare of the residents and visitors of Haldimand County and to limit or prevent damage and destruction of property, infrastructure and the environment.

The Haldimand County Emergency Response Plan enables a centralized and coordinated response to such emergencies in Haldimand County and meets the legislated requirements of the Emergency Management and Civil Protection Act (2006).

## 1.2 Authority

The Emergency Management and Civil Protection Act is the legal authority for this Emergency Response Plan. The Emergency Management and Civil Protection Act states that:

*“Every municipality shall formulate an emergency plan governing the provision 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 3 (1)]*

Under the provisions of the Emergency Management and Civil Protection Act Declaration of Emergency (2006):

*“The head of Council may declare that an emergency exists in the municipality or in any part thereof, and may take such actions and make 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.” [Section 4 (1)]*

As enabled by the Emergency Management and Civil Protection Act, Haldimand County’s Emergency Response Plan has been issued under the authority of the Corporation of Haldimand County by By-law # 1993/18. A copy is filed with the Office of the Fire Marshal and Emergency Management Ontario and the Provincial Emergency Operations Centre.

## 1.2.1 Protection from Liability for Implementation of the Plan

Section 11 of the *Emergency Management and Civil Protection Act* states:

- (1) *Protection From Action:*  
*No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for an act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or neglect or default in the good faith exercise or performance of such a power or duty.*  
*2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (6)*
- (2) *Crown not relieved of liability;*  
*Despite subsection 8 (3) of the Crown Liability and Proceedings Act, 2019, subsection (1) does not relieve the Crown of liability for the acts or omissions of a minister of the Crown or a public servant referred to in subsection (1) and the Crown is liable under that Act as if subsection (1) had not been enacted. 2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (7); 2019, c. 7, Sched. 17, s. 64.*
- (3) *Municipality not relieved of liability:*  
*Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council as if the member were an employee of the municipality. 2006, c. 13, s. 1 (6).*

## 1.2.2 Public Access to the Plan

Section 10 of the Emergency Management and Civil Protection Act states:

*Except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6, 8, shall be made available to the public for inspection and copying during ordinary business hours at an office of the municipality, ministry or branch of government, as the case may be. R.S.O. 1990, c. E.9, s. 10; 2009, c. 33, Sched. 9, s. 4.*

### 1.2.3 Freedom of Information and Protection of Privacy

Section 7.0.2 Emergency Powers and Orders of the Emergency Management and Civil Protection Act States:

Subsection (4)

13. Subject to subsection (7), requiring that any person collect, use or disclose information that in the opinion of the Lieutenant Governor in Council may be necessary in order to prevent, respond to or alleviate the effects of the emergency.

Disclosure of Information:

Subsection (7)

The following rules apply with respect to an order under paragraph

13. of subsection (4):

1. Information that is subject to the order must be used to prevent, respond to or alleviate the effects of the emergency and for no other purpose.
2. Information that is subject to the order that is personal information within the meaning of **the Freedom of Information and Protection of Privacy Act** is subject to any law with respect to the privacy and confidentiality of personal information when the declared emergency is terminated. 2006, c. 13, s. 1 (4).

## 1.3 Objectives

The Haldimand County Emergency Response Plan may be implemented in whole or in part, as the situation warrants and provides guidance and direction in responding to an emergency or disaster that may involve multiple sites and jurisdictions. The main objectives of the Emergency Response Plan are:

1. To ensure the earliest possible response and overall control of the emergency operations;

2. To undertake immediate actions to eliminate all sources of potential danger within the affected area;
3. To ensure coordinated acquisition and distribution of emergency resources, supplies and equipment;
4. To establish an Emergency Operations Centre and any other necessary emergency operation control facilities (reception/evacuation centres, command posts, information centres etc.);
5. To rescue all persons affected by the emergency and provide appropriate medical
6. aid and transportation to hospitals and/or other designated sites;
7. To secure the emergency site to establish crowd control, facilitate emergency operations access/egress and prevent injuries/casualties;
8. To provide timely, factual and official information to the emergency operations officials, media, public and individuals seeking personal information;
9. To evacuate any building or area that poses a threat to public safety;
10. To provide emergency food, lodging, clothing and essential social services and assistance to persons affected by the incident and emergency services personnel involved;
11. To authorize expenses, restore critical services and commence coordinated recovery activities.

## SECTION 2 - THE EMERGENCY MANAGEMENT PROGRAM

### 2.0 The Emergency Management Program

This section will describe the operations of the Haldimand County Emergency Management Program. It will define the work of the Emergency Management Program Committee (EMPC) and the Community Emergency Management Coordinators (CEMC).

Under the *Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9, s. 2.1*. Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program. 2002, c. 14, s. 4

Pursuant to that Act, Haldimand County By-law 2320/21 adopted Haldimand County Emergency Management Program that includes:

1. An emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of Haldimand County and others will respond to the emergencies
2. Training programs and exercises for employees of Haldimand County and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities
3. Public education on risks to public safety and on public preparedness for emergencies
4. Identification and assessment of the various hazards and risks to public safety that could give rise to emergencies
5. Identification of the facilities and other elements of the infrastructure that are at risk of being affected by emergencies
6. Any other elements required by the standards for emergency management programs set under section 14. 2002, c. 14, s. 14

Emergency management consists of organized programs and activities that utilize a risk management approach to dealing with actual or potential emergencies or disasters. Emergency management encompasses the following five activities:

### 2.0.1 Prevention:

Are the actions taken to prevent or eliminate an emergency /disaster or risk to human life and property from natural and technological hazards. These measures may include legislation, building codes, fire prevention inspections and land use management.

### 2.0.2 Mitigation:

Are the actions taken to reduce the adverse impacts on an emergency or disaster. This would include steps taken to reduce the severity of the impact of an incident. These actions may include levies, barricades, and policy or procedure changes.

### 2.0.3 Emergency Preparedness:

Are the measures taken prior to an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Emergency preparedness includes emergency plans, establishing an emergency operation centre, training, exercises, generating avenues for emergency information and public awareness and education.

### 2.0.4 Emergency Response:

Are the actions taken immediately during and directly after an emergency/incident, to save lives, minimize damage to property, the environment, the economy and/or other services. Response measures include activating the Emergency Response Plan, emergency instructions to the public, staffing an Emergency Operations Centre (EOC) and the acquisition of additional resources, personnel, services and/or equipment.

### 2.0.5 Emergency Recovery:

Is the process of restoring the community to pre-disaster/ emergency level of functioning. This includes restoring the physical infrastructure as well as addressing the emotional, social, economic and physical well-being of those involved. Such measures include damage assessment, debris clearance and environmental clean-up, crisis counselling and financial assistance.

## 2.1 Community Emergency Management Coordinators

Haldimand County will at all times have a Community Emergency Management Coordinator (CEMC) who is appointed by Council. The Community Emergency Management Coordinator shall have successfully completed all training that is required by the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) and shall maintain their certification at all times.

Additionally, Haldimand County will maintain two alternate Community Emergency Management Coordinators who shall also maintain or be working towards provincial certification.

Some of the responsibilities of the Community Emergency Management Coordinators shall include:

1. Maintain familiarity at all times with current standards and legislation
2. Ensure that senior management and elected officials are kept apprised of all Emergency Management Program activities
3. Identify Emergency Management Program financial and resource requirements and prepare an annual Emergency Management Program budget
4. Facilitate the work of the Emergency Management Program Committee
5. Provide emergency management expertise to the Emergency Control Group during an emergency
6. Liaise with The Office of the Fire Marshal and Emergency Management Ontario and ensure that at all times the Haldimand County Emergency Management program meets all legislated standards and requirements
7. Monitor the level of mandated Emergency Management Program achievements and process the required verification documents for The Office of the Fire Marshal and Emergency Management Ontario

## 2.2 Community Hazard Identification & Risk Assessment

Haldimand County has identified and analyzed realistic hazards which may occur and assessed them in terms of frequency (likelihood of occurrence) and consequence (potential impact).

This assessment is known as the Hazard Identification & Risk Assessment (HIRA). The Hazard Identification & Risk Assessment shall be reviewed at least annually by the Emergency Management Program Committee and revised as necessary.

The current Hazard Identification is accompanied *Appendix # 6 Hazard Identification & Risk Assessment* to this plan and shall remain confidential.

## 2.3 Critical Infrastructure Identification

Haldimand County has identified critical infrastructure within its municipality that may be at risk during an emergency. Identifying critical infrastructure before an emergency occurs will



ensure that the emergency response calculates the risk to this infrastructure and attempts to mitigate (where possible) any damage that may occur.

The Critical Infrastructure Identification is an accompanied *Appendix # 7 - Critical Infrastructure Identification* to this plan and shall remain confidential.

## 2.4 Annual Emergency Management Training

Haldimand County shall conduct, at minimum, one annual training session for all members (and alternate members) of the Emergency Control Group and Emergency Support Group.

This training will be comprised of various topics related to Emergency Management and to the role of the Emergency Control Group member.

The training will include other responding agencies that would respond in conjunction with and/or assist Haldimand County with managing an emergency.

In addition to the annual training, Haldimand County will strive to offer additional training opportunities to other potential Emergency Operations Centre staff.

## 2.5 Annual Emergency Management Exercise

Haldimand County shall conduct, at minimum, one annual emergency exercise with the objective of testing its Emergency Response Plan and emergency response capabilities. This exercise will involve all Emergency Control Group members (and alternates), Emergency Support Group members (and alternates) and Emergency Operations Centre staff.

## 2.6 Annual Office of the Fire Marshal and Emergency Management Ontario Compliance

Under the Office of the Fire Marshal and Emergency Management of Ontario, Haldimand County is required to complete and submit a compliance checklist that verifies that the municipality has met all Provincial requirements.

This compliance checklist will be completed annually by the Community Emergency Management Coordinator and submitted to the Office of the Fire Marshal and Emergency Management Ontario.

## SECTION 3 -THE EMERGENCY RESPONSE PLAN

### 3.0 The Emergency Response Plan

The Emergency Response Plan is the key resource that will be utilized during an emergency. This section describes the structure of the plan, designates a custodian and outlines the process to revise and distribute the plan. This section also outlines the process to review and test the plan regularly.

### 3.1 The Custodian

The Haldimand County Community Emergency Management Coordinator (CEMC) shall act as the custodian of the Haldimand County Emergency Response Plan.

The custodian of the plan shall maintain the original electronic (master) version of the plan and shall be responsible for making any revisions or administrative changes that are required in accordance with the below process.

All copies of the Emergency Response Plan shall carry the revision date on the footer in order to easily identify the most current version of the plan. All distributed copies of the plan shall be paper copies or PDF electronic versions in order to ensure the security of the plan.

### 3.2 Appendices/Documents

The appendices/documents do not form part of this plan. Any reference to an appendix/document within the Emergency Response Plan is solely for the assistance of the document users as identified on the distribution list. There are a number of appendices/documents to this plan, some of which shall remain confidential.

The Haldimand County Emergency Response Plan shall be distributed to all members of the Emergency Control Group (ECG) (and alternates), the Emergency Support Group (ESG) (and alternates) as well as there will be a copy of the Haldimand County Emergency Response Plan housed within the Emergency Operations Centre (EOC). Subsequently, all appendices/documents (confidential) will be housed in the Emergency Operation Centres (EOC) in a locked cabinet in the form of a “binder library” as well as one copy “binder library” housed at the Emergency Services Headquarters.

The appendices/documents to this plan shall be reviewed annually and revisions made as necessary by the Emergency Management Program Committee. As the appendices/documents do not form part of this plan, they are not required to be adopted by Council.

The table of contents for the Haldimand County Emergency Response Plan appendices/ documents can be located at the end of this document.

### 3.3 Distribution

The Emergency Response Plan may be re-printed and re-circulated in its entirety or to replace specific areas of this document which have been revised.

Upon receipt of the revised Emergency Response Plan (or Plan updates) the person receiving the document (or updates) shall be responsible for placing them into their Emergency Response Plan copy and appropriately discarding the previous material. Previous confidential components must be disposed of in a manner which maintains the confidentiality of the information (i.e., destroyed, shredded etc.).

### 3.4 Amendments

The Emergency Response Plan, as approved by By-law 1993/18, may only be amended by Haldimand County Council. Regulatory changes will be automatically adopted as part of the plan as enacted. However, minor administrative changes that do not change the intent or direction of the Emergency Response Plan can be approved by the Emergency Management Program Committee without re-submitting the entire document to Council.

### 3.5 Annual Review

The Haldimand County Emergency Response Plan shall be reviewed at least annually by the Emergency Management Program Committee and, where necessary, revisions will be identified.

Each time this document is recommended for revisions that change the content relative to emergency planning and response it must be forwarded to Council for approval. Revisions that are of an administrative nature or that correct spelling or grammar errors and do not change the intent or direction of the document may be made by the Emergency Management Program Committee.

It is the responsibility of each person, agency, service or department named within this plan to review the plan regularly (and at minimum annually) and to notify the Community Emergency Management Coordinator (CEMC) of any required revisions or administrative changes.

### 3.6 Annual Emergency Exercise

An annual exercise will be conducted in order to test the overall effectiveness of the Emergency Response Plan, the Emergency Control Group (ECG), the Emergency Operations Centre (EOC) and all other components to the Haldimand County Emergency Management Program.

### 3.7 Public Access

The Haldimand County Emergency Response Plan shall be made available to the public at the county administration building and on the Haldimand County website. Confidential appendices/documents will not be included or available for public viewing.

Copies of the Haldimand County Emergency Response Plan circulated to the public are not subject to document control procedures, recipient names are not recorded and recipients are not informed when the document is revised or updated. Public copies of this Emergency Response Plan are only current as of their print date.

### 3.8 Supplementary Emergency Plans

The purpose of a Supplementary Emergency Plan is for each agency, division or department to determine how it will fulfil its roles and responsibilities as assigned within the Haldimand County Emergency Response Plan. Supplementary Plans should detail the functional guidelines, operational details and available resources available to each agency, division or department to support this document and to ensure a continuity of operations within their own service area.

Each agency, division and department referenced within this document are encouraged to complete an assessment of their own area and to complete their own Supplementary Emergency Plan in order to ensure an effective response to an emergency at all levels within all organizations.

## SECTION 4 – EMERGENCY NOTIFICATION SYSTEM

### 4.0 Notification & Mobilization of the Emergency Control Group

An essential component of the Emergency Management program is the ability to quickly notify members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG) once an emergency has been declared. The Emergency Notification System is coordinated by a contracted answering service, who once activated, calls all members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG).

It will be the responsibility of the Community Emergency Management Coordinator (CEMC) to ensure that the Emergency Notification System is tested regularly.

### 4.1 Procedures for Activation

The Emergency Response Plan outlines the process to notify and mobilize these groups in order to activate the Emergency Operations Centre (EOC).

#### 4.1.1 Who can Activate

The Haldimand County Emergency Notification System can be activated by any of the five following positions:

1. Mayor (or designate)
2. Chief Administrative Officer (or designate)
3. Haldimand County OPP Detachment Commander (or designate)
4. Haldimand-Norfolk Medical Officer of Health (or designate)
5. Community Emergency Management Coordinator (or designate)

#### 4.1.2 When to Activate

Upon receipt of a warning of a real or potential emergency, the Emergency Control Group (ECG) will be notified of their activation through the Emergency Notification System.

The Emergency Notification System shall be activated and the Emergency Control Group (ECG) mobilized in the following situations, (but are not limited to):

- an imminent threat to the health or safety of the residents and visitors of Haldimand County, and/or
- an imminent threat to the environment or critical infrastructure within Haldimand County, and/or

- there is cause, or has the potential to cause wide-spread disruptions to the conduct of normal service delivery, and/or
- the need for a response that exceeds or threatens to exceed the normal capabilities of Haldimand County response agencies, and/or
- (actual or anticipated) situation is leading to large-scale public anxiety.

#### 4.1.3 How to Activate

The Emergency Notification System will commence in the following manner:

1. The Emergency Notification System may be activated by any one of the five identified positions.
2. Each of the primary members of the Emergency Control Group (ECG) and members of the Emergency Support Group (ESG) will be contacted.
3. Where no contact is made with the primary members, the alternate members will be contacted.
4. At the completion of the notification process the Community Emergency Management Coordinator (CEMC) will contact the person responsible for making the notifications and determine which staff have been successfully contacted and will be attending the Emergency Operations Centre (EOC).
5. As the members of the Emergency Control Group and Emergency Support Group are successfully notified, they will be requested to mobilize at a specific location provided by the person(s) completing the notification.
6. It will be the responsibility of the Emergency Control Group (ECG) and Emergency Support Group (ESG) to notify any further staff or other agencies that are required to attend the Emergency Operations Centre (EOC).

## 4.2 Answering Service Unavailable

In the event that the contracted answering service is unable to activate the Emergency Notification System, the two alternate methods that have been identified to complete the notifications are:

1. Utilizing the Fire Department Dispatch Centre, which has been provided with the appropriate contact information
2. Utilizing an internal phone tree

## 4.3 Contact Information

The contact information for all members and alternates of the Emergency Control Group (ECG) and the Emergency Support Group (ESG) along with the Divisional Support and Scribes will be located in the accompanied *Appendix # 2 Contact Number Information*. The contact information required to initiate the Emergency Notification System through the contracted answering service will also be located in the accompanied *Appendix # 2 Contact Number Information* which is a confidential document.

It is the responsibility of all members and alternates of the Emergency Control Group (ECG) and the Emergency Support Group (ESG) to communicate any changes to their contact information to the Community Emergency Management Coordinator (CEMC) so that the information can be updated.

## 4.4 Requesting Assistance

### 4.4.1 Provincial and Federal Government

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. These requests are made by the Community Emergency Management Coordinator (CEMC) directly to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM). The Office of the Fire Marshal and Emergency Management Ontario (OFMEM) will be contacted, through the Provincial Emergency Operations Centre (PEOC), located in Toronto, which is staffed 24 hours a day, 365 days a year.

Requests for assistance from the Federal Government are also to be made via the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) through the Provincial Emergency Operations Centre (PEOC). The Federal assistance is needed with such manners such as utilizing the Coast Guard.

Specific contact information for the Provincial Emergency Operations Centre (PEOC) is located in the accompanied Appendix # 3 Vital Services Directory to this plan and is a confidential document.

#### 4.4.2 Private Sector

Assistance may be requested from the private sector as required. The decision to request private sector assistance will be made by the Emergency Control Group (ECG) in accordance with emergency procurement guidelines.

Haldimand County maintains Emergency Assistance Agreements and/or Memorandum of Understandings (MOU) with various businesses throughout Haldimand County that can be activated in the event of an emergency. These agreements are located in the accompanied Appendix # 8 Emergency Assistance Agreements/Memorandum of Understandings and shall remain confidential.

#### 4.4.3 Other Municipalities

Assistance may be requested from other municipalities by contacting the respective Community Emergency Management Coordinator (CEMC) and/or Head of Council or Senior Staff. This contact information is located in the accompanied Appendix # 3 Vital Services Directory and shall remain confidential.



## SECTION 5 – EMERGENCY OPERATION CENTRE

### 5.0 Emergency Operations Centre (EOC)

An Emergency Operations Centre (EOC) is the central facility from which the Emergency Control Group (ECG) directs, coordinates and supports emergency operations within the municipality's jurisdiction.

In the event of an emergency requiring the Emergency Control Group (ECG), the Emergency Operations Centre (EOC) will be activated. The Emergency Operation Centre (EOC) will be the central site of municipal emergency operations and will house the Emergency Control Group (ECG) and the Emergency Support Group (ESG). At the Emergency Operation Centre (EOC) both groups will share information, make decisions and provide strategic management as required to mitigate the effects of the emergency, as well as calling on assistance from Haldimand Divisional Support as needed.

### 5.1 Location

Haldimand County has established a primary and alternate Emergency Operations Centre (EOC).

In Haldimand County both the primary and alternate Emergency Operation Centre (EOC), house regular municipal services and as such, if required as an Emergency Operation Centre (EOC), will have to be commandeered and then set up to function as an Emergency Operations Centre (EOC).

If the primary Emergency Operation Centre (EOC) is unable to be utilized due to the location being in or is expected to be in a hazard zone of the emergency, it is unavailable for use or the circumstances of the situation indicate that the alternate Emergency Operation Centre (EOC) is more appropriate, both Emergency Control Group (ECG) and Emergency Support Group (ESG) will be advised to report to the alternate Emergency Operation Centre (EOC).

In the event that neither the primary or alternate Emergency Operations Centre (EOC) can be utilized, the Emergency Control Group (ECG) shall designate an appropriate location as the Emergency Operations Centre (EOC).

Location and Information surrounding the Emergency Operation Centre can be located in the supporting *Appendix # 5 Incident Management System: Emergency Operation Centre Information and Forms*

## 5.2 Registration and Security

Once the Emergency Operations Centre (EOC) has been activated and set-up, the facility must now adhere to the security measures as outlined. Security measures will consist of setting up a registration area. Where possible, the security of the Emergency Operations Centre (EOC) will be maintained by the Ontario Provincial Police (OPP), or an approved

security contractor. All personnel entering the Emergency Operations Centre (EOC) must report to the registration area and be properly registered. All personnel attending the Emergency Operations Centre (EOC) must sign in and out of the facility through this area. This will be especially important where the nature of the emergency requires heightened security or threatens the security and/or safety of the Emergency Operations Centre (EOC) and/or its staff.

Responsibilities for Emergency Operations Centre (EOC) registration and security will be further outlined in the position and responsibilities section.

## 5.3 Personnel Access to the EOC

### 5.3.1 Access Allowed

The following persons are *normally* allowed into the Emergency Operations Centre:

- Emergency Control Group (ECG) members and their alternates
- Emergency Support Group (ESG) members and their alternates
- Haldimand County Divisional Support and their alternates
- Police personnel for facility security
- Members directly invited by the Emergency Control Group (ECG)

### 5.3.2 Access Denied

The following persons are *not normally* allowed into the Emergency Operations Centre (EOC):

- Members of any media group
- Members of Council not on the Emergency Control Group (ECG)
- Members of the public
- Any persons without direct business with Emergency Operations Centre (EOC) operations

## 5.4 Procedures for Set-Up

### 5.4.1 Responsibility

Once the Emergency Operations Centre (EOC) has been activated through the Emergency Notification System, arriving members and/or alternates of the Emergency Control Group (ECG) and Emergency Support Group (ESG) will be responsible for immediately setting up the equipment and supplies to make the Emergency Operations Centre (EOC) a functioning location.

The equipment and supplies stored at this location will allow the Emergency Operations Centre (EOC) to be established and function in accordance with the Emergency Operations Centre set-up and operating guidelines which are located in each Emergency Operation Centre (EOC) in the accompanied *Appendix # 5 Incident Management System: Emergency Operation Centre Information and Forms*.

### 5.4.2 Components for Functioning

The Emergency Operations Centre shall consist of:

- The Emergency Control Group/Emergency Support Group meeting room
  - (Refer to 5.4.2.1)
- A working area for the Emergency Support Group
- Adequate working space (break-out rooms) for all Emergency Operations Centre (EOC) Staff to operate between meeting sessions
- Adequate parking for all Emergency Operations Centre (EOC) Staff
- An adequate back-up power supply
- Appropriate comfort facilities including washrooms, kitchen and rest area
- Adequate communication infrastructure including (but not limited to) phones, fax machines, computers, printers, photocopiers and radios

#### *5.4.2.1 The Emergency Control Group Meeting Room*

The Emergency Control Group Meeting Room (ECGMR) is a secure board room where the Emergency Control Group (ECG) can conduct business cycle meetings to address the current situation and mitigate the emergency. This room is to be kept free of distractions and limited to Haldimand County's ECG, their support personnel and other invited members.

The Emergency Control Group Meeting Room (ECGMR) shall contain or have readily available the following:

- Sufficient tables and chairs for all present
- An accurate clock which is synchronized with all other clocks
- Maps (of suitable scale) for depicting and updating emergency operations
- A television for media updates
- Devices for recording Emergency Control Group (ECG) meetings
- Visual boards for logging emergency operations status, key decisions and other information
- A computer (with internet access)
- Display Screen to display information
- GIS capabilities (including laptop and Display Screen)
- Telephone(s)
- Printer
- All necessary stationery requirements and office supplies

## 5.5 Emergency Operations

During an emergency, the Emergency Control Group (ECG) will assemble at the Emergency Operations Centre (EOC) and will commence the coordination for the response effort.

During the initial response, the Emergency Control Group (ECG) will be responsible for establishing the working personnel positions to make the Emergency Operation Centre (EOC) a functioning body.

Primary responsibilities will include:

1. Appointing the Emergency Operation Centre (EOC) Command Chief and Incident Command Chief
2. Appoint and recognize the Operations Section Chief in the Emergency Operation Centre (EOC) and on site. The Onsite Operations Section Chief will manage the emergency site, communicate back to the Emergency Operation Centre (EOC) and implement Emergency Control Group's (ECG) decisions at the site
3. Implement the *Incident Management System (IMS)* within the Emergency Operations Centre and appoint personnel to the appropriate IMS positions under the Command, Operations, Planning, Logistics and Finance/ Administration Sectors
4. Appoint under Command, the Liaison Officer, Safety Officer and the *Emergency Information Officer (EIO)* and establish an Emergency Information Centre (EIC) or area to manage media and public requests for information

5. Activating *Supplementary Plans* within each Department/Division as necessary. This will include alerting and mobilizing each Department's/Division's own staff resources as needed to implement the emergency plans
6. Establishing a *Meeting Cycle* which will determine the intervals at which the Emergency Control Group (ECG) will meet (refer to 5.5.1)

### 5.5.1 Meeting Cycle

The meeting cycle is a designated meeting time which member and/or alternates of the Emergency Control Group (ECG) will meet together to discuss the progress of the emergency and required actions.

The Emergency Operation Centre (EOC) Command for Haldimand County or his/her delegate will be designated as the chairperson for such meetings. The frequency and duration of the meetings shall be determined by the Emergency Operation Centre (EOC) Command and/or delegate ensuring this will allow members of the group to carry out their individual responsibilities.

When a meeting commences all Emergency Control Group (ECG) members and/or alternates will come to the table and briefly update the group on the actions of their respective area. At each meeting a status board shall be updated to reflect current information gathered at the meeting, as well as identify issues needing resolution and seek input from the group to assist in rectifying the issues.

As part of each meeting, all Emergency Control Group (ECG) members and/or alternates shall report the length of time that they have been present at the emergency. This will allow the Emergency Control Group (ECG) to consider facilitating staff relief to avoid employee fatigue due to a long duration response.

When the Emergency Control Group (ECG) meets according to the meeting cycle there will be no interruptions (unless urgent) until the meeting is concluded.

## 5.6 Major Events, Decisions and Activities Documentation Logs

All events, decisions and activities of the Emergency Control Group (ECG) and Emergency Operation Centre (EOC) staff shall be properly documented. Documentation will be through use of the Haldimand County Emergency Management Notebooks, activity logs or through Emergency Management Forms issued to each department. There shall be two types of logs maintained: the Main Event Log (Incident Action Plan), documenting large decisions and actions taken as a whole, recorded during the Meeting Cycles, scribed under the Planning

Division and the Emergency Management Notebooks/Activity Log, from which documents the decision and actions taken by each individual under their own Sector or portfolio.

### 5.6.1 Main Event Log

The Main Event Log (Incident Action Plan) shall be a master log that records all Emergency Control Group (ECG) and Emergency Support Group (ESG) meetings. The log will include all decisions, updates and communications with an accurate timeline. This log shall be maintained by Emergency Operations Centre (EOC) Planning Division. Scribe positions will be made available to assist with this task.

### 5.6.2 Emergency Management Notebook/Activity Log

The Emergency Management Notebook/Activity Log is a personal log of all decisions, actions and communications of all Emergency Control Group (ECG) and Emergency Support Group (ESG) members and/or alternates. Assistance from Scribes may be requested to help maintain the personal logs on their behalf.

# SECTION 6 - DECLARING AND TERMINATING A STATE OF EMERGENCY

## 6.0 Declaring & Terminating an Emergency

When an emergency exists, but has not yet been officially declared, the Emergency Control Group (ECG), community officials and employees may take such action(s) under this Emergency Response Plan, to protect property, infrastructure and the health, safety and welfare of the residents of Haldimand County.

The Emergency Response Plan will outline the framework to formally declare and terminate a state of emergency.

## 6.1 Declaring of Emergency

### 6.1.1 Authority

The *Emergency Management and Civil Protection Act* states that:

*(4) “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. R.S.O.1990, c. E.9, s. 4 (1)”.*

### 6.1.2 Decision for Declaration

Declaring an emergency within Haldimand County is not required prior or subsequent to the activation of the Emergency Response Plan. An emergency declaration is not required prior to any personnel taking any actions under this plan to protect the lives, health and property of the inhabitants of Haldimand County.

An emergency declaration, however, may create a greater understanding and promote a sense of urgency to the public regarding the severity of an emergency situation. However, declaring an emergency may also result in a sense of panic and could have potential negative effects.

The decision to declare a state of emergency is an important one that shall be made by the Head of Council, in consultation with the Emergency Control Group (ECG) after a thorough assessment of the situation has been made. The Office of the Fire Marshal and Emergency

Management Ontario (OFMEM) Duty Officer may also be consulted regarding the decision to formally declare an emergency to exist. An emergency

declaration is required if the Emergency Control Group (ECG) will be requesting provincial emergency resources and will allow for possible provincial funding of costs related to the emergency.

An emergency declaration will be beneficial if the Emergency Control Group (ECG) will be requesting public and/or private sector assistance.

Once an emergency is declared, every registered volunteer participating in the emergency will be considered a municipal employee and protected under the provisions of the Workplace Safety and Insurance Board (WSIB) Section 71 (4).

### 6.1.3 Determining if Appropriate

There is no definitive point at which a community or wide area emergency becomes a declared emergency. Emergencies vary in intensity and complexity, depending on factors such as time of occurrence, severity of impact, nature of building construction, existing weather conditions, and demographics.

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality or throughout Ontario, or any part thereof.

Occasionally, emergencies arise that are of such significance that they exceed the capacity of local authorities to carry out the extensive emergency operations necessary to save lives and protect property and the environment. In a few rare cases, provincial response capability may also be challenged.

#### 6.1.3.1 Provincial Checklist to Assist in Determining

The Province of Ontario has developed a checklist that will assist and provide guidance to the Head of Council and the Emergency Operation Centre (EOC) with determining whether a declaration of a state of emergency is appropriate. The following are items to consider: Reference can be made through the accompanied *Appendix # 4 Declaring/Terminating an Emergency*:

- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for resources, deployment of personnel, and/or operations?
- Are large numbers of communities and/or other municipalities affected? Is the emergency wide spread and severe?



- Is there a need to promote public confidence by providing reassurance that appropriate measures are being put in place through the declaration of an emergency?
- Does the situation pose a large-scale disruption to routine patterns of residence or transportation, or re-routing of large numbers of people and vehicles?
- Is there major social and economic impact?
- Is there a requirement to address provincial/federal disaster relief assistance?
- Has there been a declaration of emergency by another level of government?
- Does the situation pose a threat to critical infrastructure and the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?
- Does, or might, the situation require assistance from the federal government (e.g., military equipment)?
- Is the situation a large-scale or complex Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) incident?
- Is there a requirement to issue provincial emergency advisories and/or public action directives?
- Are there extraordinary resource requirements from multiple sources (i.e., private and public sectors)?
- Is the event likely to have a long term negative impact on the municipality's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?

## 6.1.4 Process to Declare

### 6.1.4.1 Emergency Declaration Form

Once the decision has been made to declare an emergency, an Emergency Declaration Form, located in the accompanied *Appendix # 4 Declaring/Terminating an Emergency*, must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Duty Officer. A follow-up phone call to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Ontario Duty Officer shall also be made to ensure that the declaration was received.

### 6.1.4.2 Personnel Notification

The following notifications shall be made after the notification to the OFMEM:

- Haldimand County Council members
- The local Member of Federal Parliament (MP)

- The local Member of Provincial Parliament (MPP)
- Neighbouring municipalities
- The local media
- The general public

## 6.2 Terminating

### 6.2.1 Authority

*The Emergency Management and Civil Protection Act states that “The head of Council or the Council of a municipality may at any time declare that an emergency has terminated”. R.S.O. 1990, c. E.9, s. 4 (2).*

*The Emergency Management and Civil Protection Act further states that “The Premier of Ontario may at any time declare that an emergency has terminated”. R.S.O. 1990, c. E.9, s. 4 (4).*

### 6.2.2 Provincial Checklist to Assist in Termination

The Province of Ontario has developed a checklist that will assist and provide guidance for decision-making, when authorities are required to make an assessment and decision concerning the need to terminate an emergency declaration. The following questions should be deliberated in order to determine that the situation has or has not been sufficiently resolved to allow the affected public to function without the need for additional emergency support. The following are items to consider, refer to accompanied *Appendix # 4 Declaring/Terminating an Emergency* for the complete list.

1. Is there a requirement to pass legislation to provide for future similar events and continued public safety and protection?
2. What extraordinary measures, which required the declaration of the emergency, remain in place?
3. Is the situation under control and are safeguards and mechanisms in place to deal with future, similar situations?
4. Are the affected systems able to return to a sustainable mode of operation?
5. Are the affected communities able to cope with the situation?
6. What is the public sentiment towards the situation?
7. What further measures such as public information programs need to be in place prior to the decision to terminate?

### 6.2.3 Process to Terminate

#### *6.2.3.1 Termination of a Declared Emergency Form*

Once the decision has been made to terminate a declaration of an emergency, a Termination of a Declared Emergency Form, located in the accompanied *Appendix # 4 Declaring/Terminating an Emergency*, must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario. A follow-up phone call to the Office of the Fire Marshal and Emergency Management Ontario Duty Officer shall also be made to ensure that the termination of the declaration was received.

#### *6.2.3.2 Personnel Notification*

The following notifications shall be made after the notification to the OFMEM:

- Haldimand County Council members
- The local Member of Federal Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- Neighbouring municipalities
- The local media
- The general public

## SECTION 7 - EMERGENCY CONTROL GROUP

### 7.0 Emergency Control Group

The response to an emergency will be directed and controlled by the Emergency Control Group (ECG), a group of officials who are responsible for coordinating the municipal response to the emergency. In addition to coordinating the response to the emergency, the Emergency Control Group (ECG) shall be responsible for coordinating the provision of essential municipal services to the community.

The primary role of the Emergency Control Group (ECG) is to coordinate a multidisciplinary response and ensure the provision of personnel and resources needed by responders to effectively mitigate and respond to an emergency within Haldimand County.

The Emergency Operation Centre (EOC) advises and assists the Head of Council in carrying out his or her duties under the Emergency Response Plan to protect the safety, security and well-being of residents, property and the environment.

### 7.1 Members

The Emergency Control Group (ECG) consists of the following officials:

1. Mayor
2. Chief Administrative Officer (CAO)
3. General Manager of Corporate & Social Services
4. General Manager, Financial & Data Services
5. General Manager of Community & Development Services/Deputy CAO
6. General Manager of Public Works Operations
7. General Manager of Engineering & Capital Works
8. General Manager of Health and Social Services
9. Ontario Provincial Police (OPP) Detachment Commander
10. Manager of Emergency Services/Fire Chief
11. Community Emergency Management Coordinator (CEMC)
12. Executive Assistant/Communications, CAO Office
13. Supervisor of Corporate Affairs
14. Coordinator of Health and Safety
15. Coordinator of Emergency Management

Each Emergency Control Group (ECG) member shall have at least one identified alternate. The alternate is appointed by the Emergency Control Group (ECG) member and must be aware of their responsibilities on an on-going basis.

The Emergency Control Group (ECG) may function with only a limited number of persons depending upon the emergency and therefore would not necessarily require the presence of all the people listed as members. In every emergency, however, all members of the Emergency Control Group (ECG) shall be notified.

## 7.2 Collective Responsibilities

The collective responsibilities of the Emergency Control Group (ECG) are as follows:

- Activate the Emergency Response Plan, as required
- Report to and assist with the set-up of the Emergency Operations Centre (EOC)
- Determine if the location of the Emergency Operations Centre is appropriate
- Determine if the composition of the Emergency Control Group (ECG) is appropriate
- Determine which support staff are required to assist with the Emergency Operations Centre (EOC) operations and request their assistance
- Appoint or confirm the appointment of an Emergency Site Manager (ESM) for each emergency site
- Establish communications with the Emergency Site Manager (ESM) to obtain briefings and/or reports of change in emergency status
- Monitor and support the activities of the Emergency Site Manager (ESM) and provide resources to the emergency site as required
- Determine the nature and impact of the incident and, based on information received, call out and/or mobilize emergency services, County departments, County staff and equipment as required
- Establish and participate in regular meetings (frequency will be dictated by need) as a group to inform one another of actions being taken, their status, and to plan strategies
- Maintain a detailed record/log of decisions made and actions taken by the Emergency Control Group (ECG) during all emergency operations
- Provide advice and assistance to the Head of Council in making an emergency declaration, if warranted, and ensuring that all required are informed of a declaration or other decision made by the Head of Council
- Exercise overall management responsibility for the coordination of all emergency response and recovery operations during and after an incident
- Coordinate and direct all agencies, departments and service providers ensuring that all necessary actions to mitigate the emergency are conducted, and are not contrary to law
- Designate any area within the municipality as an “Emergency Area” and ensure that the Emergency Site Manager (ESM) establishes an inner and outer perimeter around the emergency site

- Determine whether to evacuate any area within the Municipality and coordinate and/or oversee the evacuation of inhabitants considered to be in danger
- Ensure administrative and logistical support is provided for emergency workers at the emergency site(s) and post incident (i.e., food, water, shelter, sanitary facilities, maintenance, fuel, etc.)
- Ensure rest periods for staff and the ability to maintain 24/7 operations, by supporting staff with accommodations and/or the ability to be relieved by alternates and support staff
- Ensure the Emergency Responders disperse and/or remove any people not involved in emergency operations, who are in danger, or whose presence hinders emergency operations being carried out by the Emergency Responders
- Direct the discontinuation of any service or utility, where continuation of such service constitutes a hazard to emergency operations or public safety
- Arrange for the provision of services and equipment from local agencies not under Municipal control (i.e., private contractors, volunteer agencies, service clubs)
- Authorize expenditures of municipal funds required immediately for emergency operations, emergency humanitarian aid and the preservation of the life, health and safety of anyone involved in or adversely affected by the emergency
- Determine if volunteers are required and if appeals for volunteers are warranted
- Exercise overall management responsibility for the Corporation's business continuity, including ensuring that adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site
- Ensure the provision of emergency food, shelter and clothing, on a temporary basis, for any citizens who are in need of assistance as a result of the emergency
- Determine if transportation is required for the movement of persons or supplies. If it is required, ensure it is arranged
- Implement the Emergency Information Plan (EIP) Appendix # 10. Collect and disseminate information on the emergency and provide factual information to officials involved in emergency operations, the news media and the general public through the establishment of an Emergency Information Center (EIC) and the appointment of an Emergency Information Officer (EIO)
- Arrange for assistance from and/or liaise with other governmental departments/agencies, volunteer organizations, the private sector and the general public for the provision of information, resources and/or advice, as necessary
- Determine the need for experts and/or establishment of advisory groups and/or sub-committees

- Determine if a Recovery Committee needs to be established, and if so, nominate the chair and composition of that committee, along with its reporting structure, before the response to an emergency has been completed. This committee will coordinate the agencies (Social Services, Health, Public Works, Planning) required to return the community to its pre-emergency state
- Provide advice and assistance to the Head of Council in terminating an emergency declaration, and ensuring that all services, agencies, groups or persons under the direction of the Emergency Control Group are informed of the termination of any emergency declaration
- Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3 Individual Responsibilities

The Emergency Response Plan outlines the general individual responsibilities of the official Emergency Control Group (ECG) members. Each member of the Emergency Control Group (ECG) will be given a complete responsibilities package upon arrival at the Emergency Operation Centre (EOC).

#### 7.3.1 Mayor

- Activate the Emergency Notification System, as required
- Upon recommendation of the Emergency Control Group (ECG), declare an emergency to exist within the municipality
- Ensure that the Haldimand County Council, the County's Member of Parliament and Member of Provincial Parliament, neighbouring municipalities and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary
- In consultation with the Emergency Control Group (ECG), issue orders considered necessary to implement this Emergency Response Plan to protect the safety, health, welfare and property of the citizens of Haldimand County
- Act as a liaison between the Emergency Control Group (ECG) and Council; keep members of Council informed about the emergency situation and chair emergency Council meetings as required
- Discussion and approve if agreed upon, all decisions made by the Emergency Control Group (ECG) pertaining to "extra-ordinary measures" affecting the lives and property of citizens within Haldimand County
- Provide advice to the Emergency Control Group (ECG) on political issues

- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County
- Act as the spokesperson for the County, in coordination with the Emergency Information Officer in accordance with the Emergency Information Plan (EIP) Appendix # 10
- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the Emergency Information Officer
- Terminate the emergency at the appropriate time and ensure all concerned have been notified
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.2 Chief Administrative Officer (CAO)

- Activate the Emergency Notification System, as required
- Schedule and Chair Emergency Control Group (ECG) meetings
- Lead and direct all operations in the Emergency Operations Centre (EOC), including:
  - establishing a cycle of Emergency Control Group (ECG) meetings and ensuring that the members adhere to it.
  - providing administrative direction, including the maintenance of an agenda of issues/problems, actions and solutions so at each meeting the issues/problems are identified and recorded
  - responding to and facilitating requests from the emergency site adjusting staff and resource level
  - ensuring that all responsibilities of the Emergency Control Group (ECG) are fulfilled
- Act as principal advisor to the Mayor and Council
- Provide guidance on short-term and long-term operational planning and establishment of the priorities for the restoration of services and facilities that have been damaged, temporarily suspended or reduced as a result of the emergency
- Ensure a record is kept of all issues and problems identified, resolved and yet to be resolved, major decisions made, instructions issued and actions taken
- Ensure a record of all expenditures is maintained for later cost recovery, if warranted
- Ensure compliance with applicable legislation, regulations, by-laws and policies



- Liaise, as required, with senior officials in provincial ministries and agencies, neighbouring municipalities, non-government agencies and other stakeholders in the community to coordinate response activities and/or request assistance when existing resources are inadequate to meet the demands of the emergency
- Ensure, through the Emergency Information Officer (EIO), that the Emergency Information Centre (EIC) is operational and that the telephone numbers are broadcast and published for use by the public and the media
- Ensure, in consultation with the Mayor and Emergency Information Officer (EIO), that a schedule of media conferences, news releases and public service announcements have been established
- Approve major announcements and media releases prepared by the Emergency Information Officer (EIO), in consultation with the members of the Emergency Control Group (ECG)
- Chair a special meeting of the Emergency Control Group (ECG) as soon as practicable after the termination of the emergency to ensure the post-emergency debriefing takes place and to consider a report on the emergency response
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.3 General Manager of Corporate & Social Services

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Corporate & Social Services
- Oversee the Corporate & Social Services Department comprised of the Citizen & Legislative Services, Human Resources, Grandview Lodge, and Legal & Support Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to Council, clients and the parts of the community not affected by the emergency
- Provide general direction of department activities including personnel and resource management within to meet corporate response and continuity of operations objectives
- Advise regarding expenditures approved by the Emergency Control Group (ECG) that may contravene the procurement policy
- Liaise with other governments/agencies, residents, elected officials, and special interest groups on matters pertaining to workplace issues, agreements and contracts, legal affairs, compliance with legislation and other issues as may arise

- Ensure that accurate corporate records are maintained of all requests, recommendations and decisions made, directions received and/or given, issues resolved or not resolved and actions taken
- Coordinate the contract with the Haldimand County solicitor and consult with the solicitor as required
- Coordinate (with the assistance of other General Managers and the Director of Human Resources) the Staff Deployment component of the Continuity of Operations Plan Appendix # 13 (Draft in progress)
- Ensure the provision of support staff to assist the Emergency Control Group (ECG) in the coordination, collection and dissemination of information relative to the emergency
- Under the direction of the Emergency Control Group, coordinate offers of and appeals for, volunteers that may be required to assist with operations other than the staffing of reception and evacuation centres (Health & Social Services responsibility).
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered, and identified using Volunteer Registration Form – Appendix # 5 I.M.S. Incident Management System: Emergency Operation Centre Information and Forms - which shall be retained and forwarded to the Director of Human Resources
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

#### 7.3.4 General Manager of Financial & Data Services

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Financial and Data Services
- Ensure records of expenses are maintained for future claim purposes and that appropriate accounting processes are being followed. Maintain the petty cash and keep the accounting of all cash/cheques going in and out
- Oversee the Financial & Data Services Department comprised of the Finance, Information Systems, and System Controls in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Provide general direction of department activities including personnel and resource and financial management and facilitating extraordinary expenditures, within authorized limits, to meet corporate response and continuity of operations objectives

- Liaise with the Ministry of Municipal Affairs and Housing regarding the Disaster Relief programs for both Ontarians and Municipalities
- Ensure that the Information Systems Division has been assigned to coordinate all communications and information technology resources within the Emergency Operations Centre (EOC)
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.5 General Manager of Community & Development Services

- Manage the Emergency Control Group (ECG) and schedule and chair Emergency Control Group meetings in the absence of the CAO
- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group on matters pertaining to Building & Municipal Enforcement, Planning, Economic Development & Tourism, Community Development and Partnerships, and Emergency Services
- Oversee the Community & Development Services comprised of Building & Municipal Enforcement Services, Economic Development & Tourism, Community Development and Partnerships, Planning & Development, and Emergency Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Provide general direction of department activities including building services and community partnerships, to meet corporate response and continuity of operations objectives
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to community programs, damage assessments, property and building rehabilitation and other issues as may arise
- Continually update and maintain the emergency map
- Arrange, as required, for the Chief Building Official to inspect and take appropriate action (demolition or remediation) for unsafe buildings
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.6 General Manager of Public Works Operations

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Public Works
- Oversee the Public Works Operations Department comprised of Roads Operations, Fleet Operations, Environmental Operations, Facilities, Parks, Cemeteries & Forestry Operations Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Provide general direction of department activities including physical resource management, roads operations, facility operations and infrastructure management to meet corporate response and continuity of operations objectives
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to roads operations, environmental concerns, infrastructure rehabilitation, facility use/operations and other issues that may arise
- Ensure that County-owned facilities, such as community centres, are structurally sound and buildings unaffected by the emergency are prepared to accept people for the purpose of reception or evacuation centres
- Provide the Emergency Control Group (ECG) with advice on technical, engineering and public works matters
- Provide engineering materials, supplies and equipment as required
- Coordinate the acquisition, distribution and scheduling of various modes of transport (i.e., public transit, school buses, trains, boats, and trucks) for the purpose of transporting persons and/or supplies, as required, by members of the Emergency Control Group (ECG)
- Liaise with public utilities to disconnect any service representing a hazard and/or arrange for the provision of alternate services
- Maintain water systems and services (when possible)
- Discontinue any water service as required and restore these services when appropriate
- Discontinue any roads, sanitary sewer and waste management service, as required
- Restore discontinued roads, sanitary sewer and waste management services as determined by the Emergency Control Group (ECG)
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health

- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers, garbage collection and disposal and roads operations
- Liaise with the Fire Department Lead concerning water supply for firefighting purposes
- Arrange municipal vehicles, equipment and operators or additional heavy construction equipment as required
- Coordinate emergency flood mitigation as required (pumping, sandbagging etc.)
- Perform other duties as assigned, in accordance with corporate objectives
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required and contribute to the debriefing and preparation report of the emergency

### 7.3.7 General Manager of Engineering and Capital Works

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group (ECG) on matters pertaining to Engineering and Capital Works
- Oversee the Engineering & Capital works Department comprised of Facilities Capital & Asset Management, Engineering Services, Water & Wastewater Engineering and Compliance in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Provide general direction of department activities to meet corporate response and continuity of operations objectives
- Provide the Emergency Control Group (ECG) with advice on technical, engineering and capital asset matters
- Work with the General Manager of Public Works to provide engineering materials, supplies and equipment as required
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.8 General Manager of Health and Social Services (HNS&SS)

- Act as a coordinating link for all Health and Social Services matters at the Emergency Control Group (ECG)
- Activate applicable Emergency Response Plans of the Haldimand-Norfolk Health and Social Services Department as required

- Continue to deliver the essential and mandated public health programs and services to ensure public health protection, as resources permit
- Continue to deliver the essential and mandated social services programs and services to ensure public health protection, as resources permit
- Liaise with the Provincial Ministry of Health and Long Term Care, Ministry of Community and Social Services and other relevant Provincial contacts as required
- Work with the Medical Officer of Health to:
  - Provide advice on any matters that may adversely affect public health
  - Provide instructions on health matters to the public through the Emergency Information Officer (EIO)
  - Coordinate the response to disease-related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long Term Care policies and the Haldimand-Norfolk Health Unit (HNHU) Emergency Response Plan
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Director of Human Resources
- Working with applicable agencies (Canadian Red Cross, Salvation Army, Victim Services, etc.), arrange for the clothing, feeding, housing, and personal services for those people who have been evacuated as a result of the emergency
- Liaise with voluntary and private agencies, as required, for augmenting and coordinating Health and Social Services resources
- Where applicable, ensure provision of emergency income assistance for those persons affected by an evacuation within Haldimand County
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.9 Haldimand County OPP Detachment Commander

- Activate the Emergency Notification System, as required
- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group (ECG) on matters pertaining to protection of life and property, prevention of crime, law enforcement, control of vehicular and pedestrian traffic, and issues of evacuation and repopulation as they relate to the police service
- Implement the Ontario Provincial Police (OPP) Emergency Plan as required

- Organize and direct the activities of the Ontario Provincial Police in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Appoint a Police Incident Commander and establish an on-scene command post with communications to the Emergency Operations Centre (EOC)
- Ensure that on-site response agencies establish emergency routes, inner and outer perimeters, staging areas, and make recommendations to the Emergency Control Group (ECG) about evacuation requirements/zones, as required
- Investigate the incident where legally required to do so
- Ensure security within the perimeters of the emergency site
- Ensure security at the Emergency Operations Centre (EOC), if necessary
- Guard against vandalism and looting and patrol areas with evacuated buildings
- Ensure that a traffic control system is activated in order to facilitate the movement of emergency vehicles to and from the outer perimeters
- Ensure that a system of crowd control and, if necessary, crowd dispersal is initiated in order to maintain the integrity of the outer perimeters
- Assume a leading role and liaise with the Emergency Services Division, as appropriate, in planning and conducting an evacuation
- Ensure that persons endangered by the emergency are alerted (via media, loud hailers, door-to-door, etc.) and advised about evacuation procedures
- Provide police services at evacuation centres, holding areas and other areas and sites, as required to maintain law and order
- Notify the Coroner of fatalities and assist the Coroner with respect to the identification and processing of deceased persons including proper management of their property
- Liaise with other community, provincial and federal police agencies, and activate mutual aid and mutual assistance agreements, as required
- Provide the services of a media relations officer where required
- Provide resources to assist in mobile communications, should they become necessary
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

#### 7.3.10 Manager of Emergency Services/Fire Chief or Designate

- Activate the Emergency Notification System, as required

- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group (ECG) on matters pertaining to fire suppression, fire prevention, hazardous materials response, rescue and Paramedic Services
- Manage and direct the fire suppression, fire prevention, hazardous materials response, search and rescue and patient care activities of the Haldimand County Emergency Services Division in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency
- Appoint both Fire Department and Paramedic Incident Commanders and establish a command post with communications to the Emergency Operations Centre (EOC)
- Provide an Emergency Site Manager (ESM) when required by the Emergency Control Group (ECG) and ensure they provide regular status updates
- Activate the Mutual Fire Aid System (if required)
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make arrangements for procurement through the office of the Fire Marshal of Ontario
- Assess the need for and/or request through the Central Ambulance Communications Centre (CACC) special Paramedic resources at the emergency site (e.g., multi-patient units, emergency support units, air ambulances, remote access vehicles, etc.)
- Assist other departments/agencies as required with non-fire-fighting operations as resources are available
- Advise the Emergency Control Group (ECG) on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger
- In collaboration with OPP, Conservation Authorities, Public Works Operations Department and the Provincial Emergency Operations Centre (PEOC), contain spills and ensure compliance with legislation with respect to testing and disposal
- Ensure on site response agencies establish emergency routes, inner and outer perimeters, staging areas, and make recommendations to the Emergency Control Group (ECG) about evacuation requirements/zones, as required
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Coordinate post-emergency debriefing and preparation of a report on the emergency



### 7.3.11 Community Emergency Management Coordinator (CEMC)

- Activate the Emergency Notification System, as required
- Assist in activating the emergency notification system, ensuring all members of the Emergency Control Group (ECG) are notified
- Act as a facilitator and resource to the Emergency Control Group (ECG) providing information and guidance related to emergency management matters, procedures and plan implementation
- Act as a resource to the Chief Administrative Officer (CAO) and Emergency Control Group (ECG) members, assisting them in fulfilling their respective duties at the Emergency Operations Centre (EOC)
- Act as the primary point of contact with the Office of the Fire Marshal and Emergency Management Ontario
- Arrange for the response of the Provincial Emergency Response Teams (PERT), such as:

#### Urban Search and Rescue (USAR) team

A group of specialized rescue skills supplemented by search, medical and structural assessment resources combined in a mobile, highly integrated team. USAR teams rescue victims from major structural collapse or other entrapments using specially trained dogs and electronic search equipment. A team may respond to a variety of incidents, including earthquakes, tornadoes, severe storms and explosions. USAR teams are classified at three levels of capability: heavy, medium and light. Within the provincial response system, Ontario has one heavy USAR (HUSAR) team and one medium USAR (MUSAR) team. Ontario's HUSAR team is maintained by the City of Toronto through an MOU with the Office of the Fire Marshal. Ontario's MUSAR team is maintained by the Ontario Provincial Police (OPP) as part of the Urban Search and Rescue and CBRNE Response Team (UCRT).

#### Provincial Chemical, Biological, Radioactive, Nuclear and Explosives (CBRNE) Response Team

A chemical, biological, radiological, nuclear and explosives (CBRNE) event is an uncontrolled release of chemicals, biological agents or radioactive contamination into the environment or explosions that cause widespread damage. These incidents can be caused by accidents or by acts of terrorism. Ontario has a number of CBRNE response teams able to respond to these events. Teams are classified as level 1, level 2 or level 3 teams based on the complexity of incidents they are able to respond to. Ontario has three level 3 expert (technician) teams – Toronto, Windsor and Ottawa; and six level 2 operational support teams – Peterborough, Cornwall, Sault Ste. Marie, Thunder Bay, North Bay and Waterloo Region. Additionally, the Ontario Provincial Police (OPP)'s UCRT (Urban search and rescue, CBRNE Response Team) is trained in CBRNE response.

### Emergency Medical Assistance Team (EMAT)

A provincial mobile medical field unit that can be requested by the health system in Ontario when health resources are significantly stressed by an emergency or major incident. EMAT is a flexible, modular team which has the ability to send specific medical services and supports depending on the nature of the incident. At full capacity it can provide 56 beds, including 20 critical care beds and 36 intermediate care beds. EMAT does not have surgical capacity. It can be deployed to any road-accessible community in Ontario, and requires approximately 24 hours from the time deployment is approved to arrive on site.

- Coordinate the internal functioning of the Emergency Operations Centre (EOC) for effective operational capability
- Provide advice and assistance to the various sub-committees, groups, departments and personnel involved at the Emergency Operations Centre (EOC), and any other location, as required
- Ensure that Emergency Control Group (EOC) members have the necessary resources (plans, maps equipment, supplies, etc.)
- Undertake special assignments at the request of the Emergency Operations Centre (EOC) Command
- Coordinate a post-emergency debriefing
- Coordinate, prepare and circulate the post-emergency report
- Organizing and overseeing the Demobilization of the Incident

### 7.3.12 Executive Assistant/Communications to C.A.O.

- Provide assistance to the Chief Administrative Officer (CAO) as required
- Assist Emergency Information Officer (EIO) as required
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 7.3.13 Supervisor of Corporate Affairs

- Activate the Emergency Information Plan (EIP) – Appendix # 10 as necessary for the Emergency
- Act as the Emergency Information Officer (EIO) and establish an Emergency Information Centre(s) (EIC) at the scene(s) and/or at a location established

by the Control Group (ECG) in order to inform the media and the public of the status of the emergency on an ongoing basis

- Responsible for the dissemination of news and information to the media and public
- Establish a communication link with the Community Spokesperson and other media coordinator(s) (i.e., Provincial, Federal, Private Industry, etc.) involved in the incident, ensuring that all information released to the media or public is timely, complete, and accurate
- Ensure liaison with the Emergency Control Group (ECG) to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences
- Ensure that the following are advised of the telephone number of the Emergency Information Centre (EIC):
  - Media
  - Emergency Control Group (ECG)
  - Community Spokesperson
  - Police Public Relations Officer
  - Neighbouring Communities
  - Any other appropriate persons, agencies, or businesses.
- Ensure media releases are approved by the Emergency Control Group (ECG) prior to dissemination, and distribute hard copies of the media release to the Emergency Information Centre (EIC), the Emergency Control Group (ECG), and other key persons handling media inquiries
- Monitor news coverage, correcting any erroneous information
- Maintain copies of media releases and newspaper articles pertaining to the emergency
- Maintain a personal log of all actions taken
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

#### 7.3.14 Coordinator of Health and Safety

- Research, develop and recommend County policies, procedures and practices that foster a safe and healthy work environment during the incident
- Provide advice regarding the OHS, WSIA and other applicable acts, regulations and standards
- Act as a resource to all staff including Command, Planning, Logistics, Finance/Administration and Operation Sectors

- Research, develop and recommend policies and procedures that ensure an effective and financially accountable WSIB claims management process/ system
- Assist the Compensation and Claims Leader with the Workplace Safety Insurance Board (WSIB) Schedule 2 claims
- Liaise with the Ministry of Labour and the Workplace Safety and Insurance Board as necessary
- Act as a resource, or participate in accident investigations, audits, risk and hazard assessments to ensure adequate controls are in place, recommend corrective measures, and follow up
- Identify the need for and either develop and instruct, or coordinate, the delivery of health and safety training during incident as necessary
- Perform other duties as assigned

### 7.3.15 Coordinator of Emergency Management

- Act in a resource and advisory capacity to the Emergency Control Group (ECG), and other Emergency and Support staff, as required
- Ensure the effective administrative operation of the Emergency Operations Centre (EOC)
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Assist with media releases and notification of media outlets, if directed by the Emergency Information Officer (EIO)
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

## SECTION 8 - EMERGENCY SUPPORT GROUP

### 8.0 Emergency Support Group

The Emergency Support Group (ESG) is comprised of key municipal officials who will be required to advise and assist the Emergency Control Group (ECG) during an emergency. The primary role of the Emergency Support Group (ESG) is to assist and support the response effort and ensure the provision of personnel and resources to the Emergency Control Group (ECG).

The Emergency Support Group (ESG) provides support in the form of technical expertise, staff resource management, and physical resource management.

### 8.1 Members

The Emergency Support Group (ESG) consists of the following officials:

1. Manager, Citizen & Legislative Services/Clerk
2. Manager of Information Systems
3. Manager of Roads Operations
4. Manager of Engineering Services
5. Director of Planning and Development
6. Director of Human Resources
7. Deputy Fire Chief
8. Deputy Paramedic Chief(s)
9. Emergency Services Division Administration Staff
10. Geographic Information System (GIS) Staff
11. Treasurer/Finance
12. Manager of Legal & Support Services
13. Administrative Coordinator, Community & Development (Alternate)

Each Emergency Support Group (ESG) member shall have at least one identified alternate. The alternate is appointed by the Emergency Support Group (ESG) member and must be aware of their responsibilities on an on-going basis. The appointment of an alternate can be made by either position or person.

While the nature and scope of the emergency may require the Emergency Control Group (ECG) to request the assistance of other municipal or non-municipal persons or agencies, the formal Emergency Support Group (ESG) as listed above will be automatically activated whenever the Emergency Control Group (ECG) is activated.

## 8.2 Collective Responsibilities

The collective responsibilities of the Emergency Support Group (ESG) are as follows:

- Assist with the physical set-up of the Emergency Operations Centre (EOC).
- Assist with the establishment of communications and information technology systems within the Emergency Operations Centre (EOC).
- Participate in Emergency Control Group (ECG) meetings (as required) to provide technical expertise.
- Assist with maintaining a detailed record/log of decisions made and actions taken by the Emergency Control Group (ECG) during all emergency operations.
- Assist with ensuring administrative and logistical support is provided for Emergency Operations Centre (EOC) staff.
- Collect and disseminate information on the emergency.

## 8.3 Individual Responsibilities

The Emergency Response Plan (ERP) outlines the individual responsibilities of the Emergency Support Group (ESG) members. Each member of the Emergency Support Group (ESG) will be notified of their roles and responsibilities for when they are reporting to the Emergency Operation Centre (EOC).

### 8.3.1 Manager, Citizen & Legislative Services/Clerk

- Manage the regular activities of the Citizen & Legislative Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide advice, in consultation with legal counsel, to the Emergency Control Group (ECG) on matters of a legal nature as they may apply to the actions of Haldimand County in its response to the emergency
- Upon direction of the Mayor, ensure Council is advised of the emergency and arrange or attend special meetings of Council, as required and or assign an alternate to attend
- Initiate the opening, operation and staffing of switchboards at the County Offices as part of the public information process, if required
- Provide administrative/clerical staff to the Emergency Operations Centre (EOC), as required
- Coordinate and oversee the record-keeping of the Emergency Control Group (ECG) and Emergency Operations Centre (EOC)
- Log all decisions made by the Emergency Control Group (ECG)

- Record the minutes of the Emergency Control Group (ECG) business cycle meetings
- Perform other duties as assigned
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 8.3.2 Manager of Information Systems

- Manage the regular activities of the Information Systems Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide the Emergency Control Group (ECG) with technical advice regarding information technology and telecommunications
- Report to the designated Emergency Operations Centre (EOC) and assist with the set-up of communication/technology equipment. Coordinate the provision and installation of telephone(s), computer(s), fax machine(s), printer(s), internet connectivity and other required equipment in the Emergency Operations Centre (EOC)
- Activate the Haldimand County Information Systems Division Continuity of Operations Plan - Appendix # 11 (Draft in Progress), as required to ensure effective communications are maintained
- Provide and support all information and telecommunications requirements including:
  - Computer servers
  - Local area network infrastructure
  - Wide area network infrastructure
  - Desktop/laptop computers and office automation software
  - Telephones/telephone system
  - Corporate software applications
- Initiate the necessary action to ensure the telephone system functions as effectively as possible. As required, establish a telephone system that can function as a public inquiry method
- Provide information technology advice and assistance, as required
- Identify and resolve any problems related to information technology
- Ensure that the automated voice recordings through the County phone system contain current information
- Maintain an appropriate inventory of phones, computers and other necessary equipment for deployment to the Emergency Operations Centre (EOC)
- Arrange to acquire additional communications equipment, if required
- Perform other duties as assigned

- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 8.3.3 Manager of Roads Operations

- Manage the regular activities of the Roads Operations Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide the Emergency Control Group (ECG) with technical advice regarding Roads Operations
- Provide Roads Operations staff and equipment, as required
- Provide road barriers and traffic markers, as requested
- In cooperation with the Fire Departments, manage spills of hazardous materials
- Perform other duties as assigned
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

### 8.3.4 Manager of Engineering Services

- Manage the regular activities of the Engineering Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and technical advice related to engineering and infrastructure during emergency operations
- Provide engineering materials, supplies and equipment as required
- Other duties as assigned

### 8.3.5 Director of Planning & Development

- Manage the regular activities of the Planning and Development Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide the Emergency Operations Centre (EOC) staff with maps, as required
- Assist the Emergency Operations Centre (EOC) staff with Geographic Information System (GIS) access and advice in the absence of GIS staff
- Other duties as assigned



### 8.3.6 Director of Human Resources

- Manage the regular activities of the Human Resources Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Assist the General Manager of Corporate & Social Services with the implementation of any staff re-deployment that may be required to maintain essential municipal operations, in accordance with the Continuity of Operations Plan - Appendix # 11 (Draft in Progress)
- Coordinate requests for Human Resources required to assist with the emergency
- Provide guidance and advice relating to Human Resources
- Ensure that a Volunteer Registration Form is completed and a copy retained in County records
- Assist with the coordination of Critical Incident Stress Debriefings and the Employee Assistance Program (EAP)
- Provide guidance and advice as it relates to workplace safety during the emergency operations
- Coordinate a process that allows employees engaged in emergency operations to be contacted by their families
- Ensure a process is in place to track all union and non-union employees for time worked during the emergency, to enable proper compensation
- Assist the General Manager of Corporate & Social Services and the General Manager of Health and Social Services with the logistical requirements to utilize volunteers. This will include responsibility for ensuring that volunteers are properly screened, registered and identified
- Other duties as assigned

### 8.3.7 Deputy Fire Chief

- Oversee the operations of the Haldimand County Fire Department, as required
- Act as the Emergency Site Manager (ESM), as required
- Ensure a Fire Department Incident Commander is appointed and establish communications with the Incident Commander at the Command Post
- Liaise with the Fire Department Incident Commander to ensure that staging, accountability and rehabilitation sectors have been established and are effectively operating
- Activate the Mutual Fire Aid System (if required)
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make

arrangements for procurement through the Office of the Fire Marshal of Ontario

- Advise the Emergency Control Group (ECG) on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency
- Perform other duties as assigned

### 8.3.8 Deputy Paramedic Chief

- Oversee the operations of Haldimand County Paramedic Services, as required
- Act as the Emergency Site Manager (ESM), as required
- Ensure a Paramedic Incident Commander is appointed and establish communications with the Incident Commander at the Command Post
- Liaise with the Paramedic Incident Commander to ensure that Emergency staging, triage, treatment and transport sectors have been established and are operating effectively
- Liaise with the Manager of Health and Social Services and the Community Care Access Centre (CCAC) for information regarding vulnerable citizens who may require stretcher transportation in order to effectively evacuate
- Assess the need for (and request if required) on-site medical teams to manage extraordinary circumstances such as prolonged and extensive entrapment
- Assess the need for (and request if required) special Emergency Paramedic Services resources at the emergency site. The request will be made through the Central Ambulance Communications Centre (CACC) (e.g., multi-patient units, emergency support units, air ambulances, remote access vehicles, etc.)
- Notify the Emergency Health Services Branch (EHSB) of the emergency
- Communicate with Hamilton Central Ambulance Communications Centre (CACC) to notify hospitals and coordinate the transportation of casualties to the hospitals
- Request on-site dispatching through Hamilton Central Ambulance Communications Centre (CACC), if necessary
- Coordinate assistance from St. John Ambulance, if required
- Assist (where possible) in coordinating the transportation of people to and/or from health care facilities, long-term care facilities and retirement homes that are to be evacuated
- Ensure accurate and timely documentation of casualty care and movement and conduct of ambulance operations, as per Ministry of Health and Long Term Care Multi-Casualty Incident (MCI) Emergency Response Guidelines

- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency
- Perform other duties as assigned

#### 8.3.9 Emergency Services Division Administration Staff

- Coordinate clerical operations of the Emergency Operations Centre (EOC)
- Act as scribes when required and coordinate the scribe function as necessary
- Arrange for the printing of required materials
- Coordinate the maintenance and operation of feeding, sleeping and meeting areas at the Emergency Operations Centre (EOC), as required
- Assist the Emergency Control Group (ECG) and Emergency Operations Centre (EOC) staff, as required
- Perform other duties as assigned

#### 8.3.10 Geographic Information System (GIS) Staff

- Assist with the establishment of communications and information technology systems in accordance to Geographic Information System (GIS) technology within the Emergency Operations Centre (EOC)
- Assist with the preparation and delivery of data and mapping during an emergency
- Use techniques to manipulate, extract, locate and analyze geographic data
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency
- Perform other duties as assigned

#### 8.3.11 Treasurer/Finance

- Manage the regular activities of the Finance Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and advice regarding finance matters and emergency expenditures
- Oversee record-keeping of financial transactions and expenditures related to the emergency
- Other duties as assigned

#### 8.3.12 Manager of Legal & Support Services

- Manage the regular activities of the Legal & Support Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and advice related to risk assessment and management during emergency operations
- Act as a liaison between Haldimand County and purchasing cooperatives across Ontario to aid in sourcing goods, services and construction related to emergencies
- Other duties as assigned

# SECTION 9 - HALDIMAND COUNTY DIVISIONAL STAFF RESPONSIBILITIES

## 9.0 Haldimand County Divisional Staff

The Emergency Control Group (ECG) may require various Haldimand County staff to provide assistance during an emergency. The assistance may be provided through attendance at the Emergency Operations Centre (EOC), at the request of the Emergency Control Group (ECG) or through communication with the Emergency Operations Centre (EOC) without the need to attend.

## 9.1 Members

The Haldimand County Divisional Staff consists of the following officials:

1. Manager of Environmental Operations
2. Manager of Fleet Operation
3. Manager of Building & Municipal Enforcement Services/Chief Building Official
4. Manager of Economic Development & Tourism
5. Manager of Community Development and Partnership
6. Manager of Facilities, Parks, Cemeteries & Forestry Operations
7. Grandview Lodge Administrator
8. Haldimand County Public Library CEO
9. Scribes
10. Haldimand County Divisional Staff Alternates

## 9.2 Individual Responsibilities of Staff

### 9.2.1 Manager of Environmental Operations

- Manage the regular activities of the Environmental Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and technical advice related to environmental services during emergency operations
- Maintain water systems and services (when possible)
- Discontinue any water services as required and restore these services when appropriate

- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health
- Discontinue any Sanitary Sewer and Waste Management services, as required
- Restoration of discontinued Sanitary Sewer and Waste Management services as determined by the Emergency Control Group (ECG)
- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers and garbage collection and disposal
- Other duties as assigned

### 9.2.2 Manager of Fleet Operations

- Manage the regular activities of the Fleet Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and technical advice related to fleet matters during emergency operations
- Provide municipal vehicles, equipment and staff as required
- Coordinate the fuel supply for County vehicles during the emergency
- Other duties as assigned

### 9.2.3 Manager of Building & Municipal Enforcement Services/Chief Building Official (CBO)

- Manage the regular activities of the Building & Municipal Enforcement Services, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Undertake field review to determine overall safety of buildings or structures directly or indirectly affected by the emergency
- Administer the Building Code Act and the Ontario Building Code
- Ensure that essential by-law enforcement is maintained
- Issue any orders for required remedial actions to be undertaken
- Proceed with any actions required to “render safe” any buildings or structures
- Provide guidance and advice relating to Building Controls and By-law Enforcement
- Other duties as assigned

### 9.2.4 Manager of Economic Development & Tourism

- Manage the regular activities of the Economic Development & Tourism Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service

- Other duties as assigned

#### 9.2.5 Manager of Community Development & Partnerships

- Manage the regular activities of the Community Development and Partnerships Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Assist with soliciting and managing volunteers
- Coordinate the care of family members for those employees involved in a long duration response to the emergency. Providing child care for family members of employees will ensure that staff essential to the management of the emergency can remain at work
- Other duties as assigned

#### 9.2.6 Manager of Facilities, Parks, Cemeteries & Forestry Operations

- Manage the regular activities of the Facilities, Parks, Cemeteries & Forestry Operations, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Provide guidance and technical advice related to facility matters during emergency operations
- Provide staff, as required
- Assist with the opening, set-up, maintenance, and operations of County buildings for use during the emergency
- Ensure power for community and corporate facilities
- Provide facilities with ice-making capabilities for use by the coroner as temporary morgues
- Other duties as assigned

#### 9.2.7 Grandview Lodge Administrator

- Manage the regular activities of Grandview Lodge, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Other duties as assigned

#### 9.2.8 Haldimand County Public Library CEO

- Manage the regular activities of Haldimand County libraries, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service
- Other duties as assigned

### 9.2.9 Scribes

- Upon arrival shall report to the Scribe Leader for direction and assignment
- Assist a lead position through notetaking and documentation as indicated
- Record information with clear, legible documentation
- Provide a written summary of events as discussed
- Other duties as assigned

### 9.2.10 Haldimand County Divisional Staff Alternates

- Upon arrival to the Emergency Operations Centre (EOC), organize and begin tasks from the responsibilities documents associated with the position to which the individual is the alternate for

## 9.3 Deployment of Haldimand County Staff

In the event of an emergency, remaining Haldimand County staff will be deployed as necessary in order to:

- Effectively manage the emergency situation(s)
- Ensure the continuity of essential municipal operations

In order to effectively deploy staff to meet these objectives, some staff may be re-deployed to different roles than usual. The deployment of staff will be managed in accordance with Haldimand County's Continuity of Operations Plan – Appendix # 11 (Draft in Progress).

### 9.3.1 Continuity of Operations Plan

The Continuity of Operations Plan is located in the accompanied Appendix # 11 (Draft in Progress) Continuity of Operations, which is a confidential document. This plan outlines what municipal services are considered essential and establishes the required staffing levels to maintain these services. The Continuity of Operations Plan relies upon an employee "other skills" database that outlines skills, experience, education, training and licenses that each Haldimand County employee has that may be beneficial in a role outside of their regular position.

This skills inventory database is maintained by the Human Resources Division.



The coordination of the deployment of staff to essential operations (in accordance with the Continuity of Operations Plan) will be the responsibility of the General Manager of Corporate & Social Services (or designate) who will coordinate staff deployment requirements with the General Managers from each Department.

## SECTION 10 - OUTSIDE AGENCIES

### 10.0 Responsibilities

Outside agencies play an important role within the county. During an emergency these agencies may be relied upon for information and also may be required to provide hands on assistance. Their assistance may be required through an external communication conversation or through attending the Emergency Operations Centre (EOC). This communication or request would be carried out by the Emergency Control Group (ECG).

### 10.1 Members

1. Hydro Utilities - Hydro One
2. Natural Gas Utilities - Union Gas and/or Enbridge
3. Conservation Authorities – Grand River, Niagara Peninsula, Long Point
4. School Boards – Grand Erie District, Brant Haldimand Norfolk Catholic
5. Canadian Red Cross
6. Medical Officer of Health
7. Hospitals – HWMH/Dunnville WHGH/Hagersville NGH/Norfolk
8. St. Johns Ambulance
9. Salvation Army
10. Community Care Access Centre (CCAC)
11. Victim Services of Haldimand Norfolk
12. Welland Humane Society

### 10.2 Individual Responsibilities of Outside Agencies

#### 10.2.1 Hydro Utilities (Hydro One)

- Provide advice and expertise regarding hydro-electricity service and potential hydro-electricity emergencies to the Emergency Control Group (ECG)
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested
- Advise the Emergency Control Group (ECG) as to when the discontinuation of electricity (public or private) is necessary in the interest of public safety
- Disconnect/discontinue hydro-electricity service where continuation of such service constitutes a hazard to emergency operations or public safety
- Ensure immediate action is taken to eliminate sources of potential danger related to hydro-electricity

- Respond to requests for assistance at emergency sites
- Provide personnel and equipment required to mitigate hydro-electricity emergencies
- Liaise with the Electrical Safety Authority (ESA) and other utilities regarding areas of mutual concern or interest during the emergency
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Re-establish hydro service at the end of the emergency
- Participate in the debriefing following the emergency

### 10.2.2 Natural Gas Utilities (Union Gas/Enbridge)

- Provide advice and expertise regarding natural gas & pipeline service and potential natural gas & pipeline emergencies to the Emergency Control Group (ECG)
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested
- Advise the Emergency Control Group (ECG) as to when the discontinuation of natural gas is necessary in the interest of public safety
- Disconnect/discontinue natural gas service where continuation of such service constitutes a hazard to emergency operations or public safety
- Ensure immediate action is taken to eliminate sources of potential danger related to natural gas & pipeline emergencies
- Respond to requests for assistance at emergency sites
- Provide personnel and equipment required to mitigate natural gas & pipeline emergencies
- Liaise with other utilities regarding areas of mutual concern or interest during the emergency
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Re-establish natural gas service & pipeline service at the end of the emergency
- Participate in the debriefing following the emergency

### 10.2.3 Conservation Authorities: Grand River, Niagara Peninsula, Long Point

- Provide advice and expertise regarding potential flooding
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested
- Provide appropriate warnings and advise of specific direction in advance of actual flood events
- Liaise with other agencies as required by the Emergency Control Group (ECG)

- Participate in the debriefing following the emergency

#### 10.2.4 School Boards : Grand Erie District School Board Brant/Haldimand/Norfolk Catholic District School Board

- Act as a resource should schools be potentially required for use during an emergency
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested
- Liaise with the Emergency Control Group (ECG) regarding emergencies that may affect schools or school properties directly
- Liaise with the Emergency Control Group (ECG) regarding emergencies that may affect the release of school children
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate in the debriefing following the emergency

#### 10.2.5 Canadian Red Cross

- Activate the local Red Cross Emergency Plan, if required
- Activate the Memorandum of Understanding between the Canadian Red Cross and Haldimand County for the provision of disaster assistance services
- Establish and maintain contact with the General Manager of Health and Social Services in the Emergency Operations Centre (EOC)
- Assist with the establishment, staffing and management of reception and/or evacuation centres
- Provide emergency lodging and emergency personal services to persons in need, as required
- Maintain a record of all actions taken
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Communicate with the Medical Leader and the Evacuation Coordinator at the Emergency Operation Centre (EOC) to ensure accurate up to date information
- Participate in the debriefing following the emergency

#### 10.2.6 Medical Officer of Health

- Provide advice and expertise to the Emergency Control Group (ECG) on matters relating to public health
- Assess the impact of the emergency on the health of the public
- Provide advice to the public on any matters that may adversely affect public health

- Provide advice on the health and safety of emergency water supply, sanitation, shelters and food supply
- Notify other agencies and senior levels of government on health matters relating to the emergency
- Coordinate all efforts to prevent and control the spread of disease
- Coordinate mass immunization clinics, as required
- Coordinate vaccine storage, handling and distribution
- Prescribe the disease control requirements for temporary morgues and the management of deceased persons, in consultation with the Office of the Coroner
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Communicate with the Medical Leader at the Emergency Operation Centre (EOC) to ensure accurate up to date information
- Participate in the debriefing following the emergency

#### 10.2.7 Hospitals : Haldimand War Memorial Hospital – Dunnville, West Haldimand General Hospital – Hagersville, Norfolk General Hospital – Simcoe

- Implement their own internal hospital emergency plan, as required
- Should the situation develop to require Emergency Operations Centre (EOC) activation, provide a representative to the Emergency Operations Centre (EOC) if requested
- Liaise with the Medical Officer of Health regarding issues of mutual concern
- Liaise with Haldimand County Paramedic Services regarding patient capacity and transportation issues that may affect the ability of hospitals to receive patients for treatment
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Communicate with the Medical Leader at the Emergency Operation Centre (EOC) to ensure accurate up to date information
- Participate in the debriefing following the emergency

#### 10.2.8 St. John Ambulance

- Activate the local St. John Ambulance Emergency Plan, if required
- Under the direction of the Manager of Emergency Services, provide personnel and equipment to assist with emergency medical care at the emergency site and/or reception and evacuation centres
- May assist in the search for missing persons, as necessary
- May assist with the evacuation of persons, as necessary
- Liaise with other agencies as required by the Emergency Control Group
- Communicate with the Medical Leader and/or Evacuation Coordinator at the Emergency Operation Centre (EOC) to ensure accurate up to date information

- Participate in the debriefing following the emergency

#### 10.2.9 Salvation Army

- Activate the local Salvation Army Emergency Plan, if required
- Establish and maintain contact with the General Manager of Health and Social Services in the Emergency Operations Centre (EOC)
- Work with the Food Leader in the organization of food for the Emergency as needed
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate in the debriefing following the emergency

#### 10.2.10 Community Care Access Centre : Hamilton – Niagara – Brant – Haldimand/Norfolk Branch

- Activate the HNBH CCAC Incident Management Plan, if required
- Assist with identifying clients who may have been affected by the emergency
- Authorize new admissions to long-term care facilities, as required
- Provide information to the Emergency Control Group (ECG) regarding the number, location and needs of vulnerable residents within the community
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Communicate with the Medical Leader and/or Evacuation Coordinator at the Emergency Operation Centre (EOC) for current and up to date information
- Participate in the debriefing following the emergency

#### 10.2.11 Victim Services of Haldimand – Norfolk

- Provide crisis intervention to persons affected by the emergency, as required
- Liaise with other agencies as required by the Emergency Control Group (ECG)
- Participate in the debriefing following the emergency

#### 10.2.12 Welland Humane Society

- Provide care for animals displaced as a result of the emergency
- Liaise with other agencies as required by the Emergency Control Group (ECG) under the direction of the Specialist Leader
- Participate in the debriefing following the emergency

## SECTION 11 - INCIDENT MANAGEMENT SYSTEM

### 11.0 The Incident Management System (IMS)

During a large scale emergency, the Emergency Control Group (ECG) and Emergency Operations Centre (EOC) staff shall *transition the management* of the emergency from a position-based structure to the Incident Management System (IMS).

The Incident Management System (IMS) is a provincially adopted system that assigns responsibilities in accordance with a common organizational structure. The assignment of responsibility is made by function rather than by position. This organizational structure is intended to be consistently used by provincial staff and other municipalities which will improve the management of the emergency.

While the management of the emergency will commence with persons and agencies exercising their collective and individual responsibilities, as described in the Emergency Response Plan, in order to effectively manage a large-scale and/or long duration emergency, the transition to the Incident Management System shall be coordinated by the Emergency Control Group (ECG).

### 11.1 Incident Management System Functions

A key principle of the Incident Management System (IMS) is to always address the five key functions for every incident:

1. *Command*
2. *Operations*
3. *Planning*
4. *Logistics*
5. *Finance/Administration*

In a simple incident or in the very early stages of a complex incident one person may carry out all five functions. In a complex incident, the five functions are separate and assigned to a specific member. All 5 sections would operate from the Emergency Operations Centre (EOC).

### 11.2 Command Section

The Command Section is the first and primary organizational component of the Incident Management System (IMS) structure. It will consist of the Mayor, Emergency Operation Centre (EOC) Command Chief and the Emergency Operation Centre (EOC) Incident Command Chief. These positions will lead all aspects of the response and assist the entire team as needs arise. Within the team of the two Command Chiefs, there will also consist of three main subsections

which will all be assigned responsibilities. In some emergencies there may also be other personnel required based on subject matter expertise or specialists to support the command section. Command section staff may have an assistant or assistants, as needed.

### Collective Responsibilities

- Ensure the safety of all responders
- Assess and reassess the situation
- Determine goals, strategies, objectives and priorities that are appropriate to the level of response
- Establish an appropriate command structure using the Incident Management System (IMS)
- Coordinate all incident management activities
- Establish and maintain liaison with supporting and/or assisting organizations
- Provide information to/briefing senior and elected officials as required
- Establish an operational planning cycle as required
- Approve an Incident Action Plan (IAP)
- Manage incident resources (including approval of volunteers, etc.)
- Manage sensitive issues that arise from the incident
- Authorize the release of emergency information to the public in cooperation with other levels of response

### 11.2.2 Individual Responsibilities

Each Incident Management System (IMS) sectional position will review their responsibilities on a regular basis as to be prepared to respond to the Emergency Operation Centre (EOC).

### 11.2.3 Emergency Operations Centre (EOC) Command Chief, Chief Administration Officer (CAO)

The Emergency Operation Centre (EOC) Command Chief is responsible for the overall management of the Emergency Operation Centre (EOC), including the provisions of support to an Incident Management Team at a site or at the Emergency Operation Centre (EOC). In most cases the Emergency Operation Centre (EOC) Command Chief is used for executive decision-making and coordinating off site support for the Incident Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, among other forms of off-site support. All Emergency Operation Centre (EOC) activities are the responsibility of the Emergency Operation Centre (EOC) Command Chief and include but not limited to:

- Determining the appropriate level of Emergency Operation Centre (EOC) activation, based on known situation



- Coordinate all of the operations of the Emergency Operations Centre (EOC) and ensure proper set up and that it is ready for operation
- Determine and assign section Chiefs as appropriate within the IMS System (Command, Operations, Planning, Logistics, Finance/Administration, Liaison, Safety, Emergency Information)
- Ensure that the Incident Organizational Chart is posted and completed (Liaison Officer +/-or Resource Leader)
- Ensure that the Emergency Operation Centre (EOC) check in procedures are established
- Arrange for required personnel and physical resources
- Ensure that the appropriate security (direction from Specialist Leader) for the Emergency Operation Centre (EOC), Emergency Information Centre (EIC), Reception Centres and other facilities in use during the emergency, as utilized as required
- Ensure that alternates of Emergency Control Group (ECG) and Emergency Support Group (ESG) members are alerted and on standby to perform duties in the Emergency Operations Centre (EOC) should the emergency last long enough to warrant relief for primary members or in the absence of the primary members
- Monitor the status of the emergency situation and the need for declaration or termination
- Schedule the meeting cycles to include incident briefing, objectives, and strategies
- Provide information and briefings to senior and elected officials as required
- Review all Incident Action Plans (IAP) for completeness/accuracy and verify the objectives are incorporated/prioritized

#### 11.2.4 Emergency Operations Centre (EOC) Incident Command Chief, Emergency Services Manager/Community Emergency Management Coordinator (CEMC)

The Emergency Operation Centre (EOC) Incident Command Chief is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities.

- Assist with the determination of appropriate level of activation based on situation known
- Brief the Emergency Operation Centre (EOC) Command Chief on the known facts of the incident and together establish the need for further Emergency Operation Centre (EOC) staff as required
- Ensure that the onsite Incident Command is set up and ready for Operations

- Ensure all check in procedures both at the Emergency Operation Centre (EOC) and on Site are adhered to
- Assign Command Staff Positions and Sectional Chiefs as appropriate to ensure they are staffed to perform the objectives
- Communicate with on-site Incident Command and relay appropriate information to the Emergency Operation Centre (EOC)
- Assist in the developing of an Incident Action Plan (IAP) for the situation and brief the Emergency Operation Centre (EOC)
- Confer with the Emergency Operation Centre (EOC) and on-site staff to determine if outside organizations will be needed for the event. Provide information and briefings to senior and elected officials as required
- Ensure the proper conduct at the Planning Meeting throughout the meeting cycles
- Keep organized officials informed on incident-related problems and progress
- Order Incident demobilization as appropriate

#### 11.2.5 Emergency Information Officer (EIO), Supervisor Corporate Affairs

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information regarding the incident to the public. Command must approve all emergency information that the Emergency Information Officer (EIO) releases. This includes managing both the media inquiry and public inquiry components of the Emergency Information Plan (EIP) – Appendix # 10. During a complex incident, assistants may be assigned to the Emergency Information Officer (EIO) as required and tasks may be delegated to the Emergency Information Team. The responsibilities of the Emergency Information Officer (EIO) include:

- Activating the Emergency Information Plan (accompanied Appendix # 10 Emergency Information Plan)
- Utilizing the Media Broadcast (TV, Radio, County Website, Social Media)
  - Cable 14
  - Haldimand County's website
  - 92.9 The Grand FM
  - Haldimand County's Facebook Page
  - Haldimand County's Twitter Page
  - Haldimand County Emergency Services Twitter Page
- Establish a communication link to the emergency site to receive accurate information for dissemination
- Appoint an emergency site spokesperson, if required

- Liaise with other media coordinators (Ontario Provincial Police, Provincial, Federal, Health and Social Services etc.) as required
- Coordinate all media releases
- Coordinate media briefings and press conferences
- Monitor the media for incorrect information and amend inaccuracies
- Coordinate the opening and management of the Emergency Information Centre(s) (EIC)
- Arrange to have calls/inquiries from the public routed through the public inquiry centre to the appropriate person or agency
- Maintain copies of media releases and news articles pertaining to the emergency
- Arrange to have information distributed door-to-door in affected areas in the event that conventional communications are not possible
- Where necessary and appropriate, coordinate media and photo sessions at the emergency site
- Arrange to have media representatives seeking information directly from the emergency site or seeking emergency site visits to be arranged by the police
- Coordinate on-site interviews between media and emergency services personnel

#### 11.2.6 Safety Officer, Health and Safety Coordinator

The Safety Officer monitors risk and safety conditions and develops measures to mitigate risk management and safety issues. 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 responders. The Safety Officer must have knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Tasks may be delegated to an appropriate assistant if needed.

Specific functions include:

- Working closely with the Operations Chief to ensure that responders are as safe as possible under the circumstances, including wearing appropriate personal protective equipment and implementing the safest operational options
- Advising the Emergency Operations Centre (EOC) Command Chiefs of issues regarding incident safety
- Minimizing employee risk by promoting safety procedures (e.g., ensure an adequate personnel accountability system is in place to track the status/movement of all personnel)
- Altering, suspending, or terminating any or all activities that are deemed hazardous regardless of jurisdiction

- Assessing potential municipal risk/liability and advising the Emergency Operations Centre (EOC) Command Chiefs on appropriate risk management options
- Assisting in the review of the Incident Action Plan (IAP) to identify safety concerns and issues
- Listen to tactical options being considered. If they are potentially unsafe, assist in identifying options, protective actions, or alternate tactics
- Ensure incidents/accidents are properly documented for follow-up if need be
- Coordinate Critical Incident Stress, hazardous materials, or other debriefings as necessary

### 11.2.7 Liaison Officer, Coordinator of Emergency Management

The Liaison Officer serves as the primary contact for assisting or supporting agencies or organizations. The Liaison Officer advises the Emergency Operations Centre (EOC) Command Chiefs of issues related to outside assistance and support, 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.

Specific functions include:

- Gathering information from and 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 the Emergency Operations Centre (EOC)
- Providing briefings to organization representatives about the emergency
- Interview organization's representative concerning resources, capabilities and restriction on use. Provide this information at the Planning Meetings, as needed
- Maintaining a list of supporting and assisting organizations, and keeping it updated as the incident evolves
- Bring complaints pertaining to logistical problems, communications and strategic and tactical direction to the attention of the Command Chiefs
- Work with the Emergency Information Officer (EIO) and Command to coordinate media releases associated with inter-organizational cooperation issues
- Meet with incoming organizations to the Emergency Operations Centre (EOC) to brief on area of support and who they will be reporting to

- Maintain contact with the Resources Unit Leader to ensure all personnel and resources are documented and accounted for

#### 11.2.4 Mayor

- Activate the Emergency Notification System, as required
- Upon recommendation of the Emergency Control Group (ECG), declare an Emergency to exist within the municipality
- Document the Declaration and submit the form (Appendix # 4 Declaration/Termination of an Emergency)
- Ensure that the Haldimand County Council, the County's Member of Parliament and Member of Provincial Parliament, neighbouring municipalities, and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary
- In consultation with the Emergency Control Group (ECG), issue orders considered necessary to implement this Emergency Response Plan to protect the safety, health, welfare and property of the citizens of Haldimand County
- Act as a liaison between the Emergency Control Group (ECG) and Council, keep members of Council informed about the emergency situation, and chair emergency Council meetings as required
- Approve all decisions made by the Emergency Control Group (ECG) pertaining to "extraordinary measures" affecting the lives and properties of citizens within Haldimand County
- Provide advice to the Emergency Control Group (ECG) on political issues
- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County
- Act as the primary spokesperson for the County, in coordination with the Emergency Information Plan (EIP) - Appendix 10
- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the Emergency Information Officer
- Terminate the emergency at the appropriate time and ensure all those concerned have been notified
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

## 11.3 Operations Section

The Operations Section implements the Incident Action Plan (IAP) and is responsible for all physical operations involved in mitigating the emergency. The Operations Section evolves based on the incident at hand and the needed resources within the incident. The Operations of the incident perform their duties most generally at the site of the incident and are in communications with the Emergency Operations Centre (EOC). The Operations (on-site) will function similar to the Emergency Operations Centre (EOC) in a hierarchy state in order to facilitate organization and thorough response to the incident. Although the structure of the Operations section is based solely on the responded incident, general operation sections and responsibilities are described below.

### 11.3.1 Operations Section Chief (OSC), Deputy Chief of Emergency Services - alternate CEMC - OPP

An Operations Sector Chief heads the Operations Section. The Operations Sector Chief is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the Incident Action Plan (IAP), implementing the Incident Action Plan, and organizing, assigning and supervising all resources assigned operational tasks within an incident. The Operations Sector Chief must work closely with other member of the Command Sector and General Staff to coordinate operational activities and delegate the appropriate levels of response. The Operations Sector Chief may be active at the Emergency Operations Centre (EOC) or onsite at the Incident. The responsibilities of the Operations Section Chief include:

- Developing and managing the Operations Section to accomplish the incident objectives set by Emergency Operations Centre (EOC)
- Organizing, assigning, and supervising all resources assigned to an incident
- Working closely with other members of the Emergency Operations Centre (EOC) to coordinate operational activities
- Based on the situation, activate appropriate branches within the section
- Ensure that strong communication links are made between the incident site and the Emergency Operation Centre (EOC)
- Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operations Section
- Identify key issues requiring immediate attention and communicate them with the Emergency Operations Centre (EOC)
- Coordinate media field visits with the Emergency Information Officer (EIO)
- Ensure all media contacts are referred to the Emergency Information Officer (EIO)
- Establish staging areas if required
- Develop and manage tactical operation to meet incident objectives

- Assess life safety and implement and enforce appropriate safety precautions
- Continually evaluate the situation and update the Incident Commander immediately on new findings
- Keep the safety officer involved in tactical decision making

### 11.3.2 Operations Branches

Within the Operations section there may be many branches that are utilized throughout the operations depending on the incident. The branches will be headed by individuals who are responsible for their section based on their specific profession. The Operations Section Chief (OSC) will determine the different branches and assign staff accordingly. The following will give examples of the different branches that may be utilized and the assignments with each. The Emergency Services operate with certain policies and SOG's, and will adhere to them throughout the incident unless otherwise directed by the Operations Sections Chief, the Incident Command Chief, or the Emergency Operations Centre (EOC) Command Chief.

#### *11.3.2.1 Fire Department*

Lead area Operations Branches may include but not limited to:

- Safety Officer
- Fire Suppression
- Search and Rescue
- Land Operations
- Water Operations
- Overhaul
- First Aid
- Evacuation

#### *11.3.2.2 Paramedic Services*

Lead Area Operations Branches may include but not limited to:

- Safety Officer
- Triage Officer
- Treatment Sector
- Staging area
- Transportation coordination
- Evacuation

#### *11.3.2.3 Police Services*

Lead Area Operations Branches may include but not limited to:

- Safety Officer
- Security
- Traffic Control
- Media Relations
- Assisted Rescue - Land, Water
- Scene/Investigation preservation

#### *11.3.2.4 Evacuation Coordinator – ON-SITE*

Lead Area Operations Branches may include but is not limited to:

- Safety Officer
- Documentation
- Individual assistance
- Hazard recognition and mitigation

## 11.4 Planning Section

The Planning Section is responsible for the developing of the Incident Action Plan (IAP) and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status resources. The information is needed to understand the current situation, predict probable course of incident events, and lead the incident planning process.

### 11.4.1 Planning Section Chief, General Manager of Community & Development Services

The Planning Section Chief oversees and provides leadership to the Planning Section.

- Ensure the Planning area is set up properly and that the appropriate equipment and supplies are in place, including maps and status boards
- Ensure that incident briefing is completed and documented
- Obtain and review all incident reports and documents to understanding within the Operations Sections
- Inform the Incident Command Chief and Emergency Operations Centre (EOC) Command Chief when new information is received to add to the action plan
- Create incident maps and establish weather and data collection system when needed
- Ensure the Emergency Information Officer (EIO) has immediate access to status reports and displays



- Work closely with Emergency Operations Centre (EOC) staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the incident
- Manage the planning process including preparing and documenting the Incident Action Plan (IAP) for each operational period
- Maintain incident documentation

#### 11.4.2 Situation/Map Leader + G.I.S. Specialist, Manager of Planning & Development + G.I.S. Staff

The Situation/Map Leader is responsible for the collection, processing, and organizing of all incident information. This may include future projections of incident growth, maps, intelligence, the Incident Action Plan (IAP), and status summary reports. The Situation Leader will also advise and inform areas that house increased numbers of population, including factories, schools, nursing, and retirement centres.

- Review the Incident Briefing Form for incident status and the need for further assistance
- Determine current situation status/intelligence and future predictions
- Sort data into categories of information: geographic area, population, facilities, environmental values at risk, location of facilities, etc.
- Determine appropriate map displays and request specialized maps as required
- Review data for completeness, accuracy, and relevancy prior to positing
- Plot incident boundaries, location perimeters, facilities, access routes, etc. on display maps
- Develop additional displays, weather reports, status summaries, as necessary
- Ensure displays and maps are kept up to date
- Designate photographic services, if need be, to utilize as intelligence
- Designate and utilize specialists to assist in the development of clear understanding of the incident and the predictions ahead
- Assist in the development of the Incident Action Plan (IAP)
- Advise the Incident Command Chief of increased population areas at given times and the need for them to be contacted to implement their internal Emergency Response Plan as needed (i.e., school)

*The G.I.S. Specialist will assist the Map/Situation Leader in populating and creating visual aspects for current and future predictions of the emergency to assist in the decision making process efforts throughout the Emergency Incident.*

### 11.4.3 Resource Unit Leader, Manager of Community Development and Partnership

The Resource Unit Leader is responsible for maintaining the status of all assigned resources at an incident. This is achieved through the oversight of all check-in activities and the maintenance of a master list of all resources, including a system to track resource location and status.

- Responsible for the Check-in List at the EOC
- Prepare, post, and maintain the Incident Organizational Chart
- Tracking resources assigned to the incident- support personnel and equipment
- Confirm resources assigned to Staging (if necessary)
- Confirm resources assigned to Operations (if necessary)
- Confirm resources assigned to other staff functions
- Maintain tracking sheets of the number of personnel assigned to the incident
- Total number of resources assigned to each section
- Total number of specific equipment/apparatus types

### 11.4.4 Documentation Unit Leader, Manager of Citizen & Legislative Services/Clerk

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to- date incident files, the provision of duplicate services, and collection of all incident documentation from other sections. Incident files will be stored for legal, analytical, and historical purposes. Further responsibilities are:

- Organize incident files
- Ensure adequate duplication capability and adequate staff to assist in the copying and documentation process
- Respond to requests for duplication (copying) and duplicate the needed files or official forms for reports
- Ensure all staff have the appropriate Emergency Management Notebook logs/activity sheets as well as Provincial Forms to maintain the documentation
- File reports and forms submitted throughout the incident to prepare a final report
- Review and ensure completeness of documentation submitted for file
- Ensure all completed files and documents are organized and submitted to the Planning Section Chief

### 11.4.5 Specialist Leader, Manager of Building & Municipal Enforcement

The Specialist Leader provides observations and recommendations to the incident staff in the specialized areas as required.

- Ensure all recommendations are appropriately documented
- Contact and resource the specialty care for pets/animals – if an evacuation is issued (i.e., Vets/SPCA/OMAFRA) and advise the planning section of efforts needed
- Communicate with police officers and county contracted security services to ensure security at the Emergency Operations Centre (EOC), Incident Sites, and Evacuation Centres and document in the Incident Action Plan (IAP)
- Participate in the planning meeting to assist in informed decisions
- Participate in the Demobilization and inspections of the area affected, if the need arises
- Organize and assist with the structure inspections for evacuation or re- entry of buildings or engineering specs

#### 11.4.6 Health and Social Services, HNH&SS

- Act as a coordinating link for all Health and Social Services matters at the Emergency Control Group (ECG)
- Activate applicable Emergency Response Plans of the Haldimand-Norfolk Health and Social Services Department as required
- Continue to deliver the essential and mandated public health programs and services to ensure public health protection, as resources permit
- Continue to deliver the essential and mandated social services programs and services to ensure public health protection, as resources permit
- Liaise with the Provincial Ministry of Health and Long Term Care, Ministry of Community and Social Services, and other relevant Provincial contacts as required
- Work with the Medical Officer of Health to:
  - Provide advice on any matters that may adversely affect public health
  - Provide instructions on health matters to the public through the Emergency Information Officer (EIO)
  - Coordinate the response to disease-related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long Term Care policies and the Haldimand-Norfolk Health Unit (HNHU) Emergency Response Plan
  - Liaise with Community Care Access Centre (CCAC) to ensure coordination of care of residents requiring special medical care at home and in evacuation centres during an emergency
  - Ensure public health inspections of emergency sites and evacuation centres as necessary to ensure safe water, safe food, and the prevention of health hazards and communicable diseases

- Notify the General Manager of Public Works Operations regarding the need for potable water supplies and sanitation facilities
  - In coordination with the Public Works Department, monitor the quality of drinking water supplies for the community and make recommendations for alternate drinking water, as necessary
  - Liaising with local health service providers (Paramedic Services, hospitals, physicians, etc.) regarding mutual areas of concern
- Work with the Emergency Information Officer (EIO) and the Community Care Access Centre (CCAC) to determine which persons in the community may not have access to conventional methods of communication (television, radio, internet, and phone) and make all efforts to communicate emergency information to these persons
  - Implement the Haldimand-Norfolk Social Services Emergency Shelter Plan which coordinates the opening and operation of available facilities as reception and/or evacuation centres
  - Coordinate the provision of basic medical care for evacuees on site at emergency evacuation centres
  - Working with the Canadian Red Cross, coordinate the request for and registration and management of volunteers related to the operation of reception and evacuation centres
  - Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Director of Human Resources
  - Working with applicable agencies (Canadian Red Cross, Salvation Army, Victim Services, etc.) arrange for the clothing, feeding, housing, and personal services for those people who have been evacuated as a result of the emergency
  - Liaise with voluntary and private agencies, as required, for augmenting and coordinating Health and Social Services resources
  - Where applicable, ensure provision of emergency income assistance for those persons affected by an evacuation within Haldimand County
  - Liaise with other agencies as required by the Emergency Control Group (ECG)
  - Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
  - Perform other duties as assigned, in accordance with corporate objectives
  - Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

#### 11.4.7 Evacuation Coordinator, Administrator Grandview Lodge/Deputy Paramedic Chief or Designate

The Evacuation Coordinator will be responsible for implementing the Haldimand County Mass Evacuation Plan – Appendix # 12, within the boundaries of Haldimand County. They will assist any needed Haldimand Specific request under the direction of the Haldimand & Norfolk Social Services (HNSS) throughout the following:

- The communication of and coordinated efforts of the following services if applicable:
  - Canadian Red Cross
  - St. Johns Ambulance
  - Salvation Army
  - CCAC - Community Care Access Centre
- Directing the specifics within the plan to ensure all involved within the IMS system are working together within the coordinated system
- Ensure all requests from the HNSS in response to the food, shelter, clothing, and other essential are in place through the coordinated efforts of the Logistics Section as well as outlying agencies
- Work with the Organization Representative to ensure all documents are complete and tracking of events are recorded
- Report to the Emergency Operations Centre (EOC) for updates and steps moving forward

### 11.5 Logistics Section

The Logistics Section provides all supporting resources to the incident, and works closely with Finance to contract for and purchase goods and services as needed at the incident. They are responsible for the development of several written portions of the Incident Action Plan and forwards them to the Planning Section Chief. The Logistics Section is responsible for all the resources needed both at the Incident and within the supporting factors. Within the Logistics section there are both the Service Specific and the Supporting Specific role.

#### 11.5.1 Logistic Support Chief, General Manager Public Works

A Logistic Support Chief is responsible for the development and implementation of the logistic plans in support of the Incident Action Plan (IAP). The Logistic Support Chief supervises the operation of the Supply, Facilities and Ground Support Units and Water Sectors. Further responsibilities include:

- Determine facilities activated in the support of the incident

- Determine the ground support and transportation needs
- Determine resources ordering needs and process
- Ensure proper methods of inspections for contracted equipment and resources used
- Provide summary of the supplies, facilities, and ground support needs during the Emergency Operations Centre (EOC) meetings
- Obtain, maintain, and account for essential personnel, equipment, and supplies beyond those immediately accessible by the Operations Section
- Provide incident telecommunication/information technology services and resources
- Set up and maintaining incident facilities
- Provide support transportation
- Initiate the evacuation set up of the facilities

#### *11.5.1.1 Supply Unit Leader, Manager of Road Operations*

The Supply Unit Leader is responsible for ordering, receiving, processing, and storing all incident related resources.

- Consider dividing ordering responsibilities by either discipline or by category (i.e., equipment, personnel and supplies)
- Ensure the unit staff observe the ordering system and chain of command for ordering
- Confirm process for coordinating contract related activities with the Procurement Unit Leader
- Confirm emergency purchase orders with the Finance section
- Understand and have record of the amount of supplies and equipment on hand and enroute (i.e., signs, barriers, PPE, vehicles)
- Resource the orders from authorized incident staff, document and order
- Determine qualifying specification (category, kind, type, size, extra equipment, PPE, qualifications etc.)
- Determine the desired delivery time and location
- Person ordering and person to whom the resource should report or be delivered
- Obtain estimated price for resources which expect reimbursement
- Coordinate the delivery of rented equipment to Ground Support Unit for inspection before use
- Work with Facilities Unit Leader to identify and activate appropriate facilities for use in storage, receiving, and distribution of supplies
- Obtain resource name, number, identifier etc. along with the estimated times of arrival

- Bring attention to the Logistics Support Chief should there be outstanding orders, updates on current activities, and unusual circumstances

#### *11.5.1.2 Facilities Unit Leader. Manager of Facilities, Parks & Cemeteries*

The Facilities Unit Leader is responsible for the set-up, maintenance, and demobilization of all incident support facilities except in the staging areas onsite. The Facilities Unit will also work with the Specialist Unit to provide security to the facilities should the need arise. The Facility Unit Leader is also responsible for:

- Assessing the readiness of the facilities for evacuation purposes if the need arises
- Organize the facility should the Supply Unit require an area to house their supplies and distribution
- Prepare the specific facilities and ensure the readiness of the:
  - Sanitation
  - Sleeping area
  - Feeding area
  - Supply area
  - Medical support
  - Communication (IT needs)
  - Security Needs
  - Lighting
  - Signage
  - Equipment/food storage
- Work with outside agencies to provide the necessities, including but not limited to Canadian Red Cross, Salvation Army, and St. Johns Ambulance
- Assess the ability for parking at all facilities and report to the Logistic Support Head
- Provide, when needed, the facilities layouts and available space to be utilized

#### *11.5.1.3 Ground Support Unit Leader, Manager of Fleet Operations*

The Ground Support Unit Leader is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles. The Ground Support Unit also has responsibilities for the ground transportation of personnel, supplies, equipment, and incident traffic plan.

- Work with the Situation/Map Leader to obtain information surrounding traffic issues and logistics of providing needed equipment to the area of the incident
- Initiate a plan for re-fueling of any equipment being utilized and organize the personnel to do their tasks

- Consider the need to utilize the County vehicles for transportation resources or potentially requiring rental vehicles to augment the transportation resources
- Notify the Resource Unit of all changes to support and transportation vehicles
- Arrange for, or activate, towing, fueling, maintenance, and repair services
- Maintain fuel, parts, and service use records and cost summaries and forward to Finance/Administration Section
- Provide an inventory list of what is available within the County
- Identify and report predictions for mileage, fuel consumption and any other cost association and report them to the Logistics Support Chief
- Advise on timelines for services rendered and work with Logistics to complete the Incident Action Plan (IAP)

#### *11.5.1.4 Water Sector Leader, Manager of Environmental Operations*

The Water Sector Leader is responsible for all environmental aspects surrounding the water and the interaction of the incident. This also includes aspects related to the potable water, water and waste water, flood zones, and assisting with the understanding of the emergency plan for the conservation authorities.

- Advise and implement plans for the supply of potable water
- Advise the Logistics Supply Chief on steps needed to ensure the proper treatment and maintaining of the water and wastewater
- Develop and assist in the organization, collection, and disposal of the waste and recyclable material
- Assess the risk and contamination of the water sources within the incident and surrounding zones
- Work with the conservation authorities as needed – Grand River, Niagara Peninsula, and Long Point

#### *11.5.2 Logistics Service Chief, General Manager of Engineering & Capital Works*

The Logistics Section Service Chief is responsible for the management of all service activities at the incident. This include supervising the operations of the Telecommunications, Medical, Food Units, and Utilities.

- Determine the communications systems to be utilized
- Determine the need for medical support needs within the incident
- Determine the number of personnel involved in the emergency response efforts and the need for nourishment and relief
- Assist and develop with the Planning Section Chief to understand the utilities involved, utilizing both mapping and Geographic Information System (GIS)



- Assist with engineering inquiries surrounding the Incident Action Plan and advise accordingly
- Set up personnel needs and food services

#### *11.5.2.1 Communications Leader, Manager of Information Systems*

The Communications Leader is responsible for developing plans for the use of incident telecommunications equipment and facilities, installing and testing of telecommunications equipment, supervising the Incident Communications Centre (if applicable), and distributing and providing maintenance of telecommunications equipment.

- Advise on telecommunication capabilities and limitations
- Implement effective telecommunication procedures for internal and external communications to the Incident and the Emergency Operation Centre (EOC)
- Make available assignment to all other resources including volunteer, contractor, or mutual aid as applicable
- Determine and assign specific telephones for Emergency Operation Centre (EOC) members
- Identify all facilities and locations with which telecommunications must be established and identify and document the numbers. Work with the Facilities Leader to determine which are active
- Determine which phones/numbers should be used by what personnel and for what purpose
- Assign specific telephone numbers for incoming calls, and report these numbers to staff and off site parties such as other local jurisdictions through the Logistics Service Chief
- Ensure proper controls over outgoing call lines
- Facilitate repair of malfunctioning telecommunication systems
- Maintain a telecommunications equipment accountability system
- Maintain a current inventory of available equipment and its capabilities

#### *11.5.2.2 Medical Unit Leader, Deputy Chief Paramedic Services*

The Medical Unit Leader is responsible for providing extra medical assistance to incident responders and personnel. This assistance could be available through the up-staffing of ambulances, and/or importing needed equipment and supplies. This unit develops an Incident Medical Plan, which is included in the Incident Action Plan and assist the Finance/Administration Section with processing injury-related claims. They are responsible for:

- Obtaining information on any injuries that occurred during initial response operations
- Organizing and activating locations of aid stations through outside agencies
- Being in contact with Central Ambulance Communication Center (CACC) to assess the number and location of standby land and air ambulances that are available
- Estimate and activate, if needed, further medical personnel for the incident
- Inventory and report on the available medical supplies
- Organize and implement any need according to the demands of the Operations Command
- Discuss and report any injuries with the Safety Officer and the Logistics Section Chief
- Provide all documentation to the Documentation Leader based on the need
- Assist the Finance/Administration Chiefs for continued service for the rest of the county during the Incident
- Assist in the communication of:
  - The Ministry of Medical Officer of Health
  - Hospitals

#### *11.5.2.3 Food Unit Leader, Emergency Services Divisional Staff*

The Food Unit Leader is responsible for supplying the food needs for all incident responders including the Emergency Operations Centre (EOC) and other personnel who are unable to leave their tactical field assignments. They will receive a briefing from the Logistics Section Chief and an understating of the need shall be discussed and implemented. Documentation will be developed to record the numbers to be fed, timing of food and drink, and locations of personnel. Other considerations will be:

- Best method of feeding situation - refer to agreements and work with the Procurement Unit (Finance) on direction
- Understand and ensure sufficient potable water and beverages are available for incident personnel. Discuss with the Water Sector to ensure potable water at the facilities
- Organize the transportation of food and drinks to the scene through the Ground Support Unit within the Logistics Section and the Operations Command
- Ensure appropriate food handling practices and safety measures are taken and coordinate activity with the Safety Officer
- Ensure copies of receipts and bills are organized and distributed to the Finance/Administration Section
- Elicit extra assistance if required – the Logistics Section Chief will assign assistant aid

#### 11.5.2.4 *Utilities Leader, Manager of Engineering Services*

The Utilities Leader will be responsible for all information and organization required for the utilities sector and associated resources. They will utilize mapping and Geographic Information System (GIS) when needed to understand what elements of the utilities are involved and will advise the Logistic Section Chief of the findings. They will organize and work with the head of the Utilities should they arrive at the Emergency Operations Centre (EOC). Such Utilities may include but are not limited to:

- Hydro – (Hydro One)
- Natural Gas Company – (Union Gas)

## 11.6 Finance/Administration Section

The Finance/Administration Section provides the financial support to an incident, including business processes, cost analysis, and all financial and administrative aspects.

### 11.6.1 Finance & Administration Chiefs, General Manager of Financial & Data Services and the General Manager of Corporate & Social Services

The Finance/Administration Chiefs provide direction and supervision to Finance/Administration Section Staff and ensures compliance with policies and procedures. Tasks may be delegated to the appropriate unit leader if need be. Responsibilities include:

- Monitor the financial processes
- Monitor and organize for potential legal claims arising out of incident activities
- Understand the duration and complexity of the incident and the possibility of cost sharing.
- Advise Command of the financial process including the procurements
- Organize the financial requirement plans for the expected operations
- Ensure that the agreements are in place for purchasing of equipment, contracted equipment, and rentals
- Ensure proper tax documentation is completed
- Track and report on financial usage
- Make reimbursements (individual and organization/department)
- Prepare costs analysis, including the identification of incremental and extraordinary costs associated directly with the incident
- Make cost estimates for alternative response strategies
- Track disaster relief assistance including local funding raising, if relevant
- Plan and organize the temporary staff as need arises

- Determine the level of purchasing authority to be delegated to the Logistics Section
- Ensure all Finance/Administration position logs and other necessary files are maintained
- Ensure all displays are current and the information posted is legible and concise
- Maintain information on the status of the incident, planned operations, changes in objectives, use of personnel and equipment, and local or organizational concerns
- Meet with assisting and supporting organizations as required to determine any cost sharing agreements or financial obligations
- Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labour, equipment, materials, and services
- Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. Injury information should be kept on contracted personnel formally assigned to the incident as well as paid employees and mutual aid personnel
- Ensure that all personnel time records reflect incident activity and that records for non-organization personnel are transmitted to their home organization or department according to policy
- Assist the Logistics Section with resource procurement, identifying vendors for which open purchase orders or contract must be established and/or negotiated ad hoc contracts

### 11.6.2 Cost Unit Leader, Treasurer/Finance

The Cost Unit Leader is responsible for providing all incident cost analyses, including the proper identification of all equipment and personnel requiring payment, records of all cost data, analyzing and preparing estimates of incident costs, and maintaining accurate records of incident costs. The Cost Unit Leader is responsible for:

- Determine reporting times
- Determine desired report format from the Finance/Administration Managers
- Ensure that all financial records are maintained throughout the event or disaster
- Obtain and record all cost data for equipment, contracted or mutual aid equipment, and personnel costs
- Obtain, record, and predictions of damage to facilities, infrastructure, equipment, or vehicles
- Obtain and document cost associated with any supplies, food, or facility needs
- Identify in reports all equipment/personnel requiring payment

- If cost share agreement is done, determine what costs need to be tracked
- Prepare cost estimates of resources determined for planning purposes
- Ensure estimates are up to date with actual costs as they become available
- Ensure all information is provided as needed to the Planning Section throughout the incident
- Make any recommendations to the Finance/Administration Chiefs in coordination of the Operations and Planning Sections
- Maintain a cumulative incident cost record. Cost should reflect each individual entity

### 11.6.3 Compensation & Claims Unit Leader, Director of Human Resources

The Compensation & Claims Unit Leader is responsible for processing compensation-for-injury on behalf of responders and for managing all claims-related activities (other than injury) for an incident. Delegation to other personnel for specific claims may be required.

- Establish contact with the Incident Safety Officer and Liaison Officer for updates of status of Safety and External agencies
- Determine the need for compensation-for-injury and/or any claims
- Determine the need for additional staffing
- Establish procedures with Medical Unit Leader on prompt notification of injuries or death
- Ensure that volunteer personnel have been appropriately registered
- Ensure written authority for persons requiring medical treatment
- Ensure correct billing forms for transmittal to doctor and/or hospital
- Ensure all witness statements and statement from the Safety Officer and the medical unit are reviewed for completeness
- Coordinate with the Safety Officer to:
  - Analyze the circumstance of injured and if possible;
  - Ensure appropriate level of PPE is being used, and that proper training of personnel has been completed
- Maintain copies of hazardous materials and other medical debriefings
- Ensure all documents are included in the final reports of the incident
- Complete all compensation-for-injury Log as needed

### 11.6.4 Organization Representative, Manager of Economic Development and Tourism

In incidents involving multiple response organizations or jurisdictions, organizations with significant involvement may send a representative to the Emergency Operations Centre (EOC) of another organization to assist in coordinating response efforts. This individual typically

collaborates with the Emergency Operations Centre Liaison Officer and functions as a representative for Haldimand County, making decisions (consistent with delegated authority), and facilitating communications and coordination between the Emergency Operations Centre (EOC) and Haldimand County.

Organization representatives must be fully conversant with their level of authority so as to be able to appropriately represent their organization. Responsibilities include:

- Going to a separate jurisdiction's Emergency Operations Centre (EOC) to coordinate with the Liaison Officer to assist in coordinated efforts
- Be mindful of any significant issue that could impact Haldimand County
- Provide input on Haldimand County's current situation and available resources
- Advise on needs or requirements that Haldimand County requires
- Anticipate and identify future resources needed
- Review and coordinate policies, procedures, and agreements as necessary
- Report to Haldimand County as findings occur
- Coordinate efforts with the Haldimand County Evacuation Coordinator in all aspects of the Haldimand County Mass Evacuation Plan - Appendix #12

#### 11.6.5 Procurement Unit Leader, Manager Legal and Support Services

The Procurement Unit Leader is responsible for all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The Procurement Unit Leader establishes local sources for equipment and supplies, manages all equipment rental agreements and processes all rental and supply fiscal document billing invoices. They are also responsible for maintaining equipment time records and works closely with local fiscal authorities to ensure efficiency. The Procurement Unit Leader is responsible for:

- Obtain briefing from the Finance/Administration Chiefs on the charge code and delegation of authority to commit organization funds
- Determine whether a buying team has been assigned to purchase all equipment, supplies etc., from the incident and work in conjunction with them
- Contact the supply unit on incident needs and any special procedure or requirements
- Develop a specific incident procurement plan to record all information surrounding financial caps, purchasing authority, cap exceeding approval, and communication process with the Supply Unit for emergency purchase ordered
- Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at the incident
- Provide hourly rates as needed to the Cost Unit

- Prepare and sign contracts, land use agreements, and cost share agreements as necessary
- Draft Memorandums of Understanding as needed
- Establish contact with supply vendors as needed
- Determine if additional vendor-service agreements will be necessary
- Interpret contracts/agreements and resolve claims or disputes within the delegated authority
- Provide cost data from rental agreements, contract etc., to Cost Unit Leader according to reporting time frames established for a set operational period
- Verify all invoices
- Ensure all contractors are accounted for and their time is documented
- Ensure all equipment rental documents and inspections are complete, coordinate inspection information with the Ground Support Unit and/or Operations before signing
- Complete final processing and send documents for payment
- Maintain all documents and complete a final report including:
  - Copies of all vendor invoices and Purchase Orders (PO)
  - All equipment times recorded and are complete
  - Audit trail for all procurement documents
  - Completeness of all data entries on vendor invoices
  - Verify that only authorized personnel initiate orders
- Coordinate with other municipalities Continuity of Operations Plan (COOP) to obtain vendor sources
- Coordinate Purchasing Card requirements for equipment (i.e., increase limits and/or ghost card purchasing)
- Maintain emergency Purchase Order system

#### 11.6.6 Time Unit, Executive Assistant to the CAO/Communications

The Time Unit Leader is responsible for ensuring the accurate recording of daily personnel time, compliance with specific organizations time recording policies, and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period. They will be responsible for:

- Obtaining a briefing from the Finance/Administration Section Chiefs on the incident requirements for time recording
- Be advised on time-line requirements for the reports
- Maintain the number of personnel and rental equipment for which time will be kept
- Advise the Ground Support Unit and the Facilities Unit of the requirement of a daily record of equipment and personnel time

- Determine if there are time restraints for supportive agencies and advise the associated section of the time period
- Ensure that the daily personnel and equipment time recording documents are prepared and that compliance with the time policy is maintained
- Establish files for time record as appropriate
- Review and ensure all documents are complete
- Ensure that all time reports from assisting agencies are released to the respective organization

### 11.6.7 Lead Scribe, Administrative Assistant Emergency Services

The Emergency Reponses Plan outlines the responsibilities of the working framework, however, throughout the incident there are decisions that need to be made quickly and are very reliant on strong, credible information that has been gathered. One of the primary methods to capture and retain information within the emergency response is through the use of Scribes. Scribes are utilized to make written and/or electronic copies of events and decisions that are made. The Lead Scribe will:

- Ensure preparation for complete note taking (i.e., pens, paper, visual of a clock for accurate timing)
- Assign incoming Scribes to members that are in immediate need of scribe assistance
- Record all assignments and roles given to incoming scribes
- Maintain a knowledge of the number of scribes present and/or the need for further activation
- Ensure all scribes complete the sign off (scribed log activity notebook or documentation) upon commencement of their shift and/or the incident
- Assist with any copies required or other duties as needed throughout the incident
- Update training for the Scribes as needed to maintain efficiency prior to the emergency

## 11.7 On-Site Emergency Site Positions

In addition to the five management functions at the Emergency Operations Centre (EOC), there are identified positions operating at the Emergency Site under the direction of the Operations branch.

During an emergency, emergency service personnel will meet at the scene and work together to mitigate the situation. Emergency operations of each agency represented at the emergency scene will be performed within their respective chain of command structure with



the senior ranking officials from each agency establishing an Incident Commander (IC) at each emergency site. This Incident Commander will direct their agency's operations from their identified command post.

As soon as possible, the Incident Commanders from each agency will come together to operate from a unified command post.

### 11.7.1 Emergency Site Manager

The Emergency Control Group (ECG) will appoint an Emergency Site Manager (ESM) who will assume overall responsibility for coordinating efforts at the emergency site. The Emergency Site Manager (ESM) will designate one Command Post as the primary communications centre, from which they will coordinate the response, in co-operation with each agency's On-Site Incident Commander. All inter-agency communication will be channeled through this Command Post and a direct link (radio and/or telephone) will be established with the Emergency Control Group (ECG) at the Emergency Operations Centre (EOC).

Once appointed, the Emergency Site Manager (ESM) assumes responsibility for overall coordination of all operations at the emergency site, and will no longer be responsible for the operations or command of his/her own agency. The Emergency Site Manager shall report directly to the Emergency Control Group (ECG) through the Emergency Operations Centre (EOC) Operations Section Chief.

#### 11.7.1.1 Responsibilities

Responsibilities of the Emergency Site Manager (ESM) include:

- Coordinate all emergency site activities
- Request additional resources for the Emergency Site through the Emergency Control Group (ECG) – Emergency Operation Centre (EOC) Operations Section Chief
- Ensure that strategies, priorities, tactics, and task assignments are
  - established to contain and mitigate the emergency situation
  - Ensure the Emergency Operations Centre (EOC) is informed of the locations of the emergency site perimeters
  - Ensure the health, safety, and well-being of responders, including volunteers who contribute to the emergency response at the scene
  - Ensure the Emergency Operations Centre (EOC) is aware of and agencies address the needs of their staff with regards to stress, fatigue, food, shelter, and relief

- Maintain a communications link with the Emergency Operations Centre (EOC) for the flow of accurate information and assistance in managing the emergency
- Upon consultation with the Emergency Information Officer (EIO) appoint an On-Site Media Spokesperson
- Ensure that all responsible agency commanders meet on a regular basis to update each other on individual agency actions and progress made, to share information, to set common priorities, to set common objectives, and to determine what additional resources may be required
- Monitor the operation of the site management and make suggestions where appropriate
- Exercise foresight as to future events in the management of the emergency, such as resource requirements, weather, lightning, etc.
- Understand which laws and policies must be taken into consideration during the management or recovery of the emergency
- Maintain a log outlining communications and actions taken
- Demobilize resources at the termination of the emergency, ensuring an orderly, safe, and cost effective movement of personnel and equipment
- Participate in post-incident debriefing sessions
- Prepare a post-emergency report and submit to the Community Emergency Management Coordinator (CEMC) following termination of the emergency

## 11.7.2 On-Site Incident Commanders Agency Specific

Agency Specific Site Incident Commanders would consist of, but are not limited to, Fire, Paramedics, Police, factory representatives.

### 11.7.2.1 *Responsibilities*

- Direct, control, and coordinate the on-site emergency response effort of the agency for which the incident commander represents
- Report to the Emergency Site Manager (ESM) who will ensure a communication link with the Emergency Operations Centre (EOC) and Emergency Control Group (ECG)
- Establish a unified command post and unified command structure
  - with other emergency response agencies, as required
- Establish and maintain emergency site communications
- Continuously assess the situation and establish an Incident Action Plan for the agency for which the incident commander represents
- Take such action as necessary to minimize the effects of the emergency
- Maintain a log of all actions taken at the emergency site

### 11.7.3 On-Site Media Spokesperson

The On-Site Media Spokesperson will be confirmed by the On-Site Operations Command in consultation with the Emergency Control Group (ECG). The On-Site Media Spokesperson will collaborate closely with the Emergency Information Officer (EIO) at the Emergency Operations Centre (EOC)

#### Acronyms

CACC	Central Ambulance Communication Centre
CBRNE	Chemical, Biological, Radioactive, Nuclear, & Explosives
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
EAP	Employee Assistance Program
ECG	Emergency Control Group
ECGMR	Emergency Control Group Meeting Room
EEC	Emergency Evacuation Coordinator
EIC	Emergency Information Centre
EIO	Emergency Information Officer
EMAT	Emergency Medical Assistance Team
EMP	Emergency Management Program
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
ESC	Evacuation Site Coordinator
ESG	Emergency Support Group
ESM	Emergency Site Manager
HUSAR	Heavy Urban Search and Rescue (Team)
IMS	Incident Management System
MECG	Municipal Emergency Control Group
MUSAR	Medium Urban Search and Rescue
OFMEM	Office of the Fire Marshal and Emergency Management Ontario
PEOC	Provincial Emergency Operations Centre
PERT	Provincial Emergency Response Team
SEP	Supplementary Emergency Plan
UCRT	Urban Search and Rescue and CBRNE Response Team
USAR	Urban Search and Rescue