THE LOOMEX GROUP

Tay Valley Township

Tay Valley Township
Emergency Response Plan

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1.1   Plan Administration

Tay Valley Township (the Township) should review its emergency response plan (ERP) as often as necessary to ensure all instructional and contact information remains up to date. At a minimum, the Township should review its ERP annually.

The Township must record any amendments to its ERP in the following table (Table 1) After recording amendments, the Township must circulate them to the applicable persons and groups.

Table 1: Amendments to the Tay Valley Township Emergency Response Plan.

Amendment	Date Reviewed	Amended?	Section(s) Amended	Approved By
1	January 2012	Yes	Part 1; part 2; Appendices 1, 3, 4, 8, 14	
2	Fall 2015	Yes	Part 1	
3	July 2019	Yes	Update staff changes and phone numbers	
4	November 2019	Yes	Change CCG to MECG MECG Membership Added Appendix 19	
5	April 2021	No	Formatting	
6	June 2022	Yes	New emergency response plan based on the IMS	Council
7				
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13				

Amendment	Date Reviewed	Amended?	Section(s) Amended	Approved By
14				
15				

1.2   Plan Distribution

Copies of the Township's Emergency Response Plan are accessible:

- · At the Emergency Operations Centre (EOC) at the Municipal Office
- · At the Municipality's alternate EOCs (Bathurst Burgess Drummond/North Elmsley and South Sherbrooke Fire Halls)

In addition to the primary ERP document, there are several annex documents that provide supplementary information, forms, and checklists for the Township's Municipal Emergency Control Group (MECG):

- · Annex A: Municipal Emergency Control Group Activation Checklists and Forms
- · Annex B: Contact Numbers
- · Annex C: Emergency Operations Centre Logistics
- · Annex D: Emergency Declaration and Termination Checklists and Forms
- · Annex E: Hazard Identification & Risk Analysis and Hazard Checklists
- · Annex F: Critical Infrastructure Identification
- · Annex G: Alert and Notification Procedures
- · Annex H: Mutual Assistance Agreements
- · Annex I: Business Continuity Plan
- · Annex J: Supplementary Documents

Note: The majority of the information contained in the annex documents is of a personal or proprietary nature and therefore is not available to the public.

1.3   Definitions

For the purpose of the Township's ERP, the following terms and concepts apply.

Business continuity plan (BCP): A plan that makes provisions for the continued availability of essential services, operations, programs, and appropriate resources in a community. BCPs contain instructions for implementing rapid and cost-effective strategies to help critical functions resume normal operations. Municipalities activate BCPs during or immediately after an emergency or disruption.

Chief Administrative Officer (CAO): The individual responsible for the administrative management of Tay Valley Township.

Command Group: A group of individuals that manage an incident. These individuals include the EOC Manager, the Liaison Officer, the Risk Management Officer, and the

Emergency Information Officer.

Community Emergency Management Coordinator (CEMC): The individual designated by a municipal council who is responsible and accountable for the development and implementation of the community's emergency management program.

Community: Tay Valley Township and its residents, businesses, and visitors.

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

Disaster Recovery Assistance for Ontarians: A provincial financial assistance program intended to help individuals, small owner-operated businesses, farms, and not-for-profit organizations cover emergency expenses and repair or replace essential property following a natural disaster.

Emergency: A situation or impending situation caused by the forces of nature, a disease or other health risks, or an accident or an act (whether intentional or otherwise) that constitutes a danger of major proportions that could result in either serious harm to persons or substantial property damage, or both.

Emergency Information Centre (EIC): A facility that houses media briefings and provides the media with updates during an emergency. This facility may also be referred to as a media centre.

Emergency Information Officer (EIO): The individual who acts as a liaison between the Municipal Emergency Control Group and the public, media, and other agencies. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the accuracy of the information provided to the public.

Emergency Management (EM): An organized and comprehensive set of programs and activities that are implemented to handle actual or potential emergencies. Emergency management can take the form of mitigation against, preparedness for, response to, and recovery from emergencies.

Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9: The legislation that requires all municipalities to have an established emergency management program.

Emergency Management Program (EMP): A comprehensive program based on a hazard identification and risk assessment. An emergency management program focuses on four (4) core components: mitigation/prevention, preparedness, response, and recovery.

Emergency Management Program Committee (EMPC): A committee that oversees the emergency management program in its community, including the program's development, implementation, and maintenance. This committee works in conjunction with the Community Emergency Management Coordinator.

Emergency Notification: A fan-out procedure used to notify the Tay Valley Township Emergency Control Group of an emergency or impending emergency.

Emergency Operations Centre (EOC): The structure/facility where the Emergency Control Group conducts its emergency management functions. As a contingency measure, a community should identify/establish primary and secondary EOC locations.

Emergency Operations Centre Commander: The overall manager of the Emergency Operations Centre facility and its command and general staff. This individual also provides support to the Emergency Site Manager.

Emergency Response Plan (ERP): A risk-based plan that is developed and maintained to provide instructions for responding to an emergency. An emergency response plan provides steps that guide response efforts, identifies persons, equipment, and resources for activation in an emergency, and outlines how a community will coordinate its resources and personnel.

Emergency Site: The location where an emergency occurs. This area is also referred to as the incident site or scene.

Emergency Site Manager/Incident Commander: A public sector official (usually from the fire, police, ambulance, or public works sector) who is present at an emergency site and is responsible for coordinating resources and developing actions to resolve the emergency.

Evacuation Centre: A facility that is set up to provide emergency shelter, food, and basic requirements to people who have been evacuated from an area due to an emergency.

Finance & Administration Section: An individual or individuals responsible for managing the financial costs and human resource concerns of an incident. The section is led by a Finance & Administration Section Lead.

Hazard: 1. A risk that is a threat. 2. An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, business interruptions, or other types of harm or loss.

Hazard Identification and Risk Assessment (HIRA): A process used to identify the hazards or risks present to public safety, public health, the environment, property, critical infrastructure, and economic stability from natural, human-caused, and technological sources/activities that are present in a community. HIRAs also evaluate

how to best maintain the continued operation of the community during the occurrence of each identified hazard/risk and determine how vulnerable the community is to each hazard/risk.

Head of Council (HOC): The individual responsible for declaring or terminating an emergency. In the absence of the Head of Council, this role can be filled by the acting Head of Council.

Incident Action Plan (IAP): An oral or written plan containing general objectives and strategies for managing a specific emergency.

Incident Management System (IMS): The operational framework used during an emergency response. The IMS facilitates communication, response activities, and cooperation within and between organizations, allowing incidents to be managed cohesively.

Liaison Officer (LO): The individual responsible for maintaining communications between the Emergency Control Group and other agencies. This role is normally delegated to an individual from the Emergency Control Group.

Logistics Section: The individual or individuals responsible for facilitating the effective and efficient management of an incident by ordering resources from off-incident locations, providing facilities, transportation, supplies, equipment maintenance, fuel, food services, communication and IT support, and medical services for emergency responders. This section is led by a Logistics Section Lead.

Municipal Disaster Recovery Assistance: A provincial financial assistance program designed to help reimburse municipalities for the extraordinary costs associated with providing emergency response and making repairs to essential property and infrastructure following a natural disaster.

Municipal Emergency Control Group (MECG): The group responsible for managing an emergency on a community-wide basis. MECG membership consists of all key decision-makers and officials who have the authority to direct or coordinate human and material resources within a community. MECG membership is specified in a community's emergency response plan.

Mutual Aid Agreements: An agreement developed between two or more emergency services (usually between two fire services) to render aid to the parties of the agreement when needed. These types of agreements can include private sector emergency services, when appropriate.

Mutual Assistance Agreement: An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement when needed. Jurisdictions covered under these agreements can include neighbouring cities, regions, provinces, and nations.

Ontario Fire Marshal and Emergency Management (OFMEM): An organization within the Ministry of Community Safety and Correctional Services. OFMEM is a part of the government of the Province of Ontario and is responsible for monitoring, coordinating, and assisting with developing and implementing emergency management programs throughout the province.

Operations Section: The individual or individuals responsible for reducing the immediate hazard, saving lives and property, establishing situational control, and implementing steps for restoring normal operations. This section is led by an Operations Section Lead.

Planning Section: The individuals responsible for collecting, evaluating, and disseminating incident information and intelligence. The Planning Section also maintains the status of resources, prepares status reports, displays situational information, and develops and documents incident action plans. This section is led by a Planning Section Lead.

Reception Centre: A facility that is set up to receive evacuees, provide refreshments, and provide a temporary shelter. A reception centre's primary purpose is to register evacuees and, if necessary, direct them to an evacuation centre.

Risk Management Officer (RMO): The individual or individuals responsible for monitoring safety conditions and developing safety measures for the overall health and safety of everyone involved with the incident.

Site Manager: The individual responsible for overseeing the emergency site. Multiple site managers can be designated if multiple emergency sites exist.

Scribe: The individual or individuals responsible for keeping accurate documentation of the actions and decisions made by the Emergency Control Group during an incident.

2.0 Defining the Emergency Response Plan (ERP)

2.1 Overview of Tay Valley Township

Tay Valley Township is located in Lanark County and has a land area of 528.67km^2. The Township has an approximate population of 5,925 residents. Figure 1 shows the Township's borders and proximity to surrounding communities.
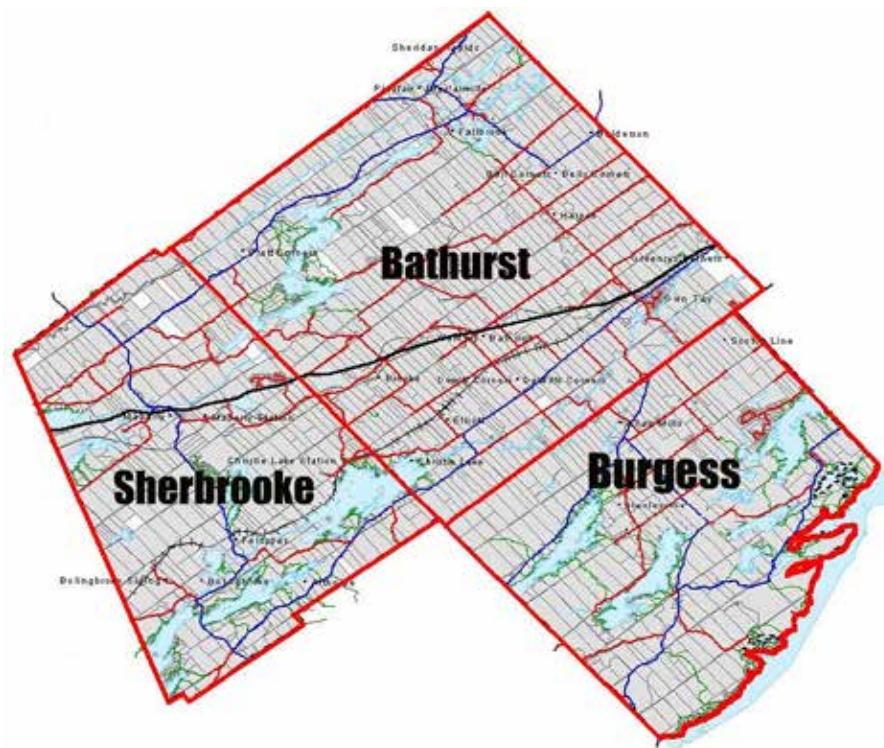
Figure 1: Map of Tay Valley Township (image source: cgis.com).

2.2 Introduction to the Emergency Response Plan

ERPs provide communities with information to safeguard the health, safety, and welfare of their residents, businesses, visitors, and environments when faced with an emergency. A community's ERP contains information regarding the extraordinary arrangements and measures the community may need to take during an emergency to enable a centralized, controlled, and coordinated response to the incident. The Loomex Group has prepared the Township's ERP as part of a comprehensive emergency management program (EMP) that meets the requirements of the *Emergency Management and Civil Protection Act, RSO 1990, c.E.9* (EMCPA).

The content of the Township's ERP provides a set of instructions designed to allow the Township to make prompt, coordinated responses to the types of hazards and emergencies that have the potential to occur within the local community and adversely affect the community's residents, businesses, and visitors. To determine the community's specific hazards and emergencies, the Township's Emergency

Management Program Committee (EMPC) completed an in-depth hazard identification risk analysis (HIRA). For more information about the EMPC, please contact please contact the Chief Administrative Officer for Tay Valley Township at:

Tay Valley Township
217 Harper Road
Perth, ON K7H 3C6
Email: cao@tayvalleytwp.ca
Phone: 613-267-5353 ext. 123

The ERP provides key Township departments, officials, and external stakeholders with important emergency response information related to:

- Services and equipment
- Resource management
- Roles and responsibilities during an emergency
- Hazard-specific response plans

The structure of the ERP allows the Township to use, review, update, and rewrite individual sections or annexes either independently or collectively. The effective use and implementation of this ERP rely upon all municipal officials, staff, and external stakeholders being aware of the ERP's provisions and being prepared to fulfill their roles and responsibilities in the event an emergency or the potential for an emergency occurs.

Under the EMCPA, members of the Township's MECG must participate in emergency training and exercises as part of their ERP roles. The training and exercises are to assist the members of the MECG with gaining the knowledge and skills they need to fulfill their roles (should an emergency occur). Similarly, the members and agencies affiliated with the Township's designated MECG must develop their own internal notification lists, procedures, and contingency plans to fulfill the responsibilities of their department or agency and prepare themselves to respond accordingly if an emergency occurs.

It is important that Township residents, businesses, and interested visitors be made aware of the provisions outlined in the ERP. Interested persons can view copies of the Tay Valley Township Emergency Response Plan at the Municipal Office (at 217 Harper Road) and on the Township's website (at www.tayvalleytwp.ca). For additional information about the Township's ERP, please contact:

Community Emergency Management Coordinator
Greg Saunders, Fire Chief
Drummond North Elmsley Tay Valley Fire Rescue Services
14 Sherbrooke Street East
Perth, ON K7H 1A2
firechief@dnetv.ca

Or:

Alternate Community Emergency Management Coordinator
Janie Laidlaw, Deputy Clerk
Tay Valley Township
217 Harper Road
Perth, ON K7H 3C6
deputyclerk@tayvalleytwp.ca

2.3 Authority Over the Emergency Response Plan

The Township's ERP was developed in accordance with the EMCPA. To fully implement its ERP, the Tay Valley Township Council (Council) must adopt the ERP through a bylaw process and then file it with the office of the Ontario Fire Marshal and Emergency Management Ontario (OFMEM).

2.4 Confidentiality of the Emergency Response Plan

Excluding all annexes (which are deemed confidential), the Township's ERP is a public document.

Any personal information collected for the ERP was collected under the authority of the EMCPA and shall be used solely to plan, prepare, and conduct training exercises and responses to emergencies.

2.5 Hazard Identification Risk Assessment

Under the EMCPA, the Township must review its HIRA annually. This annual review assists the Township with determining the probability and consequences of hazards occurring within the community.

Annex E summarizes the results of the Township's most recent HIRA.

2.6 Maintenance and Revision of the Emergency Response Plan

The Township's EMPC is responsible for reviewing the ERP annually. The EMPC's Community Emergency Management Coordinator (CEMC) is authorized to make administrative revisions, updates, corrections, and amendments to the ERP and its annexes on an as-required basis. Any substantial changes to the ERP must be approved by Council through a bylaw process.

The CEMC will determine a maintenance schedule for the ERP's annual review. The maintenance schedule will:

- Test and confirm that the listed emergency telephone numbers are up to date and working
- Test the notification system
- Update the vital services and local services directories

- Review the Township's HIRA and critical infrastructure (CI)
- Include a tabletop or large-scale exercise for the MECG
- Include training for the MECG support staff on components of the ERP (as needed)

Each department and agency that provides a service or services as part of the ERP will be responsible for preparing emergency procedures or guidelines that detail how they will fulfill their responsibilities under the ERP during an emergency. Each department and agency will ensure that it designates a staff member to maintain and revise its own emergency procedures and guidelines.

2.7   Emergency Management Program Committee

The Township's EMPC, in conjunction with the CEMC, will oversee the development, implementation, and maintenance of the Township's emergency management and business continuity programs. For the ERP, the EMPC is responsible for recommending a plan that provides the community with a strategy for protecting the health, safety, welfare, environment, and economic strength of residents, businesses, and visitors during an emergency. Regarding the business continuity program, the EMPC is responsible for recommending a plan that will ensure measures are in place to keep municipal services operating in the event of a disruption.

The EMPC will be composed of five (5) members:

1. Community Emergency Management Coordinator
2. Chief Administrative Officer
3. Head of Council
4. Public Works Manager
5. Clerk

Note: Council appoints the EMPC members through a bylaw.

3.0 Incident Management System (IMS)

The Township's MECG has adopted the Province of Ontario's Incident Management System (IMS) as the process it will use when managing an emergency incident.

The five (5) EOC sections of the IMS are:

- · Command
- · Operations
- · Planning
- · Logistics
- · Finance & Administration
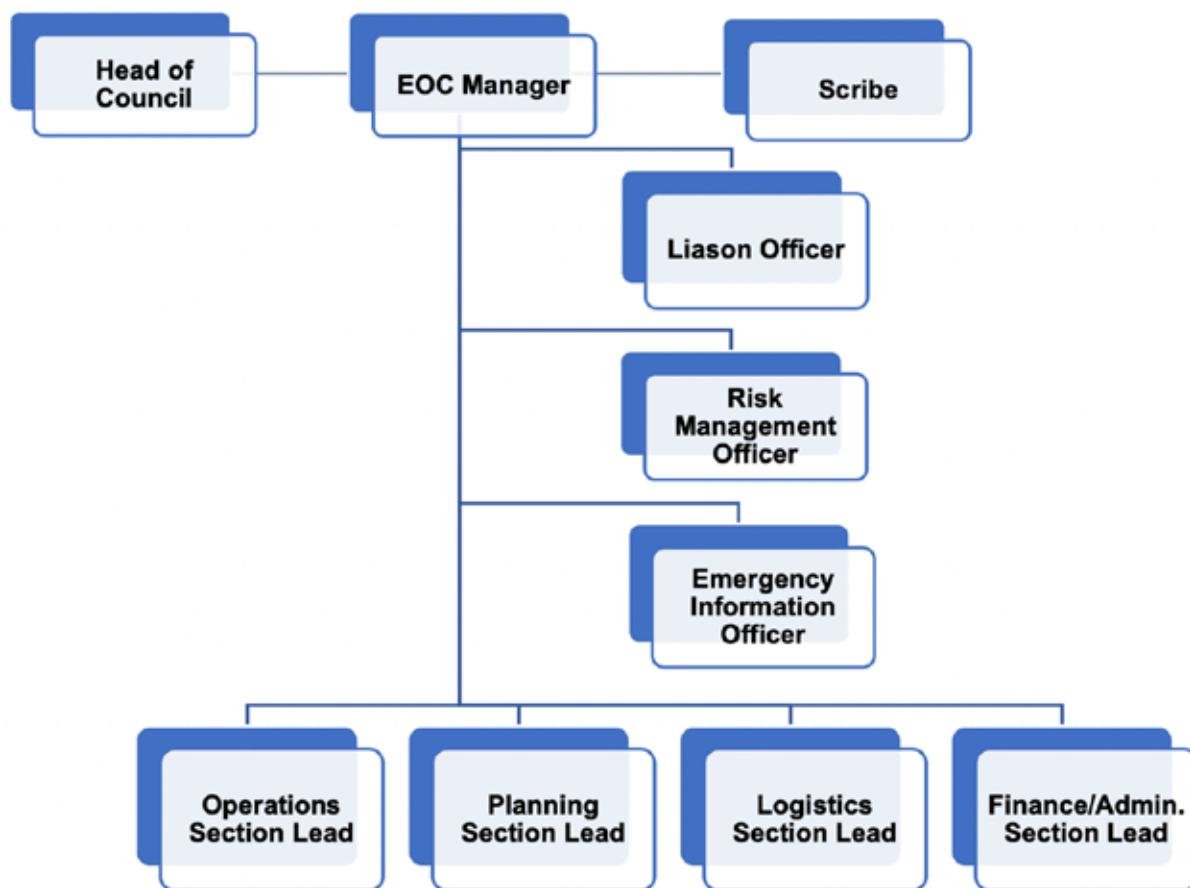
Figure 2: Positions and organizational structure of the IMS.

Table 2: IMS functions and general responsibilities.

Function	General Responsibilities
EOC Manager	The EOC Manager is responsible for the overall management of the EOC facility and its assigned resources, including ensuring the Incident Site Commander receives the proper support. The EOC Manager assigns the role of Risk Management Officer to a member of the MECG (who would then provide advice about due diligence and claims handling procedures).
Head of Council (HOC)	The Head of Council is responsible for keeping Council informed about the status of an emergency and making policy decisions based on recommendations from the MECG. This role also acts as the lead spokesperson for information about the emergency.
Risk Management Officer (RMO)	The Risk Management Officer is responsible for monitoring safety conditions and developing safety measures to protect the overall health and safety of the EOC; this responsibility includes liaising with the Site Safety Officer. The RMO also provides advice about risk exposure, due diligence, and claims handling procedures, when applicable. The RMO must have the knowledge and professional experience needed for controlling or reducing occupational hazards and exposures.
Emergency Information Officer (EIO)	The Emergency Information Officer is responsible for developing information about the emergency and coordinating its release to municipal staff and the public. **Note:** The EOC Manager must approve all emergency information that the EIO releases.
Liaison Officer (LO)	The Liaison Officer is responsible for serving as the primary contact for any outside organizations assisting with the emergency response and advising the EOC Manager of any issues related to the outside assistance/support being given to the EOC's emergency response efforts, including current or potential inter-organizational needs.

Function	General Responsibilities
Scribe	Scribes are responsible for maintaining an accurate record of the actions and decisions made by the MECG during an emergency response.
Operations Section Lead	The Operations Section Lead is responsible for the overall supervision and leadership of the Operations Section, including implementing the EOC's incident action plan. This role also organizes and assigns all operational resources.
Planning Section Lead	The Planning Section Lead is responsible for the overall supervision and leadership of the Planning Section, including organizing and assigning all planning resources. This role is also responsible for coordinating the development of the EOC's incident action plan during each operational period. This role's further responsibilities include collecting, collating, evaluating, analyzing, and disseminating incident information.
Logistics Section Lead	The Logistics Section Lead is responsible for providing facilities, services, and any resource materials needed to support the incident response. This role is also responsible for tracking how resources and supplies are assigned to the Logistics Section, as well as participating in the development of the logistics-related section of the EOC's incident action plan.
Finance & Administration Section Lead	The Finance & Administration Lead is responsible for the financial and administrative support given during an emergency response, including all business processes, cost analyses, and financial and administrative aspects. This role also ensures that emergency response efforts are compliant with financial policies and procedures. This role's further responsibilities include providing direction and supervision to the Finance & Administration Section's staff members, including their organization and assignment

4.0   Notification Procedure

4.1   Actions Prior to Declaration

When an emergency exists but has not yet been officially declared, municipal employees may take such action(s) under this ERP as may be required to protect the property, health, safety, and welfare of the Township's residents, businesses, and visitors. If necessary, municipal employees may take actions in whole or in part without a formal declaration.

Table 3 summarizes the emergency monitoring status indicators (EMSIs) that the Township has established, defining the actions/monitoring procedures undertaken during each type of condition.

Table 3: Emergency monitoring status indicators and their descriptions.

Type of Condition	Definition of Condition
Routine	Notification of routine conditions means that operations are progressing under normal conditions. Under these conditions, the Township maintains ongoing surveillance for abnormal events.
Enhanced	Notification of enhanced conditions means that an abnormal event, potential emergency, or actual emergency has been detected or is in development. Under these conditions, the Township enhances its surveillance and activity monitoring, taking appropriate actions when needed. Under these conditions, the Township could implement its ERP and EOC.
Emergency	Notification of emergency conditions means that the Township is in emergency response mode. Under these conditions, the Township implements its ERP and activates its EOC so that the Township's MECG can coordinate appropriate response activities.
Recovery	Notification of recovery conditions means that the Township is working to ensure a smooth transition from enhanced or emergency conditions back to routine conditions.

4.2   Notification System

The agency that is the first to arrive at the incident site is responsible for deciding whether to initiate the ERP notification process. If the scope or seriousness of the emergency is beyond the first responding agency's capabilities or responsibility, the Township will activate its ERP. The Township may implement its ERP in whole or in part based on conditions at the site or the severity of the situation. If the ERP is activated, the Township's CAO will immediately ensure that all members of the Emergency Control Group and the critical support members are contacted. Annex B contains the ERP's notification lists and procedures.

When any member of the MECG receives a warning of a real or potential emergency, that member of the MECG initiates the following notification procedure (through the Township's CAO):

- For routine or enhanced conditions, notifications shall be completed using the Township's email system (if a situation occurs after hours, the CAO will contact the EOC Management Team by phone)
- All members of the MECG are responsible for notifying their own staff of the emergency, as required

For emergency conditions or to activate the EOC, the instigating member of the EOC Management Team must contact the Township's CAO or CEMC. The CAO or CEMC (whichever was contacted) will then initiate the notification process by phone and provide the following details to the EOC Management Team:

- Date and time of activation
- Nature of the emergency
- Location of the EOC (primary and alternate)
- Time to meet at the EOC
- Whether standby or call-to-assemble
- Any items the EOC personnel should bring with them to the EOC
- Any special precautions to take or conditions to be aware of (such as alternate transport routes that the EOC members should take or any health hazards that are present)

The MECG must keep records of the date and time its members were contacted and the estimated time they arrived at the EOC.

For more information related to the Township's notification system, see:

- Annex A: contains a sample notification script
- Annex B: contains the contact numbers and addresses of the MECG members (including their alternates)

5.0   Emergency Operations Centre (EOC)

The EOC is the facility where the MECG conducts its emergency management functions. An effective EOC facility must be comfortable, have effective communication services, and secure against unnecessary distractions and intrusions. Only the MECG members and support staff should have access to the EOC; media agencies are not allowed in the EOC, nor is any other party that has not been granted access to the facility by the MECG.

The Township has established both primary and secondary EOC locations, details of which are contained in Annex C. Should the primary or secondary EOC locations prove unsuitable (due to the location and scope of the emergency), the CEMC will designate another location for the EOC at the time of the emergency.

Once the proper Township authority confirms to activate the EOC, the facility can be set up by any member of the MECG as soon as it is practical. The EOC Manager and the CEMC will determine the layout and equipment needed for the EOC.

After the EOC is activated, the EOC Manager will assign a scribe to maintain the EOC's status boards, maps, and master event log. The scribe will ensure these documents are kept up to date and displayed in a prominent place in the EOC so that all MECG members will have access to information about the emergency.

Upon arriving at the EOC, each MECG member will:

- Sign in
- Check telephone/communications devices for any messages delivered prior to their arrival at the EOC
- Obtain a personal log
- Contact their agency to obtain a status report
- Activate the departmental plan (if necessary)
- Participate in the initial briefing
- Participate in planning the initial response and in the decision-making process
- Relay decisions made by the MECG to their own department or organization
- Continue participating in the EOC operations cycle

Upon leaving the EOC, each MECG member will:

- Conduct a handover with the person relieving them (if applicable)
- Sign out and inform the CEMC where they can be contacted

After completing the initial response, the EOC Manager shall establish routines for effective MECG meetings. The MECG can function most efficiently when it uses a system known as an operations cycle.

It is not essential for the MECG to have all its members present to function; however, each MECG member must still be contacted when the emergency notification is given. Upon the arrival of any three (3) of its members, the MECG may begin functioning. As MECG members continue to arrive at the EOC, they will join the operation in progress.

6.0   Municipal Emergency Control Group (MECG)

The MECG is responsible for the direction and control of the overall emergency response within the community. During an emergency response, the MECG ensures that the essential services needed to minimize the emergency's effects on the community are provided.

The MECG is composed of:

1. EOC Manager
2. Head of Council
3. Liaison Officer
4. Risk Management Officer
5. Emergency Information Officer
6. Scribe
7. Operations Section Lead
8. Planning Section Lead
9. Logistics Section Lead
10. Finance & Administration Section Lead

Annex B contains the MECG contact list.

All MECG members will attend the EOC at its initial activation. Based on the scale of the emergency – and as dictated by the impact or potential impact on the community – the EOC Manager will select the staff resources required for the emergency response.

For an overview of the organizational structure of the IMS, refer to Section 3.0, Figure 2.

6.1   Emergency Operations Centre Support

Depending on the type of emergency, the EOC may require specialized expertise or support from external sources to help mitigate the incident. Therefore, the MECG may request the following individuals/agencies to attend the EOC:

- Duty Officer (Clerk) (or Corporate Assistant)
- Medical Officer of Health (or alternate)
- County Director of Social Services (or alternate)
- Ontario Provincial Police
- Emergency Medical Services

Note: The preceding list is not exhaustive, and the EOC may request other experts to attend the facility during an emergency response. The EOC Manager makes decisions about any requests for additional support as needed.

7.0   Operations Cycles and Management of the Emergency Site

7.1   Operations Cycle

While the EOC is operational, members of the MECG will gather at regular intervals to inform each other of the actions that were taken and any problems that were encountered since the previous operations cycle meeting. The EOC Manager will determine the frequency of the meetings as well as their agenda items. Meetings will be kept as brief as possible to allow time for the MEGC members to carry out their individual tasks.

Figure 3 illustrates how a one-hour EOC operations cycle should be scheduled (barring any disruptions to the EOC's operations).

Tasks (45 minutes)

Preparing for MECG Meeting (5 minutes)

MECG Meeting (10 minutes)
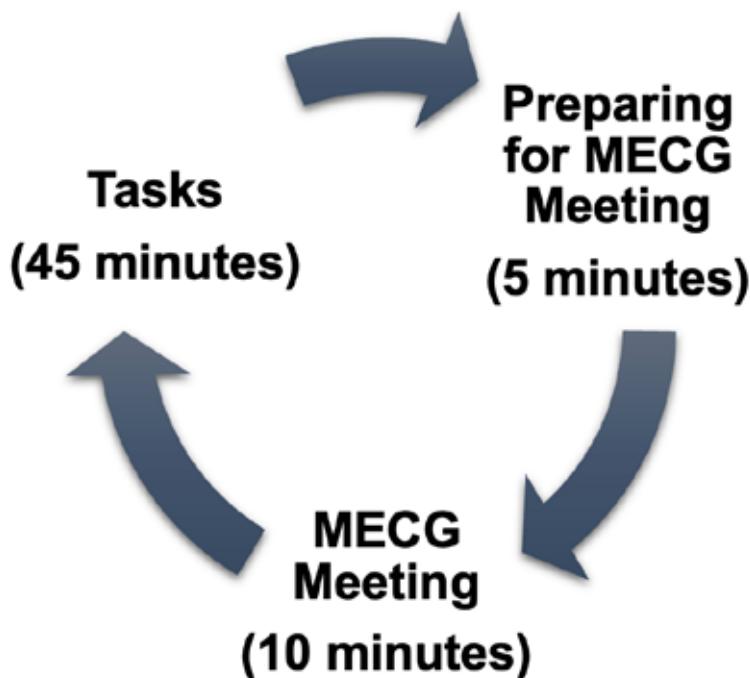
Figure 3: Schedule for a one-hour operations cycle.

7.2   Management of the Emergency Site

An emergency site is the location of an emergency. Emergency responders refer to the perimeter around an emergency site as "buffer space," and this is the area in which they conduct response activities. If an incident involves more than one (1) emergency site, each emergency site will have a dedicated Emergency Site Manager (ESM).

Figure 4 illustrates how emergency responders can potentially set up their operations at an emergency site. It is important to note, however, that every emergency and emergency site will be different, and the information displayed in the graphic is for reference purposes only.
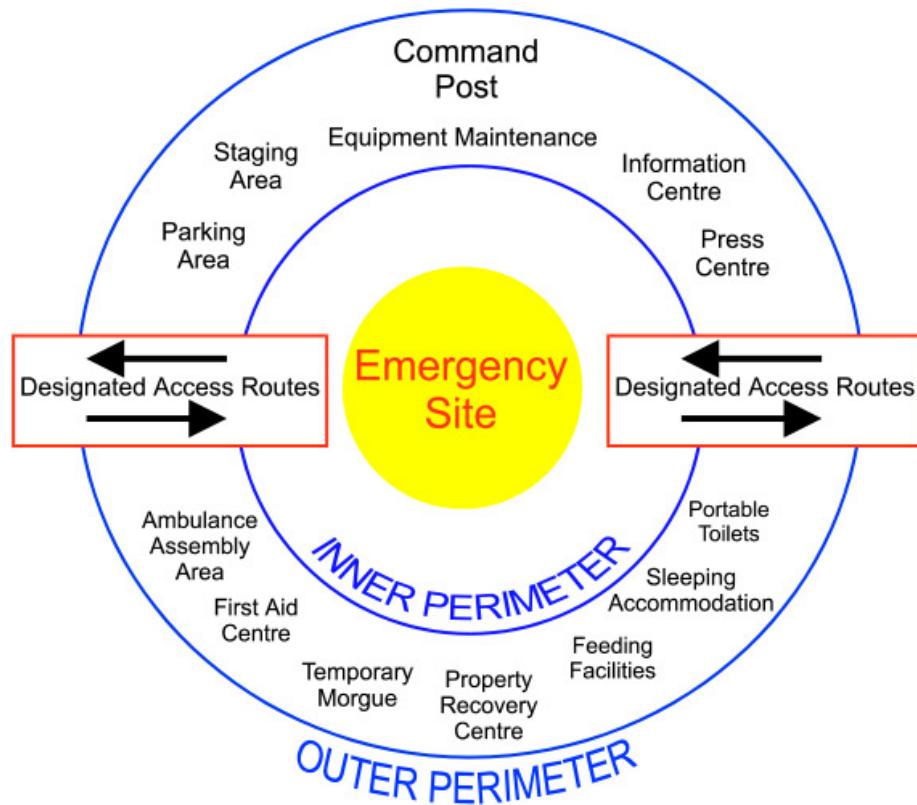
Figure 4: Diagram showing the potential setup for an emergency site.

7.3   Emergency Site Manager (ESM)

An ESM is an individual who is appointed to control the operations at an emergency site. Selecting an appropriate ESM depends on the type of emergency that has occurred. The agencies present at the emergency site will decide whom to appoint as ESM. In some cases, the MECG may appoint the ESM.

ESMs assume control of the overall operations at the emergency site and limit their responsibilities to activities directly within the perimeter of the emergency site. The appropriate off-site response personnel must handle any activities outside of the emergency site's boundaries.

The ESM's main tasks are taking control of the emergency site and coordinating response efforts. Some of the ESM's other functions include:

- Setting up a command post and establishing communications with the other on-site agencies and the Operations Section Lead
- Organizing a management team and arranging a management cycle
- Determining the inner and outer perimeters of the emergency site and ensuring they are setup
- Organizing the layout of the emergency site

- Conferring with the heads of the other on-site agencies to ascertain what is happening and what actions/resources are needed to begin response efforts
- Relaying information and status updates about the emergency site to the EOC
- Relaying information from the EOC to other members at the emergency site
- Directing and coordinating the activities of the response agencies present at the emergency site
- Determining what resources are necessary and relaying this information to the EOC, asking the EOC to provide the supplies that are needed at the emergency site
- Arranging a system of relief for the emergency site workers
- Facilitating media visits to the emergency site as per any requests made by the Emergency Information Officer

8.0   Emergency Response Plan Roles and Responsibilities

8.1   Municipal Emergency Control Group (MECG) Responsibilities

The MECG members and the Head of Council have different responsibilities to fulfill as part of the Township's ERP.

The following subsections list the different responsibilities of each role affiliated with the ERP.

For further information, refer to Annex A, which contains a detailed checklist for each member of the MECG to complete during an emergency response.

8.1.1 Municipal Emergency Control Group (MECG)

The MECG is responsible for completing the following actions:

1. Implement the ERP in whole or in part in response to an impending, potential, or existing emergency.

2. Coordinate and direct the community resources needed for mitigating the effects of an emergency.

3. Ensure that the composition of the MECG is appropriate to mitigate the effects of a given emergency by determining which, if any, ad-hoc MECG members are required.

4. Advise the Head of Council about requests for assistance from the province and the federal government.

5. Ensure the provision of essential resources and services to support emergency response activities.

6. Coordinate the services provided by outside agencies.

7. Appoint an Emergency Site Manager/Incident Commander (if required).

8. Ensure the Emergency Information Officer is kept informed with up-to-date information about the emergency so that the EIO can facilitate information flow to the media, Township staff, and public.

9. Coordinate the evacuation of any citizens who may be in danger.

10. Discontinue the utilities or services provided by public or private concerns (such as hydro, water, gas, and closing businesses or malls).

11. Request support from volunteers (when required). Ensure all volunteers are provided with appropriate training. (**Note:** Volunteers are only covered by WSIB after a declaration; they are then treated as employees and require due diligence in selection and training.)

12. Establish advisory subcommittees for specific problem areas related to the emergency as required.

13. Authorize expenditures during the emergency, including providing tracking costs and facilitating cost recovery.

14. Maintain an operational log detailing the MECG's decisions and activities during the emergency.

15. Deactivate the ERP and inform all of those who were notified of its activation.

16. Conduct and participate in a debriefing session, generate a post-emergency report, and suggest recommendations to improve the ERP.

8.1.2 Emergency Operations Centre (EOC) Manager

The EOC Manager has overall authority and responsibility for the EOC's activities.

The EOC Manager is responsible for completing the following actions:

1. Assess the situation: Gather information about the emergency and assess the magnitude and severity of the situation to determine the appropriate level of EOC activation.

2. Support the site: Provide support to the Incident Commander and the assisting support agencies to ensure that all actions are coordinated as per established priorities.

3. Develop/approve action plans: In collaboration with the EOC Management Team, establish the EOC's goals, strategies, objectives, and priorities, including timelines for updating the incident action plan on a regular basis (as required) and signing the final approval for the incident action plan. Monitor the progress being made on the EOC's objectives.

4. Manage the EOC: Coordinate all operations within the EOC, including scheduling regular business cycle meetings.

5. Advise the Reeve and Township Council: On behalf of the EOC Management Team, advise on the need to declare or terminate an emergency (by providing any required information, including policies and procedures, as appropriate).

6. Inform others: In consultation with the Emergency Information Officer, assist with emergency information actions by using the best methods of dissemination that are available. Approve press releases and other public information materials (such as social media messaging). Keep the Policy Group informed.

7. Maintain a position log: Maintain a log of all personal decisions and actions taken during the response to the emergency.

8. Ensure an after-action report is completed: In collaboration with the EOC personnel, ensure a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans, is prepared and submitted to the appropriate party.

8.1.3 Head of Council/Acting Head of Council

The Head of Council/Acting Head of Council (or designate) is responsible for completing the following actions:

1. Declare/terminate the emergency.

2. Act as a liaison between the EOC Manager and the Township Council. Ensure that all members of Council are advised of the declaration/termination of the emergency and remain informed of the operational situation during the emergency.

3. Ensure that OFMEM is notified of the declaration or termination of the emergency.

4. Ensure that the local member of parliament and the local member of provincial parliament are notified of the declaration/termination of the emergency.

5. Act as lead spokesperson for press conferences or media interviews as required.

6. Inform the Reeve and the Mayors of neighbouring communities about the current situation.

7. Bring recommendations for changing/amending bylaws or policies to Council as required.

8. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.4 Liaison Officer

The Liaison Officer is responsible for completing the following actions:

1. Invite required or requested support agencies and stakeholders to the EOC (as identified by the EOC Manager and the EOC Management Team) and maintain contact with them as required.

2. Obtain information from the assisting/supporting organizations, such as contact persons, email/phone numbers, radio frequencies, cooperative agreements, types of available resources, the number of available personnel, the condition of personnel and equipment, and any organizational constraints/limitations.

3. Liaise with government and non-government agencies, such as neighbouring municipal CEMCs, the OFMEM, and other provincial and federal representatives, as required.

4. Interview organizational representatives about available resources, especially their capabilities and any use restrictions; this responsibility includes providing information at planning meetings, as needed.

5. Provide suggestions about the strategic direction of the emergency response and provide advice to the EOC Management Team regarding emergency management issues.

6. Maintain a log of all personal decisions and actions taken during the response to the emergency.

7. In conjunction with the EOC Director, conduct a debriefing session with the EOC personnel and the other agencies involved with the emergency response; this responsibility includes preparing an after-action report about the emergency.

8.1.5 Risk Management Officer (RMO)

The RMO is responsible for completing the following actions:

1. Ensure risk management practices are applied throughout the response and recovery and that every function within the EOC considers appropriate risk management.

2. Advise the EOC Manager of any issues regarding safety.

3. Liaise with and provide advice to the Emergency Site Safety Officer regarding health and safety issues for site personnel as required.

4. Identify, correct, and terminate any potentially unsafe acts.

5. Monitor, assess, and recommend modifications to safety conditions in the EOC, halting any unsafe operations as needed.

6. Assist with reviewing the incident action plan to identify any safety concerns or issues.

7. Liaise with the Ministry of Labour and the Joint Health and Safety Committee as required.

8. Coordinate critical incident stress and other debriefing sessions as needed.

9. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.6 Emergency Information Officer (EIO)

The EIO is responsible for completing the following actions:

1. Liaise with the Site Information Officer.

2. Establish and maintain media contacts.

3. Ensure that a media centre is set up and operational (if required).

4. Prepare news/social media releases and coordinate interviews, news conferences, media briefings, press releases, and public information materials. (**Note:** The information that is prepared for release is subject to approval from the EOC Manager.)

5. Ensure public inquiry lines are set up and staffed as required.

6. Monitor news coverage about the incident and see that corrections to any erroneous messages are made.

7. Maintain copies of all internal media releases and any external media articles about the incident.

8. Ensure public safety information is provided in accessible formats (as required by provincial legislation).

9. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.7 Scribes

Scribes are responsible for completing the following actions:

1. Support the EOC Manager with information flow.

2. Record all key events, actions, and decisions made by the EOC Management Team during the emergency response.

3. Maintain the EOC's master event log.

4. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.8 Operations Section

The Operations Section Lead coordinates resource requests, resource allocations, and response operations in support of the Incident Commander at one or more sites. Additionally, the Operations Section Lead is responsible for completing the following actions:

1. Participate in EOC Management Team meetings. This responsibility includes preparing and presenting section objectives at the meetings and obtaining/assisting the EOC Manager with determining objectives and strategies.

2. Establish a communications link with the Site Commander via two-way radio or cellphone to determine the status of all current tactical assignments.

3. Identify the current organization, location, and assignment of resources.

4. Obtain the location of the current staging area and the resources assigned to that area. (**Note:** This information must be obtained directly from the incident site.)

5. Ensure the Operations Section is equipped with the appropriate personnel, equipment, and supplies and that it is functioning efficiently, maintaining the safety of all its members, and maintaining an adequate level of control.

6. Recommend the length of time for the next operation period to the EOC Manager.

7. Coordinate and conduct operational briefings and assign Operations Section personnel as per the incident action plan.

8. Determine from Site Command if additional/specialized resources or equipment are required (such as HUSR teams or CBRNE teams) and, if so, request these resources through the Provincial Emergency Operations Centre.

9. Evaluate the situation and provide updates to the EOC Manager and Planning Section regarding the location, status, and assignment of resources, the effectiveness of tactics, any desired contingency plans, and the need for any additional resources.

10. Ensure resource ordering and logistical support needs are communicated to the Logistics Section in a timely manner.

11. Inform the Planning Section Lead regarding the Operations Section portion of the written incident action plan (if requested by the EOC Manager) and identify the specific tactical assignments and resources needed to accomplish any objectives.

12. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.9 Planning Section

The Planning Section is responsible for completing the following actions:

1. Gather information about the emergency and analyze and display situational information.

2. In conjunction with the EOC Manager, determine the time and location of the planning cycle meetings.

3. Ensure the EOC facility is properly set up and ready for operations.

4. Take minutes during the MECG's meetings.

5. Ensure that all members of the MECG have the necessary plans, resources, supplies, maps, and equipment.

6. Record all proceedings and decisions made by the MECG on the EOC's master event log.

7. Conduct long-range and contingency planning by reviewing the current and projected incident and resource availability. Develop alternative strategies and identify the resources needed to implement contingency plans as needed.

8. Develop plans for business resumption, demobilization, and recovery.

9. Display incident status summary information.

10. Prepare and distribute the written incident action plan as well as the minutes from the planning meetings.

11. Ensure the Emergency Information Officer has immediate access to status reports and displays.

12. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.10 Logistics Section

The Logistics Section is responsible for completing the following actions:

1. Ensure the Logistics Section has the appropriate equipment and supplies in place, including maps, status boards, vendor references, and other resource directories.

2. Coordinate all resource requests – from their initiation to delivery – to support the Operations Section. This responsibility includes tracking resources that may comprise additional personnel, fleet services, and other required resources.

3. Coordinate with the Operations Section to prioritize and validate resource requests.

4. Obtain, maintain, and account for any essential personnel, equipment, and supplies beyond those immediately accessible to the Operations Section.

5. Provide updates on resource availability, support needs, identified shortages, and the estimated arrival time for key resources.

6. Identify future operational needs (both primary and contingent) to anticipate logistical requirements.

7. Provide telecommunication and IT services in the EOC.

8. Provide and maintain the EOC's facilities, including all utilities, food, water, and office supplies.

9. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.1.11 Finance & Administration Section

The Finance & Administration Section is responsible for completing the following actions:

1. Provide any financial or cost analysis support needed for the incident by developing specific cost centres as required.

2. Maintain financial records for response and recovery throughout the event, keeping the EOC Manager, Management Team, and Policy Director aware of the current financial situation.

3. Identify and track possible sources of cost recovery, including provincial or private funding.

4. Issue payment for all emergency-related expenditures as required.

5. Track the on-duty time of all EOC personnel.

6. Maintain accurate and detailed records of all emergency-related expenditures.

7. Analyze the impact of the emergency on the municipal budget.

8. Prepare claims for provincial and federal funding as required.

9. Ensure that any records regarding human resources and administrative details that may involve financial liability are completed.

10. Meet with the assisting/supporting organizations to determine any potential cost-sharing agreements or financial obligations as required.

11. Initiate, maintain, and ensure the completeness of any documentation needed to support claims for emergency funds; this includes auditing and documenting labour, equipment (rented or purchased), materials, services, and expendable supplies.

12. Assist the Logistics Section with resource procurement, identifying vendors for the open purchase orders or contracts that must be established, and negotiating ad-hoc contracts.

13. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8.2 Municipality Emergency Control Group (MECG) Support Responsibilities

There are several additional roles in the Township that support the MECG and the EOC's operations. Each of those roles has its own responsibilities and actions to complete part of the ERP. The following subsections list the duties of the roles that support the MECG.

8.2.1 Councillors

The Township's Council/councillors are responsible for completing the following actions:

1. Assist the Head of Council as requested.

2. Act as Head of Council as required.

3. Attend any emergency council meetings that are called by the Head of Council.

4. Terminate the emergency (when appropriate).

5. Relay information provided by the Reeve and the Municipality to the community.

6. Advocate for the needs of the community during an emergency to Council.

7. Maintain a log of all personal decisions and actions taken during the response to the emergency.

8. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.2 Ontario Provincial Police (OPP)

The OPP/police representative is responsible for completing the following actions:

1. Provide the MECG with information and advice about policing and security matters.

2. Assume the role of ESM (depending on the nature of the emergency).

3. Establish and maintain ongoing communications with the senior police representative at the emergency site.

4. Ensure there is an established perimeter (both inner and outer), security, and crowd control at the emergency site.

5. Provide traffic control to facilitate the movement of emergency vehicles.

6. Alert persons who are endangered due to the emergency and coordinate evacuation procedures, including evacuation routes.

7. In the event of an evacuation, contact residents in the affected areas of the Township and advise them of the need for evacuation, enforcing the evacuation of occupants, if appropriate.

8. Protect life and property and the provision of law and order.

9. Make provisions for police services in evacuation centres, morgues, and other facilities as required.

10. Notify the coroner about any fatalities.

11. Liaise with external police agencies as required.

12. Maintain a log of all personal decisions and actions taken during the response to the emergency.

13. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.3 Paramedic Services

Paramedic services representatives are responsible for completing the following actions:

1. Ensure that emergency medical services are available at the emergency site, including triage, treatment, and transportation of patients to the appropriate receiving facilities.

2. Assume the role of ESM (depending on the nature of the emergency).

3. Establish and maintain ongoing communications with the senior paramedic official present at the emergency site.

4. Obtain additional paramedic and medical support from other municipalities or senior levels of government.

5. Advise the MECG if other means of transportation are required for large-scale responses.

6. Liaise with the Ministry of Health and Long-term Care Central Ambulance Communications Centre to ensure balanced emergency coverage is always available throughout the community.

7. Liaise with receiving hospitals and the local health integration network to coordinate support for affected hospitals and health services as required.

8. Liaise with the Medical Officer of Health as required.

9. Liaise with the Ministry of Health and Long-term Care Emergency Management Branch as required.

10. Maintain a log of all personal decisions and actions taken during the response to the emergency.

11. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.4 Emergency Social Services (ESS)

Lanark County ESS is responsible for completing the following actions:

1. Provide the MECG with information and advice about emergency social services and their related functions, including managing evacuation centres within the scope of approved services at the county level.

2. Contact and place emergency social services staff and voluntary support agencies, such as the Canadian Red Cross, Salvation Army, St. John Ambulance, and Victim Services at the county level, on standby, then activate these agencies upon receiving appropriate notification.

3. Assist with ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, food, registration and inquiries, and personal services as required.

4. Supervise the opening and the operation of any temporary or long-term evacuation centres and ensure they are adequately staffed at the county level.

5. Maintain a log of all personal decisions and actions taken during the response to the emergency.

6. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.5 Medical Officer of Health

The Leads, Grenville, Lanark District Health Unit Medical Officer of Health is responsible for completing the following actions:

1. Activate/terminate the Health Unit Emergency Response Plan and Emergency Notification System.

2. Act as the chair of the MECG at the Health Unit's EOC (or delegate the chair's responsibilities to an appropriate person).

3. Assign an acting medical officer of health or a covering medical officer of health to assume the role of medical officer of health at the Health Unit's EOC in the event of the Medical Officer of Health's absence.

4. Coordinate public health services for the EOC, emergency and support services, and other responding agencies.

5. Provide an on-site manager and attend the site Command Post as required.

6. Liaise with the Ontario Ministry of Health Public Health Division and Chief Medical Officer of Health as required.

7. Liaise with the appropriate public health agencies to augment and coordinate a public health response as required.

8. Provide advice on matters that may adversely affect public health within Lanark County.

9. Coordinate responses to communicable disease-related emergencies or anticipated epidemics as per the Ministry of Health's procedures and other long-term care policies.

10. Coordinate agency resources to prevent and control the spread of disease during an emergency within Lanark County.

11. Coordinate vaccine storage, handling, and distribution across Lanark County.

12. Initiate mass vaccination campaigns during disease outbreaks within affected municipalities in Lanark County.

13. Liaise with the EOC's Logistics Section Lead (or alternate) to ensure the provision of potable water, community sanitation, maintenance, and sanitary facilities.

14. Provide for the inspection of evacuation centres, making recommendations and initiating remedial action in the areas of:

a. Accommodation standards related to overcrowding, sewage and waste disposal, monitoring of water supply, air quality, sanitation, and facility layout and operation

b. Food handling, storage, preparation, and service

c. General health and safety involving injury prevention

15. Liaise with local social service agencies on areas of mutual concern regarding evacuation centres, including:

a. Victim assessment, support, and referral

b. Public health information and community networks

16. In collaboration with municipal representatives from the affected communities, provide inspections and advice regarding the evacuation of any residential buildings that pose a threat to public health.

17. Liaise with the coroner to coordinate morgue activities within the community, providing assistance where necessary.

18. Provide instruction and health information through public service announcements and information networks.

19. Provide resource support and consultation to emergency service workers.

20. Hold debriefing sessions and liaise with the MECGs from each municipality to evaluate the post-emergency effectiveness and efficiency of the agency's responsibilities.

21. Maintain a log of all personal decisions and actions taken during the response to the emergency.

22. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.6 Emergency Site Manager (ESM)

The ESM is responsible for completing the following actions:

1. Set up a Unified Command Post and establish communications with the other on-site agencies and the Operations Section Lead.

2. Organize a management team and arrange a management cycle.

3. Determine the inner and outer perimeters of the emergency site and ensure they are established.

4. Organize the layout of the emergency site.

5. Confer with the heads of the other agencies present at the emergency site to ascertain what is happening and what response efforts are needed.

6. Relay information to the EOC about what is happening at the emergency site, sending the EOC requests for resources as required.

7. Relay directions and information from the EOC to those present at the emergency site.

8. Direct the activities of the response agencies at the emergency site.

9. Arrange a relief system for the workers at the emergency site.

10. Facilitate media visits to the emergency site (as required by the Emergency Information Officer).

11. Maintain a log of all personal decisions and actions taken during the response to the emergency.

12. Prepare and submit a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or its supplementary plans.

8.2.7 Community Emergency Management Coordinator (CEMC)

The CEMC is responsible for completing the following actions:

1. Ensure that the Township is in compliance with the Emergency Management and Civil Protection Act.

2. Complete all training required by the Ontario Fire Marshal and by emergency management practices.

3. Coordinate the development and implementation of the Township's emergency management program.

4. Maintain the Township's emergency management program at provincial standards.

5. Arrange and document all meetings held with the Emergency Management Program Committee that discuss emergency management issues or plan reviews.

6. Submit the documents needed to maintain the emergency management program's standard certifications to the appropriate provincial agencies. (**Note:** This task is performed on an annual basis.)