

Bradford  
west  
Gwillimbury



A Growing Tradition

## Emergency Response Plan

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April 2016

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## 1. Introduction

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As required by the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c.E.9, as amended and its regulations (the “Act”), all municipalities in Ontario must have an emergency response plan and an emergency management program. This Emergency Response Plan (the “Plan”) serves as an operational guideline for the Town of Bradford West Gwillimbury in managing an appropriate response to any emergency situation, or impending situation, that threatens life, health, safety and/or property of its residents, businesses and visitors.

It is important that residents, businesses and interested visitors be aware of the provisions of the Plan. Copies of the Plan may be viewed at the Town Administration Office and at [www.townofbwg.com](http://www.townofbwg.com).

For more information please contact:

Community Emergency Management Coordinator  
Town of BWG  
100 Dissette St., Units 7&8, P.O. Box 100  
Bradford, Ontario L3Z 2A7  
(905) 775-5366

*For definitions of terms and acronyms, see the glossary at the end of this document.*

### 1.1 Purpose

The Plan has been prepared in order to provide key officials, agencies and departments with an overview of their collective and individual responsibilities during a potential, imminent or actual emergency. Every official, agency and department must be prepared to carry out their assigned functions and responsibilities in an emergency. The heads of departments and agencies are expected to develop their own internal notification lists, procedures and contingency plans to fulfill their departmental or agency responsibilities. Other department plans are contained in Annex G and outside agency plans contained in Annex XYZ.

The Plan enables a centralized, controlled and coordinated response to emergencies in the Town and meets the legislated requirements of the Act. The Plan may be implemented in whole or in part, as the situation warrants and provides guidance and direction in responding to an emergency that may involve multiple sites and jurisdictions.

### 1.2 Definition of an Emergency

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

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions and severity of impact, nature of the infrastructure and buildings, and demographics. In most instances emergencies are managed by communities, either as a matter

of routine by their first responders (police, fire and paramedics) or, if not, then by implementing their emergency plan, with or without declaring an emergency.

### **1.3 Plan Administration**

The custodian of the Plan shall be the Community Emergency Management Coordinator (CEMC), who shall be responsible for the maintenance, updating, distribution and review of the Plan. It is the responsibility of each person, department, service and agency cited in this Plan to notify the CEMC of any and all changes that affect its activation and/or operability.

This Plan is considered a living document and must be reviewed and revised on a regular basis to ensure that it remains current and can be implemented at any time.

The Plan shall be reviewed annually by the CEMC and the Town's Emergency Management Program Committee (EMPC). The CEMC is authorized to make such administrative changes to the Plan as appropriate to keep the Plan current, such as personnel, organizational and contact information updates. Any significant revision to the body of the Plan shall be presented to Council for approval.

### **1.4 Legislative Authority and Powers**

The Emergency Management and Civil Protection Act is the legal authority for emergency response plans in Ontario.

The Act states that:

Every municipality shall formulate an emergency response 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. [Act, s. 3(1)]

The Plan shall, assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and set out procedures for notifying the members of the municipal emergency control group of the emergency. [O. Reg. 380/04, s. 15(2)].

As required by the Act, this emergency response plan and its elements have been:

- Approved by Council of the Town of Bradford West Gwillimbury; and
- Filed with the Ministry of Community Safety and Correctional Services - Office of the Fire Marshal and Emergency Management.

## 2. Actions Prior to Declaration

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### 2.1 Emergency Monitoring Status Indicators

The Town has established Emergency Monitoring Status Indicators to identify special phases of an emergency event and the actions or monitoring that the Emergency Control Group and Town staff will undertake during each phase.

<b>Routine Operations</b> (green)	Declaration of <b>Routine Operations</b> happens when the Town is operating under normal conditions. Under these conditions the Town maintains ongoing surveillance for abnormal events.
<b>Enhanced Operations</b> (yellow)	Declaration of <b>Enhanced Operations</b> means that an abnormal event, potential or actual emergency has been detected or is in development. Under these conditions the Town enhances its surveillance and monitoring activities and takes appropriate related actions. The ECG may be placed on stand-by or may choose to meet.
<b>Emergency Operations</b> (red)	Declaration of <b>Emergency Operations</b> means that the Town is in an Emergency Response Mode. Under these conditions the Town implements its Emergency Response Plan and activates its Emergency Control Group in order to coordinate the appropriate response activities.
<b>Recovery Operations</b> (grey)	Declaration of <b>Recovery Operations</b> means that the Town is working to ensure a smooth transition from Enhanced or Emergency operations to Routine operations.

### 2.2 Initial Response

Whenever an emergency occurs or threatens to occur, the initial primary responsibility for providing immediate assistance and control rests with the responding emergency services agency or municipal service department (e.g. police, fire, EMS or public works).

When an emergency exists but has not yet been declared to exist, Town employees may take such action under this Plan as may be required to protect property and the health, safety and welfare of the inhabitants of the Town.

Any member of the Emergency Control Group may become aware of a potential or actual emergency situation as a result of personal observation or information provided by emergency response agencies, Town employees, the media or the general public. The member shall immediately notify the CEMC of such situation.

### **2.3 Consideration for Activating the Emergency Control Group**

In considering the need to activate the Emergency Control Group, a positive response to one or more of the following criteria may indicate a situation, whether actual or anticipated, that requires the Emergency Control Group be activated:

- The situation poses an imminent threat of major proportions to the health, safety or well-being of the people or environment within the.
- The situation poses an imminent threat of major proportions or is causing wide spread disruption to the conduct of normal business within the Corporation.
- The situation requires a response that exceeds, or threatens to exceed, the normal capabilities of the Town response agencies for either resources or personnel.
- The situation has the potential to expand beyond the Town.
- The situation poses a widespread threat to the Town's municipal infrastructure needed for the delivery of business critical services.
- The current level of multi-agency response is of such duration that the widespread replacement of human resources or other resources has or will become an ongoing situation.
- The situation, actual or anticipated, is leading to large-scale public anxiety.
- The situation is likely to require extraordinary emergency spending outside of current budgetary approvals as a result of damage to property and infrastructure.
- The provincial government has declared a provincial emergency, which has an impact on Ontario as the result of a catastrophic event or situation.

### **2.4 Emergency Control Group Notification Process**

- Upon receipt of a warning of a potential or actual emergency, the responding Town department or emergency service will immediately contact the CEMC to request that the Emergency Control Group be activated.
- Where an emergency exists, the CEMC will notify all members of the Emergency Control Group.
- Where a threat of an impending emergency exists, the CEMC will contact the CAO and the Head of Council for direction. The CAO, in the role of EOC Director, or the Head of Council will decide on what action is to be taken and whether to convene the Emergency Control Group or place the group on standby.
- Upon being notified, it is the responsibility of all Emergency Control Group members to notify their staff and organizations of the situation.

### **2.5 Emergency Notification Procedure**

The emergency notification contact list, including contact numbers for requesting assistance or activating the Emergency Control Group, is contained in Annex A.

- Emergency Control Group members will be notified by using the emergency corporate communications provider, and will be contacted by home telephone, cellular telephone, e-mail via the Town system, and text message for receipt by cellular telephone. Reference guides for the communications tools is contained in Annex B.
- When the telephone, cellular telephone, email or text message is made or sent and the primary contact cannot be reached, their alternate will be contacted.
- A brief message is part of the notification procedure to ensure that all persons being notified receive accurate instructions.
- The message will briefly describe:
  - The reason for the call: describe (pending or potential) emergency situation
  - Status of notification “ALERT”, “STAND BY” or “CALL TO ASSEMBLE”
  - Location of the EOC or meeting room
  - Special precautions to take (routes to EOC, hazards, health risk, etc.)
  - Verbal update and specific instructions concerning notification status
  - Request to indicate status of response (yes, no or delayed)

## 3. Declaration, Notification and Termination of an Emergency

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### 3.1 Actions Prior to Declaration

When an emergency exists but has not yet been declared to exist, municipal employees and the Emergency Control Group may take action under this Plan as may be required to protect lives and property in the Town. It is not necessary for the Town to declare an emergency to implement the necessary actions.

If immediate implementation of a protective measure is required, the Incident Commander is authorized to take such reasonable action as considered necessary under the circumstances until the Emergency Control Group has assembled and assumed control.

### 3.2 Authority to Declare a Municipal Emergency

Under the Act, the Mayor as Head of Council is empowered to declare that a municipal emergency exists. The decision to declare an emergency will be made in consultation with the Emergency Control Group. Reference should be made to the Checklist in Consideration of a Declaration of Emergency as contained in Annex D as a guide to determining whether an emergency should be declared. The form for the Declaration of Emergency can also be found in Annex D.

### 3.3 Alternate for Head of Council

For the purpose of the Plan, in the event that the Mayor is not available to attend the EOC or unable to act, the Deputy Mayor shall be his/her designated alternate. In the event that the Deputy Mayor is unavailable or unable to act, additional alternates shall be designated from the remaining members of Council based on the ward numbering system in numerical order.

### 3.4 Notification of Declaration of Emergency

Upon the declaration of an emergency, the Head of Council will ensure notification of:

- The Solicitor General, through the Office of the Fire Marshall and Emergency Management (OFMEM), the Ministry of Community Safety and Correctional Services and the Province of Ontario through the Provincial Emergency Operating Centre.
- Members of Town Council
- County of Simcoe through the County CEMC
- Neighboring municipal officials, as appropriate
- Local Member of the Provincial Parliament (MPP)
- Local Member of Federal Parliament (MP)
- General public through the media

### **3.5 Termination of a Municipal Emergency**

A municipal emergency may be terminated at any time by the following:

- Head of Council or alternate for the Town
- Town Council as a whole
- Premier of Ontario

The form for the Termination of Emergency can be found in Annex D.

### **3.6 Notification of Termination of a Municipal Emergency**

Similar to the Declaration of Emergency, the Solicitor General and the following persons and agencies will be notified of the termination of an emergency:

- Solicitor General will be notified through the OFMEM immediately
- Members of Town Council
- County of Simcoe through the County CEMC
- Neighboring municipal officials, as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- General public through the media

## 4. Emergency Operations

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Emergency operations require controlled and coordinated responses by multiple agencies, departments and levels of government, under the direction of appropriate officials. These emergency operations are conducted at specific locations within the Town. This section details the following types of emergency operations: Emergency Operations Centre, Emergency Site Operations and Emergency Recovery Operations.

### 4.1 Emergency Operations Centre

In the event of an emergency or potential emergency, the Emergency Operations Centre (EOC) may be activated. The EOC is the central facility from which the Emergency Control Group directs, coordinates, communicates and supports emergency operations within the Town's jurisdiction.

An emergency could occur in close proximity to an EOC location; therefore, the Town designates both a primary and an alternate EOC location. The Town's primary and alternate EOC are equipped with the appropriate equipment, technological and telecommunications systems and other supplies necessary for the Emergency Control Group to function effectively and to ensure effective communication during an emergency. Both the primary and secondary EOC layouts, procedures and forms are contained in Annex C.

The Emergency Control Group, advisory and support teams and other support agencies will work together at the EOC to make decisions, share information and provide support as required to mitigate the effects of the emergency.

The EOC Director or the CEMC may direct that an alternate EOC be activated if the primary site cannot be used for any reason.

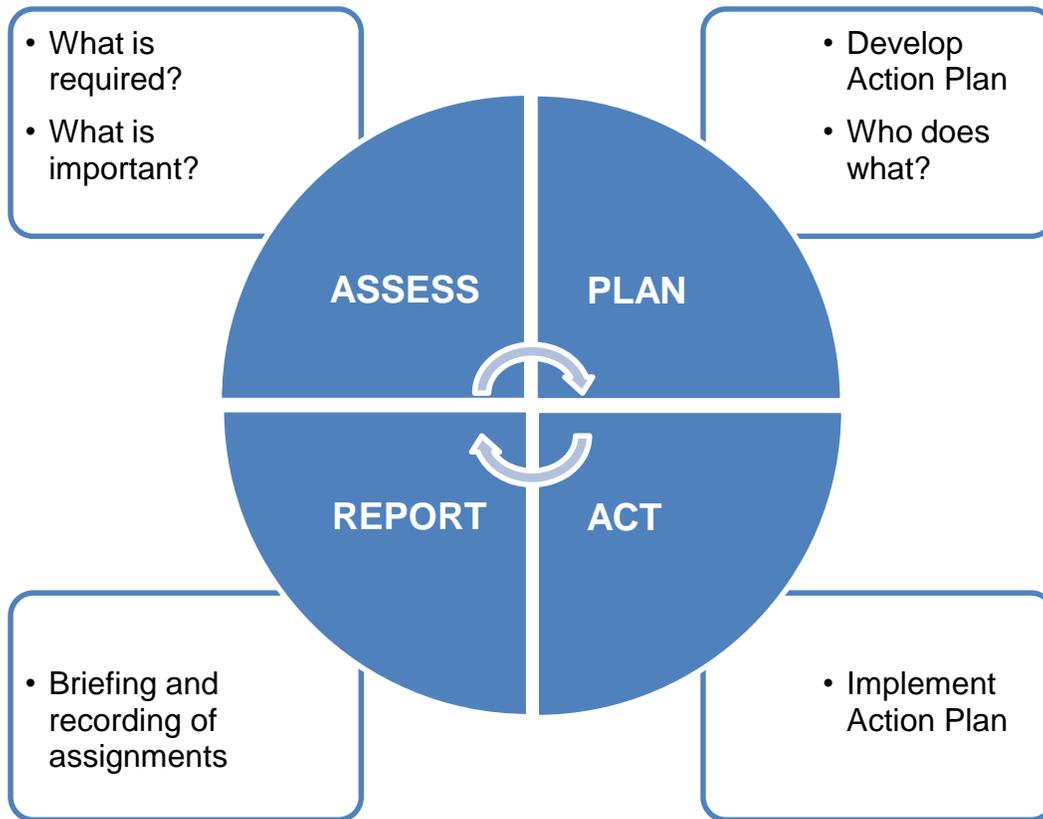
### Operations Cycle

The operations cycle can be described as the period of time required for the Emergency Control Group to develop, implement and evaluate the Incident Action Plan (IAP) which has been established to address the emergency situation. The time period will vary for each emergency and is generally established based on the severity and the need to accelerate the decision making process.

The operations cycle has four main segments:

- Assess - The time required to assess the situation.
- Plan - The time required to develop the IAP.
- Act - The time necessary to implement the plan, evaluate the results and support the emergency response.
- Report – The operations cycle meeting where the Emergency Control Group reports on the status of the emergency, the validity of the current IAP and any issues requiring resolution and the communications strategy. As a result of the reporting segment, a new Incident Action Plan is developed for the next operations cycle.

## Emergency Operations Centre Operating Cycle



### Emergency Control Group Meeting

It is essential that the Emergency Control Group meets on a regular basis to share information, identify actions and set priorities. These meetings are scheduled by the EOC Director on a regular rotation, allowing time between meetings for the Emergency Control Group members to deal with their individual responsibilities.

When the Emergency Control Group meets according to the operations cycle, there will be no interruptions (unless urgent) until the meeting is concluded. When a meeting commences each Emergency Control Group member will briefly update the group on the actions of their respective area, identifying issues needing resolution and seeking input from the group as a whole with the EOC Director chairing each meeting. All Emergency Control Group members must be present at each meeting to hear reports from and give reports to the group as a whole.

The Recording Clerk is responsible to record in the EOC master event log the decisions of the Emergency Control Group, any specific actions to be taken and who will be responsible for those action items. The EOC master event log will be maintained and reviewed at each operations cycle meeting.

The EOC is a secure site. Only those members of the Emergency Control Group or their designate shall be allowed access to the EOC. All members of the Emergency Control Group shall wear name badges and shall sign in and out of the EOC.

## **4.2 Emergency Site Operations**

### **Emergency Site Command**

During any incident, emergency responders (Fire, Police, EMS) will establish an incident command at the site where the emergency exists and work together to accomplish the following:

- Protect the life, health, safety and property of the public
- Protect the life, health and safety of emergency response personnel
- Mitigate/remove the danger/hazard presented by the emergency

These emergency site operations are organized under the Incident Management System (IMS) as a recognized command structure for the incident to make the most efficient use of personnel and equipment. Upon activation of the Plan, the emergency site operations will be supported by the Emergency Control Group.

### **Emergency Site Location / Layout**

The Emergency Site is the location containing and immediately surrounding where the danger/hazards exists. An Emergency Site is usually enclosed by two perimeters, (inner and outer), established to contain and secure all emergency site operations. The size of the perimeters can be expanded or contracted as necessary.

Perimeters are used to control traffic flow into and away from the emergency site, contain and reduce cross-contamination and to allow for essential emergency support services and functions to be established close to (but a safe distance from) where the emergency site exists.

### **Emergency Site Manager**

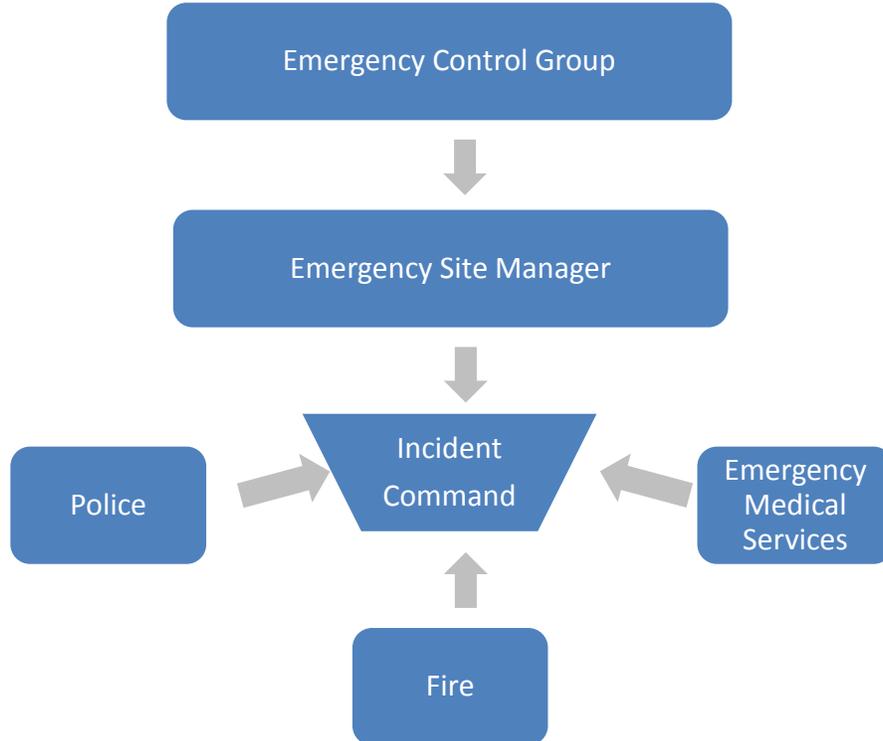
Emergency site operations may be coordinated by an Emergency Site Manager (ESM) during a significant emergency. The ESM will be appointed by the Emergency Control Group from the lead agency involved in the specific type of emergency such as:

- Fire Emergency – Fire Incident Commander
- Evacuation Emergency – Police Incident Commander
- Flood Emergency – Public Works Operations Incident Commander
- Mass Casualty Emergency – EMS Incident Commander

The ESM will be the primary point of contact between the Emergency Control Group and the Emergency Site. Selection of the Emergency Site Manager will take into consideration the following:

- the ability to approve decisions on behalf of the agency being represented;
- availability and approval of their agency;
- training and field experience;
- knowledge of responding agencies responsibilities and resources.

## Incident Command Structure



The ESM assumes overall lead of all emergency site operations and will operate at a strategic level. Therefore, once appointed, this individual will no longer be responsible for the operations or command of his/her agency and will not direct tactical or task-related duties.

### 4.3 Emergency Recovery Operations

Emergency recovery operations commence when an emergency has been successfully mitigated (danger/hazard is removed). At this time emergency control operations shift from dealing with the emergency site. Once the progression is apparent, the Emergency Control Group will determine if it is necessary to switch operations to recovery phase.

Recovery considerations should be instituted as early into the emergency as possible. In some cases, the Emergency Control Group should begin planning for the recovery and business resumption for areas affected by the emergency while the emergency is still ongoing.

#### Recovery Committee

It is the responsibility of the Emergency Control Group to establish a Recovery Committee. The Recovery Committee's role is to return the community and its citizens to its pre-emergency state as much as possible. Issues to be addressed fall broadly into three areas: human issues, infrastructure and disaster relief. Resolving these issues has obvious financial, economic, social, environmental and political implications. In light of these implications, the Recovery Committee will be established with a broad membership made up of senior officials of the Town. The Emergency Recovery Plan is contained in Annex J.

## 5. Emergency Control Group Structure

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### 5.1 Incident Management System

The direction and control structure for the Emergency Control Group is based upon the Incident Management System (IMS). IMS is an internationally recognized, standardized emergency response system, which defines the basic command structure and the roles and responsibilities required for the effective management of an emergency.

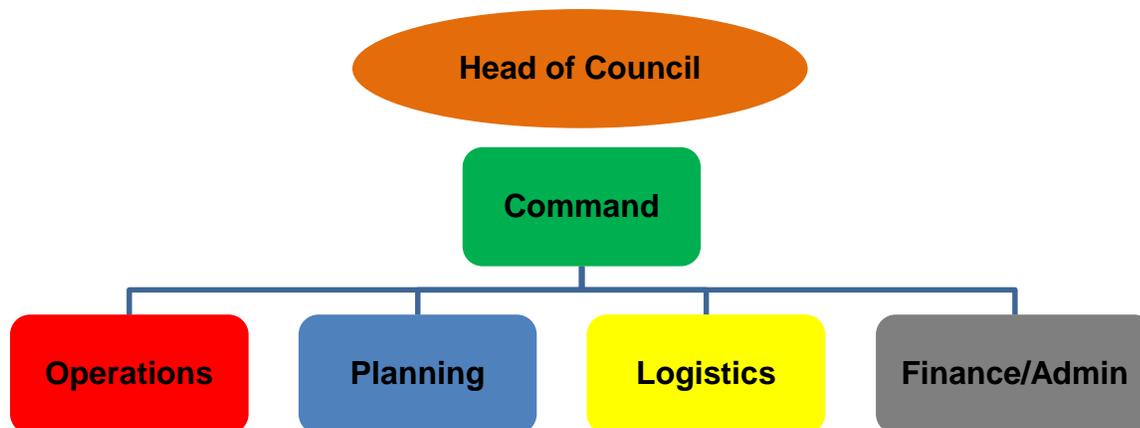
IMS is endorsed by OFMEM and used by the County of Simcoe Emergency Management. Benefits of using the IMS include enhanced technical and functional interoperability; integrated communications and standard terminology. The IMS has been designed as a generic system that is applicable to all types of incidents managed by the EOC.

In order to implement IMS, some staff may be required to work within the functional groups and may assume a role different from their day-to-day work. This may require temporary changes in their reporting structure.

IMS consists of five key functions:

- Command
- Operations
- Planning
- Logistics
- Finance/Administration

### 5 Key Functions of the Incident Management System



## 5.2 IMS Function Descriptions

For greater certainty, wherever a position is identified in this Plan it shall also be understood to include the position's designate or alternate.

### Command

The Command has overall authority for the control and direction of the emergency response.

EOC Command has three supporting functions:

- Liaison Officer – includes the coordination of agencies involved in the response.
- Emergency Information Officer – includes dissemination of information to the media, and the public, in addition to the Community Spokesperson / Head of Council
- Recording Clerk – includes recording all actions and decisions of the EOC and administrative support

### Operations

The Operations Section coordinates the operational requirements of the response, directs resources and equipment as required to fulfill the emergency response requirements. The Operations Section is responsible for reducing the immediate hazard; saving lives and property; establishing situational control; and restoring normal operations. The Operations Section is comprised of the following branches: Police, Fire, EMS, Emergency Social Services, Medical Officer of Health and Critical Infrastructure, as necessary.

### Planning

The Planning Section gathers information critical to the incident in order to evaluate, validate and disseminate incident situation information and intelligence. The Planning Section develops and documents the Incident Action Plan and is responsible for all incident documentation.

### Logistics

The Logistics Section arranges for and coordinates all material, services, equipment and resources required to manage and resolve the emergency. Logistics tracks usage and current locations of these same items.

### Finance and Administration

Finance and Administration Section performs duties related to administrative, financial and compensation and claims specific to the emergency. This includes keeping track of incident-related costs, staff compensation, claims and donation management.

## 5.3 Emergency Control Group

The Emergency Control Group shall provide strategic direction to the Town's response in an emergency, including implementation of the Plan. The primary role of the Emergency Control Group is to co-ordinate a multi-disciplinary response and to ensure the provision of personnel and resources needed by first responders to effectively mitigate an emergency within the Town. The Emergency Control Group advises and assists the EOC Director in carrying out of his

or her duties under the Plan to protect the safety, security and well-being of residents, property and the environment. The Emergency Control Group has the power to make decisions on behalf of the Town without having all members of the Emergency Control Group present.

Important measures authorized under the Act which are delegated to the Emergency Control Group as part of the Plan are:

- expenditure of monies associated with the formulation and implementation of the Plan;
- authorization for municipal employees to take appropriate action before formal declaration of an emergency;
- procedures to be taken for safety and/or evacuation of persons in an emergency area;
- designation of a member of Council who may exercise powers and perform the duties of the Head of Council under the Plan during the absence of the Head of Council;
- authorization to obtain and distribute materials, equipment and supplies during an emergency; and
- authorization to attend to such other matters as considered necessary or advisable for the implementation of the Plan during an emergency.

#### **5.4 Support and Advisory Group**

Additional personnel or agencies may be called upon to advise the Emergency Control Group from time to time and to work at their direction as needed. This support and advisory group is comprised of municipal and non-municipal public and private sector representatives. The support and advisory group may include:

- Simcoe County Emergency Management Coordinator
- County of Simcoe Emergency Social Services
- Simcoe Muskoka District Health Unit
- Local utility representative(s)
- Local school board representative(s)
- Chief Building Official
- Human Resources
- Drainage Superintendent or Conservation Authorities
- OFMEM Representative
- Ontario Provincial Police Representative
- Liaison staff from Provincial Government Ministries
- Any other officials, experts or representatives from the public or private sector as deemed necessary by the Emergency Control Group.

## 6. Emergency Control Group Responsibilities

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### 6.1 Command Section

#### 6.1.1 Head of Council

The Head of Council will act as liaison between the ECG and members of Council.

##### Activation Actions

- Obtain briefing from current EOC Director or Incident Commander.
- Assess the incident situation. Review the current situation status and initial incident objectives.

##### Operational Actions

- Liaise with the EOC Director.
- Brief members of Council and Simcoe County Warden regarding ongoing status of the emergency and share emergency public information.
- Make declaration of emergency within the municipality based on recommendation of the ECG considering declaration checklist.
- Authorize release of emergency information to the public and media in cooperation with other levels of response.
- Give media interviews, attend press conferences and act as Community Spokesperson.
- Approve expenditures to meet the requirements of emergency response activities within the approved guidelines and policy.
- Liaise with local mayors, provincial and federal elected officials if required.
- Declare termination of emergency based on recommendation of the ECG.
- Arrange a special meeting of Council if required.
- Ensure OFMEM is notified when declaration or termination of emergency has been made.

#### 6.1.2 EOC Director

The EOC Director is responsible for the overall management of the Emergency Operations Centre, including the provision of support to an Incident Management Team at a site or EOC. In most cases, the Emergency Control Group is used for executive decision-making and coordinating off-site support for Incident Command or Area Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, and other forms of off-site support.

In addition to incident support, it is important for organizations to maintain essential services. When possible, this should include areas impacted by the incident.

Under specific circumstances, it is possible that Incident Command and/or Area Command may be activated at the EOC-level. Unless otherwise delegated, all EOC activities are the responsibility of the EOC Director.

#### Reports To

- Emergency Control Group (ECG), policy group or other designated authority

#### Activation Actions

- Follow the common responsibilities activation checklist.
- Determine appropriate level of EOC activation based on the situation as known.
- Mobilize appropriate personnel for initial activation.
- Obtain briefing from current EOC Director or Incident Commander.
- Assess the incident situation. Review the current situation status and initial incident objectives.
- Determine the need for, establish, and participate in Unified Command, if applicable.
- If operating in an Incident Support role, determine the needs of the Commander you are supporting (Incident, EOC or Area).
- Ensure that the EOC facility is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established, using the EOC check-in form.
- Determine which IMS sections are needed. Assign section chiefs as appropriate and ensure they are staffing their sections as required.
- Determine which Command Staff positions are required and ensure they are filled as soon as possible.
- Establish level of planning to be accomplished:
  - Written Incident Action Plan (IAP)
  - Contingency planning.
  - Formal Planning Meeting.
- Ensure a Planning Meeting is scheduled.
- Schedule additional meetings/briefings, as required
  - Incident Briefing.
  - Initial Command Meeting.
  - Command Objectives/Strategies Meeting.
- Establish the Operational Period and briefing schedule.
- Confer with the Liaison Officer to determine what representation is needed at the EOC from other organizations/jurisdictions.
- Ensure that an incident organization chart is posted and completed.

## Operational Actions

- Ensure welfare and safety of all responders.
- Establish parameters for resource requests and releases:
  - Review requests for critical resources.
  - Confirm who has ordering authority within the organization.
  - Confirm those orders that require Command authorization.
- Implement incident management by objectives:
  - Reconcile competing objectives.
  - Identify resource requests and coordinate resource allocation priorities.
- Maintain communication with and support to Incident or Area Command(s):
  - Provision of strategic guidance (as required).
  - Information support.
  - Resource management and logistical support.
  - Legal and financial support.
  - Emergency information support.
  - Other identified needs.
- Monitor Command and general staff activities to ensure that appropriate actions are taken.
- Determine status of emergency declaration and delegation of authority. Work with Mayor to declare emergency according to Emergency Control Group protocol.
- Authorize release of emergency information to the public and media in cooperation with other levels of response.
- Establish/maintain liaison with supporting/assisting organizations (may be delegated to Liaison Officer).
- Provide information and briefings to senior and elected officials as required.
- Establish or activate additional IMS facilities, as needed.
- Approve and authorize implementation of the IAP.
  - Review IAP for completeness/accuracy and verify objectives are incorporated /prioritized.
  - Sign the IAP.
- Review Command and General Staff progress and coordination.
- Order incident demobilization as appropriate.
- Maintain a personal log of all communications and actions.

## Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.
- Authorize demobilization of sections, branches and units when they are no longer required.
- Notify relevant organizations/jurisdictions of the expected planned demobilization time.

- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Demobilize the EOC at the designated time, as appropriate.

### **6.1.3 Liaison Officer**

The Liaison Officer serves as the primary contact for assisting and supporting organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants from other organizations also involved in the incident response. Tasks may be delegated to the appropriate assistant, if applicable.

#### Reports To

- EOC Director

#### Activation Actions

- Follow the common responsibilities activation checklist.
- Obtain briefing from Command:
  - Determine current status of Incident.
  - Identify current organization, using the appropriate forms.
- Determine organizations involved in the incident (governmental, non-governmental, private sector, etc.). Determine whether these organizations are:
  - Assisting (providing personnel, services, or other direct assistance/resources to the organization with direct responsibility for incident management), or
  - Supporting (providing support services to the organization with direct responsibility for incident management, but not providing any direct support or input to the incident itself).
- Obtain information on assisting/supporting organizations, including:
  - Contact person(s).
  - Email/Pin/Phone numbers.
  - Radio frequencies.
  - Cooperative agreements.
  - Resource type and availability.
  - Number of personnel.
  - Condition of personnel and equipment.
  - Organization constraints/limitations.

#### Operational Actions

- Establish workspace for Liaison function and notify organization representatives of location.
- Contact and brief assisting/supporting organization representatives and mutual assistance co-operators.

- Interview organization representatives concerning resources, capabilities, and restrictions on use. Provide this information at Planning Meetings, as needed.
- Work with Emergency Information Officer and Command to coordinate media releases associated with inter-organizational cooperation issues.
- Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues.
- Bring complaints pertaining to logistical problems, communications, and strategic and tactical direction to the attention of the Command.
- Attend Planning Meetings and brief on areas of responsibility, as required.
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow the common responsibilities demobilization checklist

#### **6.1.4 Emergency Information Officer**

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to the public in addition to the Community Spokesperson / Head of Council. Command must approve all emergency information that the EIO releases. During a complex incident, assistants may be assigned to the EIO, as required. Tasks may be delegated to the appropriate assistant, if applicable.

#### Reports to:

- EOC Director

#### Activation Actions

- Follow the common responsibilities activation checklist.
- Obtain briefing from Command:
  - Determine current status of Incident.
  - Determine facility/location for media contact (Emergency Information Centre, Incident Command Post, EOC, or other).
  - Determine current media presence.

#### Operational Actions

- Obtain policy guidance from Command with regard to media releases.
- Establish workspace for Emergency Information function and notify organization representatives.
- Determine staffing requirements and make required personnel assignments for the Emergency Information Centre (EIC) or Joint Emergency Information Centre (JEIC), as necessary.

- Contact and correspond with local jurisdictions to coordinate emergency information activities.
- Participate in briefings to senior and elected official(s):
  - Determine constraints on information process.
  - Determine pre-existing agreements for EICs, JIECs, etc.
- Assess the need for special alert and warning efforts, including for persons with special needs, and industries.
- Coordinate the development of protective action statements with the Operations Section.
- Prepare initial information summary as soon as possible after activation. Sample initial information summaries and media releases are contained in Annex E.
- Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Emergency Information Officers for EIC, JEIC, Field Information, Internal Information
- Establish contact with local, provincial and/or national media representatives, as appropriate.
- Establish a schedule for news briefings (this should be linked to the operational period).
- Coordinate with Logistics Section, the activation and staffing of message centre "rumour control" lines to receive requests and answer questions from the public. Provide statements to operators.
- Obtain current incident status reports from Planning Section. Coordinate a schedule for updates.
- Observe constraints on the release of information imposed by Command and according to organization guidance.
- Obtain approval for information releases from Command:
  - Confirm details to ensure no conflicting information is released.
  - Identify site and time for press briefings, and confirm participation by other members of the Incident Management Team.
- Release approved emergency information to media, and post information at the Incident Command Post, EOC and other appropriate locations.
- Record all interviews and copy all news releases:
  - Contact media to correct erroneous or misleading information circulated by the media.
- Coordinate information releases with information staff from other impacted organizations and jurisdictions.
- Attend Planning Meetings and brief on areas of responsibility, as required.
- Respond to special requests for information.

- Provide all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.
- Confirm with all concerned, the process for the release of information concerning incident-related injuries or deaths.
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

#### **6.1.5 Recording Clerk**

The Recording Clerk is a support function of the EOC Command Section and provides administrative support and recording functions of major decisions and pertinent information by the ECG in the EOC.

#### Reports To

- EOC Director

#### Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from current Recording Clerk.
- Assess the incident situation. Review the current situation status and initial incident
- Assist EOC Director in ensuring that the EOC facility is properly set up and ready for operations.
  - Ensure that an EOC check-in procedure is established, using the EOC Check-In Form.
  - provide a process for registering ECG members and maintain ECG members list;
  - provide all staff with identification badges to be worn at all times;
- Assist with Planning Meetings as scheduled.
- Ensure that an Incident Organization Chart is posted and completed.

#### Operational Actions

- Capture and record the timely and accurate flow of communications in the EOC
- Activate and maintain the main EOC master log and ensure it is current with all business cycle decisions, actions taken, etc.
- Receive and ensure property distribution of documents (originals and copies, date and time stamped) and file appropriately
- Maintain all standard forms and provide supplies for the EOC
- Distribute messages to appropriate parties;
- Provide administrative support and record any other information as required by the EOC Director, Liaison Officer and the EIO

- Distribute EOC situational reports, EOC Incident Action Plans and other documents as requested
- Coordinate the provision of clerical staff to assist in the EOC as required
- Upon direction by the Head of Council, arrange special meetings of Council and advise members of Council about the time, date and location of the meetings
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

## **6.2 Operations Section Chief**

The Operations Section is comprised of the following branches: Police, Fire, EMS, Emergency Social Services, Medical Officer of Health and Critical Infrastructure, as necessary and thus there may be multiple Operations Section Chiefs. Each Operations Section Chief is responsible for providing overall supervision and leadership to their Operations Section, including assisting in the development of the Incident Action Plan, implementing the Incident Action Plan and organizing, assigning and supervising all resources assigned operational tasks to them within an incident. The Operations Section Chief must work closely with other members of the Emergency Control Group, including other Operations Section Chiefs, to coordinate operational activities.

#### Reports To

- EOC Director

#### Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from Command:
  - Obtain and/or assist Command in determining objectives and recommended strategies.
  - Determine status of current tactical assignments.
  - Identify current organization, location of resources, and assignments.
  - Confirm resource ordering process.
  - Determine location of current Staging Areas and resources assigned there.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards. Ensure operational efficiency, personnel safety and adequate span of control.
- Meet with Planning Section Chief and obtain a preliminary situation briefing.
- Establish operational period in conjunction with Command.
- Coordinate and conduct Operations Briefing and assign operations personnel in accordance with Incident Action Plan (IAP):

- Based on the situation, activate appropriate branches within the section. Designate Branch Directors and Groups as necessary.
- Brief Staging Area Manager on types/numbers of resources to be maintained in Staging.
- Brief resources (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- Obtain a communications status briefing from the Telecommunications Unit in Logistics. Ensure that there is adequate communications equipment and frequencies available for the section.
- Determine estimated times of arrival of Section staff from the Resource Unit.
- Confer with the Command to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
- Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operations Section.
- Determine activation status of other Incident Command Posts involved in the incident(s) and establish communication links with them.
- Based on the situation known or forecasted, determine likely future needs of Operations Section.
- Identify key issues currently affecting the Operations Section. Meet with Section personnel and determine appropriate section objectives for the first operational period.
- Review responsibilities of Branches/Units within the Section. Develop an Operations Plan detailing strategies for carrying out operational objectives.

#### Operational Actions

- Ensure that all section personnel are maintaining their individual position logs.
- Ensure that situation and resources information is provided to the Planning Section on a regular basis or as the situation requires.
- Ensure that all media contacts are referred to the Emergency Information Officer.
- Establish and demobilize Staging Areas (if required).
- Develop and manage tactical operations to meet incident objectives.
- Assess life safety. Implement and enforce appropriate safety precautions.
- Evaluate situation and provide update to Command and Planning Section:
  - Location, status, and assignment of resources.
  - Effectiveness of tactics.
  - Desired contingency plans.
  - Need for any additional resources.
- Determine need for additional resources. Transmit resource orders to Logistics.

- Notify Planning Section of Section Branches, Divisions, Groups, Strike Teams, Task Forces, and single resources which are staffed, including location and names of leaders. Keep Planning Section up to date on changes in resource status.
- Write formal Operations portion of IAP with the Planning Section Chief, if directed by Command:
  - Identify assignments by Division or Group.
  - Identify specific tactical assignments.
  - Identify resources needed to accomplish assignments.
- Ensure coordination of the Operations Section with other Emergency Control Group sections:
  - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections
  - Ensure resource ordering and logistical support needs are passed to Logistics Section in a timely fashion. Enforce resource ordering process. Notify Logistics Section of communications problems.
  - Keep Planning Section up-to-date on resource and situation status.
  - Notify Liaison Officer of issues concerning cooperating and assisting organizations.
  - Keep Incident Commander apprised of status of operational efforts.
  - Coordinate media field visits with the Emergency Information Officer.
- Attend the tactics meeting with Planning Section Chief and Incident Commander prior to the planning meeting to review strategy, discuss tactics, and outline organization assignments.
- Attend planning meetings.
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

### **6.3 Planning Section Chief**

The Planning Section Chief is responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for the developing the Incident Action Plan and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status of resources. This information is needed to understand the current situation, predict probable course of incident events and lead the incident planning process. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Planning activities are the responsibility of the Planning Section Chief.

#### Reports To

- EOC Director

## Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from Command:
  - Determine current resource status.
  - Determine current situation status/intelligence.
  - Determine current incident objectives and strategy.
  - Determine whether Command requires a written or oral IAP.
  - Determine time and location of planning cycle meetings.
  - Determine desired contingency plans.
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate required units and designate Unit Leaders.
- Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
- Notify the Resources Unit of positions activated.
- Ensure that sufficient staff is available for a 24-hour schedule, or as required.
- Meet with Operations Section Chief. Obtain and review any major incident reports or documents.
- Ensure the Incident Briefing is completed and provide copies to Command, Command Staff, and General Staff
- Establish and maintain a resource tracking system.
- Identify key issues to be address by the Planning Section in consultation with section staff. Identify objectives to be accomplished during the initial operational period.

## Operational Actions

- Exercise overall responsibility for the coordination of unit activities within the Section.
- Keep Command and the Operations Section Chief informed of significant issues affecting planning.
- Advise the Incident Command Post and/or Emergency Control Group of any significant changes in incident status.
- Compile and display incident status summary information.
- Obtain/develop incident maps.
- Provide periodic predictions on incident potential. Establish a weather data collection system, when necessary.
- Prepare contingency plans:
  - Review current and projected incident and resource status.
  - Develop alternative strategies.
  - Identify resources required to implement contingency plans.

- Document alternatives for presentation to Command and Operations, and if required, for inclusion in the written IAP.
- Establish information requirements and reporting schedules for staff, as required.
- Meet with Operations Section Chief and/or Command, prior to planning meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- Conduct planning meetings.
- Supervise preparation and distribution of the written IAP.
- Coordinate IAP Sections/Reports with relevant sections.
- Ensure that the Planning Section is sharing information:
  - Instruct Units on information distribution methods/needs.
  - Ensure the Information Officer has immediate access to status reports and displays.
- Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.
- Ensure preparation of demobilization checkout form(s), if appropriate.

#### **6.4 Logistics Section**

The Logistics Section Chief is responsible for providing facilities, services and materials in support of the incident. The Section Chief participates in the development of the Incident Action Plan and activates and supervises the branches and units within the Logistics Section. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Logistics activities are the responsibility of the Planning Section Chief.

#### Reports To

- EOC Director

#### Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from Incident Commander:
  - Review situation and resource status for number of personnel assigned to incident.
  - Review current organization.
  - Determine which incident facilities have been/should be activated.

- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches/units within section as needed and designate Branch Supervisors/ Unit Leaders for each element.
- Assemble, brief, and assign work locations and preliminary work tasks to Section personnel.

#### Operational Actions

- Meet with Command and the Command/General Staff to identify immediate resource needs.
- Notify Resources Unit of other Units activated, including names and assignment locations.
- Advise Logistics Section Branches and Units to coordinate with appropriate Groups in the Operations Section to prioritize and validate resource requests.
- Assist Branch/Unit Leaders in developing objectives for the section and plans to accomplish objectives within the first operational period (or in accordance with the action plan).
- Ensure incident facilities are physically activated, as appropriate.
- Provide periodic Logistics Section Status Reports to Command.
- Confirm resource ordering process.
- Assess adequacy of current Incident Telecommunications Plan.
- Attend planning meetings and contribute, as required.
- Participate in preparation of Incident Action Plan (IAP):
  - Provide input on resource availability, support needs, identified shortages, and estimated time of arrival, for key resources.
  - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
  - Ensure Incident Telecommunications Plan is prepared.
  - Ensure Incident Medical Plan is prepared.
  - Assist in the preparation of transportation plan, if required.
- Review IAP and estimate section needs for next operational period; order relief personnel if necessary.
- Research availability of additional resources that may be required for incident response.
- Hold Section meetings to ensure communication and coordination among Logistics Branches and Units.
- Ensure coordination between Logistics and other Command and General Staff.
- Ensure that all personnel observe established level of operational security.

- Ensure all Logistics functions are documenting actions on Activity Log.
- Submit all Section documentation to Documentation Unit.
- Maintain a personal log of all communications and actions.

#### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

### **6.5 Finance and Administration Section Chief**

The Finance and Administration Section Chief is responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects. The Section Chief provides direction and supervision to Section staff and ensures compliance with financial policies and procedures. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Finance activities are the responsibility of the Finance Section Chief.

#### Reports To

- EOC Director

#### Activation Actions

- Follow the Common Responsibilities Activation Checklist.
- Obtain briefing from Command:
  - Incident objectives.
  - Participating/coordinating agencies.
  - Anticipated duration/complexity of incident.
  - Possibility of cost sharing.
- Obtain briefing from appropriate organization official:
  - Determine level of fiscal process required.
  - Delegation of authority to Command, and financial processes, particularly procurement.
  - Assess potential for legal claims arising out of incident activities.
  - Identify applicable financial guidelines and policies, constraints and limitations.
- Obtain briefing from parent organization Finance/Administration representative:
  - Identify financial requirements for planned and expected operations.
  - Determine agreements are in place for land use, facilities, equipment, and utilities.
  - Confirm/establish procurement guidelines.
  - Determine procedure for establishing charge codes.
  - Copies of all incident-related agreements, activated or not.
  - Determine potential for rental or contract services.
  - Determine if an Incident Business Advisor or Financial Support Unit is available, and maintain contact information for an organization Financial/Administration representative.
  - Coordinate with Command and General Staff and organization Human Resources staff to determine the need for temporary employees.
  - Ensure that proper tax documentation is completed.

- Determine whether hosting organization will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within the section as needed and designate unit leaders for each element:
  - Procurement Unit.
  - Time Unit.
  - Cost Unit.
  - Compensation/Claims Unit.
  - Technical Specialists.
- Ensure coordination with all activated organizations/bodies within the Province for the purposes of gathering and consolidating response cost estimates and other related information.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Logistics Section.
- Meet with all Unit leaders and ensure that responsibilities are clearly understood.
- In conjunction with Unit leaders, determine the initial action planning objectives for the first operational period.

#### Operational Actions

- Ensure that Finance and Administration position logs and other necessary files are maintained.
- Ensure that displays associated with the Finance and Administrative Section are current, and that information is posted in a legible and concise manner.
- Ensure all Sections and the Supply Unit are aware of charge code (as applicable).
- Attend planning meetings and contribute, as required:
  - Provide financial and cost-analysis input.
  - Provide financial summary on labour, materials, and services.
  - Prepare forecasts on costs to complete operations.
  - Provide cost benefit analysis, as requested.
  - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local Organization/political concerns.
- Gather continuing information:
  - Equipment time – Ground Support Unit Leader and Operations Section.
  - Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
  - Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
  - Potential and existing claims – Operations Section, Safety Officer, equipment contractors, organization representative, and Compensation/Claims Unit Leader.
  - Arrival and demobilization of personnel and equipment – Planning Section.
  - Daily incident status – Planning Section.
  - Injury reports – Safety Officer, Medical Unit Leader, Compensation/Claims Unit Leader.
  - Status of supplies – Supply Unit Leader and Procurement Unit Leader.

- Guidelines of responsible organization – Incident Business Advisor, Financial Support Unit, or local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.
- Meet with assisting and supporting organizations, as required, to determine any cost share agreements or financial obligation.
- Coordinate with all assisting and supporting organizations and specifically administrative personnel in hosting organization.
- Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labour, equipment, materials, and services:
  - Labour - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
  - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
  - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- 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 home organization or department according to policy.
- Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- Assist Logistics in resource procurement:
  - Identify vendors for which open purchase orders or contracts must be established.
  - Negotiate ad hoc contracts.
- Ensure coordination between Finance/Administration and other Command and General Staff.
- Coordinate Finance/Administration demobilization.
- Provide briefing to relief on current activities and unusual events.
- Submit all Section documentation to Documentation Unit.
- Maintain a personal log of all communications and actions.

### Demobilization Actions

- Follow Common Responsibilities Demobilization Checklist.

## 7. Emergency Communications

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Upon implementation of the Plan, it will be essential to co-ordinate an accurate release of information to the media, issue instructions to the public and respond to or redirect requests for information concerning any aspect of the emergency. The appointed Emergency Information Officer is responsible for coordination of all emergency communications in accordance with the Town's Emergency Information and Communications Plan contained in Annex E.

The following communications positions will be established as necessary:

- Community Spokesperson
- Site or EOC Media Coordinator
- Public Inquiry Supervisor

Depending upon the scope of the emergency, there may be a need to establish two media information centres – one near the scene (Site Media Centre) and the other near the EOC (EOC Media Centre).

### 7.1 Community Spokesperson

The Community Spokesperson role will be fulfilled by the Head of Council or his/her designate. Responsibilities of the Community Spokesperson include:

- Brief members of Council and Simcoe County Warden regarding ongoing status of the emergency and share emergency public information.
- Liaise with local mayors, provincial and federal elected officials if required.
- Give media interviews, attend press conferences and act on behalf of the Town Council.
- Redirect all inquiries about decisions made by the Emergency Control Group, and about the emergency as a whole, to the EOC Director.

### 7.2 Site or EOC Media Coordinator

The Site or EOC Media Coordinator will be appointed by the EIO and is responsible to:

- Establish and coordinate the site or EOC media centre in a safe, appropriate location, at or near the site for the media to assemble
- Establish a communications link and liaise regularly with the EIO at the EOC
- Redirect all inquiries regarding decisions made by the ECG and the emergency as a whole to the EIO
- Ensure that media are directed to the Site or EOC Media Centre as appropriate
- When necessary and appropriate, coordinate media photograph sessions at the site
- Coordinate on-scene interviews with the EIO between the emergency services personnel and the media

- Regularly review media coverage, including social media, of the emergency and prepare reports on media coverage to EIO

### **7.3 Public Inquiry Supervisor**

The Public Inquiry Supervisor is responsible for:

- Establish a public inquiry service, including the appointment of personnel and designation of telephone lines and/or utilizing 211 Service (“Public Inquiry Service”)
- Inform the EIO of the establishment of the Public Inquiry Service and designated telephone numbers
- Through the EIO inform the affected emergency services, the Emergency Control Group of the establishment of the Public Inquiry Service and designated telephone numbers
- Ensure liaison with the EIO to obtain current information on the emergency
- Respond to and re-direct inquiries and report from the public based upon information from the EIO
- Redirect inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service
- Redirect inquiries pertaining to persons who may be in the evacuation and reception centres to the registration and inquiry telephone number(s)
- Procure staff to assist, as required

## 8. Requests for Assistance

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During emergency operations the Emergency Control Group members will prioritize the allocation of resources in support of the emergency site(s) and may make arrangements for external assistance, if necessary, from neighbouring municipalities, County of Simcoe, Province of Ontario or other external non-government sources. The emergency assistance could include personnel with special expertise, special equipment with trained operators and/or any other type of service/expertise required to support the local emergency operations.

All requests for assistance will be reviewed and approved by the Emergency Control Group prior to the request being made.

### 8.1 Mutual Aid

Whenever a situation cannot be adequately dealt with solely by the responding fire services department or with mutual co-operation from other municipal departments, further actions may be required under the provisions of mutual aid agreements with surrounding municipalities. In such circumstances, the Fire Chief will contact the Simcoe County Fire Coordinator to activate the Simcoe County Mutual Aid Fire Plan.

### 8.2 Mutual Assistance

The Act authorizes municipalities to enter into agreements wherein each municipality may provide assistance, in the form of personnel, services, equipment and material, if called upon to do so by a requesting municipality in times of emergency.

Mutual Assistance Agreements enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Municipalities requesting and providing assistance are therefore not required to negotiate the basic terms and conditions under stressful conditions and may request, offer and receive assistance according to predetermined and mutually agreeable relationships.

The CEMC will facilitate Mutual Assistance Agreement(s) with neighboring municipalities as appropriate.

### 8.3 Request for County of Simcoe Assistance

The County of Simcoe Emergency Response Plan provides coordinated emergency support to municipalities in the event of an emergency. A municipality may request assistance from the County of Simcoe at any time by contacting the County of Simcoe CEMC, who in turn shall contact the County Warden and County Chief Administrative Officer.

The emergency contact list, including contact numbers for requesting assistance for activating the County of Simcoe Emergency Response Plan is in Annex A.

The County of Simcoe and the Town have entered into an agreement for the provision of emergency social services, including the establishment of reception and evacuation centres. The Simcoe County Emergency Social Services Response Plan is contained in Annex F. In order

to activate the Simcoe County Emergency Social Services Response Plan the Liaison Officer will contact the Simcoe County CEMC.

#### **8.4 Request for Assistance from the Province of Ontario**

The Mayor, EOC Director or Liaison Officer upon consultation with the Emergency Control Group may request assistance from the Province of Ontario at any time without any loss of control or authority. Such a request may be made by contacting OFMEM.

##### **EMO Provincial Operations Centre**

EMO staffs the Provincial Operations Centre (PEOC) on a 24/7 basis. The Town should report declared emergencies to the PEOC Duty Officer. Contact information for EMO can be found in Annex A.

##### **Provincial On-Call Requirement**

EMO requires that a designated contact for the Town be available at all times. If PEOC staff cannot reach the primary contact, then an alternate must be available to respond.

The PEOC primary point of contact will be the CEMC. If the CEMC is not available the Alternate CEMC will be the secondary point of contact.

##### **Disaster Recovery Assistance Programs**

The province is replacing the Ontario Disaster Relief Assistance Program with two new programs that will be more responsive to the needs of individuals and communities following a natural disaster.

The new Municipal Disaster Recovery Assistance program will help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads and public buildings, as a result of a natural disaster. Going forward, municipalities will be given four months rather than 14 days to assess costs and request provincial assistance, so that they have time to focus on emergency response after a disaster occurs.

The new Disaster Recovery Assistance for Ontarians program will provide faster assistance to individuals, small businesses, farmers and not-for-profit organizations who have experienced damage to, or loss of, essential property as a result of a natural disaster. The program will also do away with the current requirement for municipal volunteers to fundraise for matching provincial assistance.

Guidelines to access the Disaster Recovery Assistance Programs is contained in Annex J.

#### **8.5 Request of Assistance from the Government of Canada**

Requests for assistance from the Government of Canada must be submitted through the Province of Ontario through OFMEM.

## 9. Acronyms, Glossary and List of Annexes

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A number of key terms and acronyms are used throughout the Plan.

### 9.1 Acronyms

CEMC	Community Emergency Management Coordinator
ECG	Emergency Control Group
EIO	Emergency Information Officer
EMO	Emergency Management Ontario
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
ESM	Emergency Site Manager
HIRA	Hazard Identification Risk Assessment
IAP	Incident Action Plan
IC	Incident Command
IMS	Incident Management System
MP	Member of Parliament
MPP	Member of Provincial Parliament
OFMEM	Office of the Fire Marshal and Emergency Management
SSPS	South Simcoe Police Service

### 9.2 Glossary of Terms

**Act:**

Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9, as amended. The legal authority for emergency response plans in Ontario.

**Agency On-Scene Commander (AOSC):**

The ranking on-scene official for each agency reporting to the emergency that is responsible for managing the agency's response operations in consultation and coordination with the Emergency Site Manager and Emergency Control Group.

**Community Emergency Management Coordinator (CEMC):**

The person designated to co-ordinate the development and implementation of the municipality's emergency management program within the municipality and local government agencies with the emergency managements programs of other municipalities, with ministries of the Ontario Government and with non-governmental organizations.

**Command Post:**

A mobile communications / central control centre from which the Emergency Site Manager and Agency On-Scene Commanders will manage on-site activities and communicate with the Emergency Operations Centre and other operational communication centres.

**Disaster:**

A term which is used by the provincial and federal government to describe a major emergency which is governed by those levels of government.

**Disaster Recovery Assistance for Ontarians (DRAO):**

A provincial financial assistance program intended to alleviate the hardship suffered by municipalities, private homeowners, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged in a sudden and unexpected natural emergency, such as a severe windstorm, tornado, flood, forest fire or ice storm.

**Emergency (as defined in the Act):**

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.

**Emergency Control Group (ECG):**

This is the group responsible for providing coordination of the necessary support to the Emergency Site in order to minimize the effects of the Emergency. The Emergency Control Group shall direct the response of the Town to an emergency including the implementation of the Plan and continuity of municipal operations within the Town during an emergency.

**Emergency Information Officer (EIO):**

The person designated to interface between the Emergency Control Group and the public, media and other agencies in addition to the Community Spokesperson / Head of Council. This individual is charged with providing accurate and complete information about the emergency and monitoring the information provided for inaccuracies.

**Emergency Management Ontario (EMO):**

A branch of the Ministry of Community Safety and Correctional Services. Emergency Management Ontario is responsible for leading the coordination, development and implementation of emergency management programs in Ontario and assisting municipalities in their emergency management programs.

**Emergency Management Program Committee (EMPC):**

A group of Town staff, critical agencies and individuals responsible for the coordination of emergency operations and providing the resources and personnel necessary to manage the incidents.

**Emergency Operations Centre (EOC):**

The Emergency Operations Centre is the structure/facility where the Emergency Control

Group conducts its emergency management functions. There is a primary and secondary Emergency Operations Centre identified to ensure operational viability.

**EOC Director:**

The individual in charge of the management of the incident and authorized to delegate responsibility to other individuals.

**Emergency Recovery Committee:**

This committee, comprised of senior Town staff and key members representing various departments, agencies and stakeholders, is responsible to provide direction and coordinate activities addressing the recovery needs of all residents in the Town.

**Emergency Response Plan (the “Plan”):**

A plan, which is formulated to meet the requirements of the Emergency Management and Civil Protection Act and which governs the provision of necessary services during an emergency. The Plan contains the procedures and manner in which the Town will respond to an emergency and coordinate with other agencies.

**Emergency Site:**

The area where an emergency exists; also referred to as the incident site or scene.

**Emergency Site Manager (ESM):**

The person who is appointed by the Emergency Control Group to ensure the agencies responding to the Emergency Site are coordinated in their response. The ESM communicates directly with the Emergency Operations Centre Director at the Emergency Operations Centre.

**Emergency Site Management Team (ESMT):**

The Emergency Site Management Team consists of Agency On-Scene Commanders involved in the emergency, the Emergency Site Manager(s), when appointed, and the On-Scene Media Spokesperson.

**Evacuation Centre / Reception Centre:**

The centre is a facility set up to provide temporary shelter, food, recreation and basic requirements to a group of people who have been evacuated from an area as a result of the emergency. An evacuation centre is normally co-located with a reception centre where evacuees are registered.

**Finance and Administration Section:**

A group of individuals responsible for managing the financial costs and human resources concerns of the Emergency. In small scale emergencies, responsibilities of this section may be completed by one person.

**Hazard Identification Risk Assessment (HIRA):**

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

**Head of Council:**

The Head of Council is the Mayor. In the event that the Mayor is unavailable, the powers and duties of the Head of Council granted under the Act or the Emergency Plan shall be exercised by the Deputy Mayor or in his/her absence the next available Councillor, contacted in order by Ward number.

**Incident Action Plan (IAP):**

An oral or written plan containing general objectives reflecting the strategy for managing a specific emergency.

**Incident Management System (IMS):**

A set of doctrines, concepts, principals, terminology and organizational processes to enable effective emergency management.

**Liaison Officer:**

The individual responsible for communications between the Emergency Control Group and other agencies. Normally delegated to the Community Emergency Management Coordinator.

**Logistics Section:**

A group of individuals responsible for facilitating effective and efficient incident management by ordering resources from off-incident locations to provide facilities, transportation, supplies, equipment maintenance, fuel, food services, communication and IT support and medical services for emergency responders.

**Mutual Aid Agreements:**

An agreement developed between two or more emergency services (usually fire services) to render aid to the parties of the agreement. 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. Jurisdictions covered with these types of agreements could include neighbouring, cities, regions, provinces or nations.

**On-Site Media Information Centre:**

The location at or near the Emergency Site where the media may gather for updated media releases and press conferences, as determined by the Emergency Information Officer, in consultation with the Emergency Site Manager.

**Operations Section:**

A group of individuals responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control and restoration of normal operations.

**Planning Section:**

A group of individuals responsible for the collection, evaluation and dissemination of incident situation information and intelligence, maintaining the status of resources, preparing status reports, displaying situational information and developing and documenting the Incident Action Plan.

**Public Inquiry Supervisor:**

The person designated to establish the service to respond to and redirect inquiries and reports from the public.

**Simcoe County Fire Coordinator:**

The Fire Coordinator for the County of Simcoe as designated by the Office of the Fire Marshal and Emergency Management.

**Town:**

The Corporation of the Town of Bradford West Gwillimbury, including the geographic area under its jurisdiction.

**9.3 List of Annexes**

The annexes do not form part of the Plan but are listed here for reference only. The Plan annexes may be confidential and provide more detailed relevant information that may require frequent updating, be of a technical nature or is sensitive or personal information the release of which could pose a security threat or violate privacy legislation. A copy of all annexes are available with the CEMC and at the EOC for use by the Emergency Control Group.

Annex A	Contact Lists
Annex B	Emergency Notification Procedure
Annex C	Emergency Operations Centre (EOC) - Procedures
Annex D	Emergency Operations Centre (EOC) - Forms
Annex E	Emergency Information and Communications Plan
Annex F	Emergency Social Services Plans
Annex G	Other Town Plans
Annex H	Hazard Identification and Specific Plans
Annex I	Critical Infrastructure Assurance
Annex J	Continuity of Operations and Recovery Plans
Annex K	Emergency Agreements
Annex R	Resources
Annex XYZ	Outside Agency Plans and Emergency Information