



HALDIMAND COUNTY EMERGENCY RESPONSE PLAN

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EXECUTIVE SUMMARY

An emergency is 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/or
- is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise,

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

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

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

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

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

- Utilized as a tool to assist emergency and municipal services and officials in their emergency response activities
- Flexible enough to adapt to a broad spectrum of disasters
- Supported with adequate personnel, equipment and expertise from the responding agencies
- Aware of resources that may be available from neighbouring municipalities and the private sector
- Tested on a regular basis
- Reviewed on a regular basis

SECTION #1-INTRODUCTION

1.0 INTRODUCTION

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

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

1.1 PURPOSE

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

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

1.2 AUTHORITY

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

“every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the Council of the municipality shall by by-law adopt the emergency plan.” [Section 3 (1)]

Under the provisions of the *Emergency Management and Civil Protection Act* (2006), the head of Council:

“may declare that an emergency exists in the municipality, or in any part thereof, and may take such actions and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.” [Section 4 (1)]

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

Protection from liability for implementation of the plan

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

- (1) *No action or other proceeding lies or shall be instituted against a member of Council, an employee of a municipality, an employee of a local services board, an employee of a district Human Services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for an act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or neglect or default in the good faith exercise or performance of such a power or duty. 2006, c. 13, s.1 (6)*
- (2) *Despite subsections 5 (2) and (4) of the Proceedings Against the Crown Act, subsection (1) does not relieve the Crown of liability for the acts or omissions of a minister of the Crown or a Crown employee referred to in subsection (1) and the Crown is liable under that Act as if subsection (1) had not been enacted. 2006, c. 13, s. 1 (6)*
- (3) *Subsection (1) does not relieve a municipality of liability for the acts or omissions of Council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of Council as if the member were an employee of the municipality. 2006, c. 13, s.1 (6)*

Public Accessibility to the Plan

Section 10 of the *Emergency Management and Civil Protection Act* provides that an Emergency Plan must be available to the public during regular business hours at the municipal office.

Freedom of Information and Protection of Privacy

Any personal information collected under the authority of the Emergency Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within the Plan and the release of any information under this Plan shall be made in conformity with the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, as amended.

1.3 OBJECTIVES

The Emergency Plan may be implemented in whole, or in part, as the situation warrants and provides guidance and direction in responding to an emergency or disaster that may involve multiple sites and jurisdictions.

The main objectives of the Emergency Plan are:

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

SECTION #2-THE EMERGENCY MANAGEMENT PROGRAM

2.0 THE EMERGENCY MANAGEMENT PROGRAM

This section will describe the operations of the Haldimand County Emergency Management Program. It will define the work of the Emergency Management Program Committee and the Community Emergency Management Co-ordinators.

Under the *Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9, s. 2.1*, as amended, every municipality is required to have an emergency management program. Pursuant to that Act, Haldimand County By-law 1148/10 adopted Haldimand County Emergency Management Program that includes:

- (1)** An emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of Haldimand County and others will respond to the emergencies
- (2)** Training programs and exercises for employees of Haldimand County and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities
- (3)** Public education on risks to public safety and on public preparedness for emergencies
- (4)** Identification and assessment of the various hazards and risks to public safety that could give rise to emergencies
- (5)** Identification of the facilities and other elements of the infrastructure that are at risk of being affected by emergencies

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

- (1)** Prevention and mitigation are the measures taken to eliminate or reduce the degree of long-term risk to human life and property from natural and technological hazards. These measures may include legislation, building codes, hazard analysis, and land use management.
- (2)** Emergency Preparedness is the measures taken prior to an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Emergency preparedness normally includes emergency plans, training, exercises, public education, mutual aid agreements and warning systems.
- (3)** Emergency Response is the actions taken immediately before, during and directly after an emergency occurs, to save lives, minimize damage to property, and enhance effectiveness of recovery. Response measures include emergency plan activation, emergency instructions to the public, staffing an emergency operations centre, and the acquisition of additional resources.

- (4) Emergency Recovery is the measures taken to assist individuals, businesses and the community to return to a state of normalcy following an emergency. Such measures include damage assessment, debris clearance and environmental clean-up, crisis counselling, and financial assistance.

2.1 EMERGENCY MANAGEMENT PROGRAM COMMITTEE

The Emergency Management Program Committee (EMPC) is the critical management team that oversees the development, implementation and maintenance of the emergency management program. Every community must have an Emergency Management Program Committee.

The formation of an Emergency Management Program Committee is a key organizational step toward making the emergency management process work at the local level. To reach its full potential, the committee needs to represent the various departments that have a voice in implementing and maintaining the emergency management program.

Haldimand County's Emergency Management Program Committee is comprised of the following positions:

- Mayor of Haldimand County
- Chief Administrative Officer (CAO)
- Manager of Emergency Services/Fire Chief/Primary CEMC
- Manager of Building Controls and By-law Enforcement
- Manager of Facilities and Parks Operations
- Director of Engineering Services
- Manager of Information Systems
- Deputy Fire Chief/Alternate CEMC
- Deputy EMS Chief/Alternate CEMC

The Haldimand County Emergency Management Program Committee shall be scheduled for quarterly meetings at a minimum. Additional meetings or meetings of sub-committees shall occur as required.

Some of the responsibilities of the Emergency Management Program Committee shall include:

1. Conducting the community's Hazard Identification and Risk Assessment (HIRA) process
2. Reviewing and revising the Haldimand County Emergency Plan
3. Conducting the critical infrastructure identification process
4. Conducting annual training for the members of the Emergency Control Group (ECG), the Emergency Control Group alternates, the Emergency Support Group (ESG), the Emergency Support Group alternates and other Emergency Operations Centre (EOC) staff
5. Ensuring the designation and development of an appropriate Emergency Operations Centre

6. Conducting an annual exercise to evaluate the community's emergency response capabilities
7. Developing and implementing an Emergency Management public awareness and education program
8. Conducting an annual review of the Haldimand County Emergency Management program

2.2 COMMUNITY EMERGENCY MANAGEMENT CO-ORDINATORS

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

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

Some of the responsibilities of the Community Emergency Management Co-ordinators shall include:

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

2.3 COMMUNITY HAZARD IDENTIFICATION & RISK ASSESSMENT

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

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

The current Hazard Identification & Risk Assessment is Appendix #1 of this Plan.

2.4 CRITICAL INFRASTRUCTURE IDENTIFICATION

Haldimand County has identified critical infrastructure within its municipality that may be at risk during an emergency. Identifying critical infrastructure before an emergency occurs will ensure that the emergency response calculates the risk to this infrastructure and attempts to mitigate (where possible) any damage that may occur.

The critical infrastructure identification is Appendix #2 of this Plan and shall remain confidential.

2.5 ANNUAL EMERGENCY MANAGEMENT TRAINING

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

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

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

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

2.6 ANNUAL EMERGENCY MANAGEMENT EXERCISE

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

2.7 ANNUAL OFFICE OF THE FIRE MARSHAL AND EMERGENCY MANAGEMENT ONTARIO COMPLIANCE

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

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

SECTION #3-THE EMERGENCY PLAN

3.0 THE EMERGENCY PLAN

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

3.1 THE CUSTODIAN OF THE EMERGENCY PLAN

The Haldimand County Community Emergency Management Coordinator shall act as the custodian of the Haldimand County Emergency Plan.

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

All copies of the emergency plan shall carry the revision date on the footer in order to easily identify the most current version of the plan.

All distributed copies of the Plan shall be paper copies or PDF electronic versions in order to ensure the security of the plan.

3.2 APPENDICIES TO THE EMERGENCY PLAN

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

Emergency Plans distributed to members of the Emergency Control Group (and alternates), the Emergency Support Group (and alternates) and those housed in the Emergency Operations Centre shall contain all confidential appendices.

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

The table of contents for the Plan appendices can be located at the end of this Plan.

3.3 DISTRIBUTION OF THE EMERGENCY PLAN

The Plan may be re-printed and re-circulated in its entirety or simply as a Plan update re-printed and re-circulated to replace specific areas of the Plan which have been revised.

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

3.4 AMENDMENTS TO THE EMERGENCY PLAN

The Emergency Plan, as approved by By-law, may only be amended by Haldimand County Council.

Regulatory changes will be automatically adopted as part of the plan as enacted.

However, minor administrative changes that do not change the intent or direction of the Emergency Plan can be approved by the Emergency Management Program Committee without re-submitting the Plan to Council.

3.5 ANNUAL REVIEW OF THE EMERGENCY PLAN

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

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

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

3.6 ANNUAL EMERGENCY PLAN EXERCISE

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

3.7 PUBLIC ACCESS TO THE EMERGENCY PLAN

The Haldimand County Emergency Plan shall be made available to the public at the County administration building and on the Haldimand County website. Confidential appendices will not be made available along with the public portion of the Plan.

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

3.8 SUPPLEMENTARY PLANS

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

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

SECTION #4-NOTIFICATION & MOBILIZATION OF THE EMERGENCY CONTROL GROUP

4.0 NOTIFICATION & MOBILIZATION OF THE EMERGENCY CONTROL GROUP

An essential component of the Emergency Management program is the ability to quickly notify members (and alternates) of the Emergency Control Group (ECG) and Emergency Support Group (ESG). This section of the Emergency Plan outlines the process to notify and mobilize these groups in order to activate the Emergency Operations Centre (EOC).

This section of the Plan also outlines the procedures for requesting further assistance from the private sector, other municipalities, the Provincial Government and the Federal Government.

Some general guidelines on when the Emergency Notification System shall be activated and the Emergency Control Group mobilized include:

- The situation poses an imminent threat to the health or safety of the residents and visitors of Haldimand County and/or
- The situation poses an imminent threat to the environment or critical infrastructure within Haldimand County and/or
- The situation is causing, or has the potential to cause wide-spread disruptions to the conduct of normal service delivery and/or
- The situation requires a response that exceeds or threatens to exceed the normal capabilities of Haldimand County response agencies and/or
- The situation (actual or anticipated) is leading to large-scale public anxiety

4.1 THE EMERGENCY NOTIFICATION SYSTEM

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

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

- Mayor (or designate)
- Chief Administrative Officer (or designate)
- Haldimand County OPP Detachment Commander (or designate)
- Haldimand-Norfolk Medical Officer of Health (or designate)
- Community Emergency Management Coordinator (or designate)

The Emergency Notification System is coordinated by a contracted answering service. Appendix #3 (confidential) contains the contact information for all members (and alternates) of the Emergency Control Group and the Emergency Support Group. Appendix #4 (confidential) contains the contact information required to initiate the Emergency Notification System through the contracted answering service.

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

- Utilizing the Fire Department dispatch centre who have been provided with the appropriate contact information
- Utilizing an internal phone tree to complete the notifications

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

The Emergency Notification System will commence in the following manner:

1. The Emergency Notification System may be activated by any one of the five identified positions
2. Each of the primary members of the Emergency Control Group and members of the Emergency Support Group will be contacted.
3. Where no contact is made with the primary members, the alternate members will be contacted.
4. At the completion of the notification process the Community Emergency Management Coordinator will contact the person responsible for making the notifications and determine which staff have been successfully contacted and will be attending the Emergency Operations Centre.

It will be the responsibility of the Emergency Control Group and Emergency Support Group to notify any further staff or other agencies that are required to attend the Emergency Operations Centre.

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

As the members of the Emergency Control Group and Emergency Support Group are successfully notified they will be requested to mobilize at a specific location provided by the person(s) completing the notification.

4.2 REQUESTING PROVINCIAL ASSISTANCE

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. These requests are made by the Community Emergency Management Coordinator directly to the Office of the Fire Marshal and Emergency Management Ontario (OFMEM) through the Provincial Emergency Operations Centre (PEOC) which is staffed 24 hours a day, 365 days a year. Specific contact information for the Provincial Emergency Operations Centre can be found on Appendix #3 which contains all contact information and shall remain confidential.

Requests for assistance from the Federal Government are also to be made via the Office of the Fire Marshal and Emergency Management Ontario.

4.3 REQUESTING PRIVATE SECTOR ASSISTANCE

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

Haldimand County maintains emergency assistance agreements with various businesses throughout Haldimand County that can be activated in the event of an emergency. These agreements shall be found as Appendix #5 and shall remain confidential.

4.4 REQUESTING ASSISTANCE FROM OTHER MUNICIPALITIES

Assistance may be requested from other municipalities by contacting the respective Community Emergency Management Coordinator and/or Head of Council or Senior Staff. This contact information will be available on Appendix #6 which contains all contact information and shall remain confidential.

SECTION #5-EMERGENCY OPERATIONS CENTRES

5.0 EMERGENCY OPERATIONS CENTRES

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

In the event of an emergency the Emergency Operations Centre will be activated. The Emergency Operations Centre will be the central site of municipal emergency operations and will house the Emergency Control Group (ECG) and the Emergency Support Group (ESG). At the Emergency Operations Centre both groups will share information, make decisions and provide strategic management as required to mitigate the effects of the emergency.

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

The alternate Emergency Operations Centre may be activated if the primary site cannot be used because:

The primary Emergency Operations Centre is in or is expected to be in a hazard zone of the emergency

The primary Emergency Operations Centre is unavailable for use

The circumstances of the situation indicate that the alternate Emergency Operations Centre is more appropriate

In the event that neither the primary or alternate Emergency Operations Centre can be used, the Emergency Control Group shall designate an appropriate location as the Emergency Operations Centre.

5.1 ACTIVATION OF THE EMERGENCY OPERATIONS CENTRE

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

Once the Emergency Operations Centre has been activated through the Emergency Notification System it will depend upon arriving members of the Emergency Control Group and Emergency Support Group to set up the equipment and supplies stored on site.

It will be the responsibility of the first-arriving member of the Emergency Control Group or Emergency Support Group to begin establishing a functioning Emergency Operations Centre in accordance with the Emergency Operations Centre set-up and operating guidelines which are located in each EOC.

5.2 REGISTRATION AND SECURITY

Once the Emergency Operations Centre has been activated the facility must be made secure and all personnel attending the Emergency Operations Centre must sign in and out of the facility. All personnel entering the Emergency Operations Centre must report to registration and be properly registered.

Where possible, the security of the Emergency Operations Centre will be maintained by the Ontario Provincial Police (OPP). This will be especially important where the nature of the emergency requires heightened security or threatens the security and/or safety of the Emergency Operations Centre and/or its staff.

Responsibilities for Emergency Operations Centre registration and security will be further outlined in the Position Responsibilities section.

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

- Emergency Control Group members and their alternates
- Emergency Support Group members and their alternates
- Police personnel for facility security
- Members directly invited by the Emergency Control Group

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

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

5.3 SET-UP OF THE EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre shall consist of:

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

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

The ***Emergency Control Group Meeting Room*** shall contain or have readily available the following:

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

The ***Emergency Support Group Meeting Room*** is utilized by Emergency Support Group staff to collect, analyze and share information. The Emergency Support Group meeting room must be in close proximity to the Emergency Control Group meeting room.

The ***Emergency Support Group Meeting Room*** shall contain or have readily available the following:

- Sufficient tables and chairs for all present
- An accurate clock which is synchronized with all other clocks
- Maps (of suitable scale) for depicting and updating emergency operations
- A television for media monitoring
- Visual boards for logging emergency operations status, key decisions and other information
- All necessary phones, fax machines, computers (with internet access) and printers that may be required by Emergency Support Group
- Telephones
- Radio
- Fax machine(s)
- Photocopier
- Whiteboard(s)
- Maps
- Printer
- All necessary stationery requirements and office supplies

5.4 EMERGENCY OPERATIONS CENTRE OPERATIONS

During an emergency, the Emergency Control Group will assemble at the Emergency Operations Centre. From the Emergency Operations Centre the Emergency Control Group will coordinate the response effort.

Some of the primary Emergency Operations Centre operations that must be established by the Emergency Control Group include:

- Appointing an Emergency Site Manager (ESM) who will manage the emergency site, communicate back to the Emergency Operations Centre and implement Emergency Control Group decisions at the site
- Appointing an Emergency Information Officer (EIO) and establishing an Emergency Information Centre (EIC) to manage media and public requests for information
- Establishing the Incident Management System (IMS) within the Emergency Operations Centre and appointing people to the appropriate Incident Management System positions
- Activating Supplementary Plans within each Department/Division which will include alerting and mobilizing each Department's/Division's own staff resources
- Establishing a Meeting Cycle which will determine the intervals at which the Emergency Control Group will meet

MEETING CYCLE

Members of the Emergency Control Group will meet at regular intervals to discuss the progress of the emergency and required actions.

The frequency of the meetings shall be determined by the Chief Administrative Officer (CAO) and shall be kept as brief as possible thus allowing members to carry out their individual responsibilities.

At each Emergency Control Group meeting a status board shall be updated to reflect current information gathered at the meeting.

A meeting cycle shall be established based upon the expected frequency and duration of Emergency Control Group meetings.

As part of each meeting each member shall report the length of time that they have been present at the emergency. This will allow the Emergency Control Group to consider facilitating staff relief to avoid employee fatigue due to a long duration response.

When the Emergency Control Group meets according to the meeting cycle there will be no interruptions (unless urgent) until the meeting is concluded. When a meeting commences all Emergency Control Group members will come to the table and each member will briefly update the group on the actions of their respective area, identify issues needing resolution and seek input from the group as a whole.

The Chief Administrative Officer will be the chairperson of the Emergency Control Group meetings.

5.5 LOGS OF MAJOR EVENTS, DECISIONS AND ACTIVITIES

All events, decisions and activities of the Emergency Control Group and Emergency Operations Centre staff shall be properly logged. There shall be two types of logs maintained: the Main Event Log and the Personal Activity Log.

The **Main Event Log** shall be a master log that records all Emergency Control Group and Emergency Support Group meetings. The log will include all decisions, updates and communications with an accurate timeline.

The main event log shall be maintained by Emergency Operations Centre staff assigned to the SCRIBE position.

The **Personal Activity Log** is a personal log of all decisions, actions and communications of all Emergency Control Group and Emergency Support Group members. Emergency Control Group and Emergency Support Group members may request the assistance of scribes to maintain personal logs on their behalf.

SECTION #6-DECLARING AND TERMINATING A STATE OF EMERGENCY

6.0 DECLARING AND TERMINATING AN EMERGENCY

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

This section of the Emergency Plan will outline the process to formally declare and terminate a state of emergency.

Addressed in this section will be:

- The authority to declare an emergency
- A checklist to determine if a declaration of emergency is appropriate
- The process to formally declare an emergency
- A Declaration of Emergency form
- The notifications required when an emergency is declared
- The authority to terminate a declaration of emergency
- A checklist to determine if a termination of a declared emergency is appropriate
- The process to formally terminate an emergency declaration
- A Termination of a Declaration of Emergency form
- The notifications required when an emergency is terminated

6.1 DECLARING AN EMERGENCY

The authority to declare an emergency

The Emergency Management and Civil Protection Act states that “The head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O.1990, c. E.9, s. 4 (1)”.

Deciding whether an emergency declaration is appropriate

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

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

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

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

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

The decision to declare a state of emergency is an important one that shall be made by the Head of Council, in consultation with the Emergency Control Group after a thorough assessment of the situation has been made. The Office of the Fire Marshal and Emergency Management Ontario (OFMEM) Duty Officer may also be consulted regarding the decision to formally declare an emergency to exist.

Below is a provincially developed checklist that will assist the Head of Council and the Emergency Control Group with determining whether a declaration of a state of emergency is appropriate:

**** An emergency is defined under the *Emergency Management and Civil Protection Act* as:**

“a situation, or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property”.

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality or throughout Ontario, or any part thereof. Occasionally, emergencies arise that are of such significance that they exceed the capacity of local authorities to carry out the extensive emergency operations necessary to save lives and protect property and the environment. In a few rare cases, provincial response capability may also be challenged.

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

Some communities may be more resilient to certain types of emergencies (e.g., severe weather). There is an underlying assumption that extraordinary events may require extraordinary measures to support the response and recovery. Also, the capability to manage emergencies varies from community to community.

The following criteria will provide guidance for decision-making, when authorities are required to make an assessment and decision concerning the need for an emergency declaration.

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

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

The process to declare an emergency

Once the decision has been made to declare an emergency, an Emergency Declaration Form (Appendix #7) must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario Duty Officer. A follow-up phone call to the Office of the Fire Marshal and Emergency Management Ontario Duty Officer shall also be made to ensure that the declaration was received.

Notification required when an emergency is declared

In addition to notifying the Office of the Fire Marshal and Emergency Management Ontario of the declaration of an emergency, the following notifications shall be made:

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

Emergency Declaration Form

An Emergency Declaration form can be found as Appendix #7

6.2 TERMINATING AN EMERGENCY

The authority to terminate a declaration of an emergency

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

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

The following criteria will provide guidance for decision-making, when authorities are required to make an assessment and decision concerning the need to terminate an emergency declaration.

In considering the appropriate time to terminate an emergency, the following questions should be deliberated in order to determine that the situation has or has not been sufficiently resolved to allow the affected public to function without the need for additional emergency support.

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

The process to terminate a declared emergency

Once the decision has been made to terminate a declaration of an emergency, a Termination of a Declared Emergency Form (Appendix #8) must be completed and faxed to the Office of the Fire Marshal and Emergency Management Ontario. A follow-up phone call to the Office of the Fire Marshal and Emergency Management Ontario Duty Officer shall also be made to ensure that the termination of the declaration was received.

Notification required when a declared emergency is terminated

In addition to notifying the Office of the Fire Marshal and Emergency Management Ontario of the termination of the declaration of an emergency, the following notifications shall be made:

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

Termination of a Declared Emergency Form

A Termination of a Declared Emergency Form can be found as Appendix #8

SECTION #7-EMERGENCY CONTROL GROUP

7.0 EMERGENCY CONTROL GROUP

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

The Emergency Control Group consists of the following officials:

1. Mayor
2. Chief Administrative Officer (CAO)
3. General Manager of Corporate Services
4. General Manager of Community Services
5. General Manager of Planning & Economic Development
6. General Manager of Public Works
7. General Manager of Health & Social Services
8. Ontario Provincial Police (OPP) Detachment Commander
9. Manager of Emergency Services/Fire Chief/CEMC
10. Executive Assistant to the Chief Administrative Officer

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

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

This section of the Emergency Plan will detail the collective and individual responsibilities of all Emergency Control Group members.

7.1 COLLECTIVE RESPONSIBILITIES OF THE EMERGENCY CONTROL GROUP

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

The Emergency Control Group advises and assists the Head of Council in carrying out his or her duties under the Emergency Plan to protect the safety, security and well-being of residents, property and the environment.

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

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

- Ensure administrative and logistical support is provided for emergency workers at the emergency site(s) and post incident (i.e., food, water, shelter, sanitary facilities, maintenance, fuel, etc.).
- Ensure the Emergency Responders disperse and/or remove any people not involved in emergency operations, who are in danger, or whose presence hinders emergency operations being carried out by the Emergency Responders.
- Direct the discontinuation of any service or utility, where continuation of such service constitutes a hazard to emergency operations or public safety.
- Arrange for the provision of services and equipment from local agencies not under Municipal control, i.e., private contractors, volunteer agencies, service clubs.
- Authorize expenditures of municipal funds required immediately for emergency operations, emergency humanitarian aid and the preservation of the life, health and safety of anyone involved in or adversely affected by the emergency.
- Determine if volunteers are required and if appeals for volunteers are warranted.
- Exercise overall management responsibility for the Corporation's business continuity, including ensuring that adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site.
- Ensure the provision of emergency food, shelter and clothing, on a temporary basis, for any citizens who are in need of assistance as a result of the emergency.
- Determine if transportation is required for the movement of persons or supplies. If it is required, ensure it is arranged.
- Implement the Emergency Information Plan. Collect and disseminate information on the emergency and provide factual information to officials involved in emergency operations, the news media and the general public through the establishment of an Emergency Information Center (EIC) and the appointment of an Emergency Information Officer (EIO).
- Arrange for assistance from and/or liaise with other governmental departments/agencies, volunteer organizations, the private sector and the general public for the provision of information, resources and/or advice, as necessary.
- Determine the need for experts and/or establishment of advisory groups and/or sub-committees.
- Determine if a Recovery Committee needs to be established, and if so, nominate the chair and composition of that committee, along with its reporting structure, before the response to an emergency has been completed. This committee will coordinate the agencies (Social Services, Health, Public Works, Planning) required to return the community to its pre-emergency state.

- Provide advice and assistance to the Head of Council in terminating an emergency declaration, and ensuring that all services, agencies, groups or persons under the direction of the Emergency Control Group are informed of the termination of any emergency declaration.
- Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

7.2 INDIVIDUAL RESPONSIBILITIES OF EMERGENCY CONTROL GROUP MEMBERS

MAYOR

- Activate the Emergency Notification System, as required.
- Upon recommendation of the Emergency Control Group, declare an emergency to exist within the municipality.
- Ensure that the Haldimand County Council, the County's Member of Parliament and Member of Provincial Parliament, neighbouring municipalities and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary.
- In consultation with the Emergency Control Group, issue orders considered necessary to implement this Emergency Plan to protect the safety, health, welfare and property of the citizens of Haldimand County.
- Act as a liaison between the Emergency Control Group and Council; keep members of Council informed about the emergency situation and chair emergency Council meetings as required.
- Approve all decisions made by the Emergency Control Group pertaining to "extraordinary measures" affecting the lives and property of citizens within Haldimand County.
- Provide advice to the Emergency Control Group on political issues.
- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern.
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County.
- Act as the primary spokesperson for the County, in coordination with the Emergency Information Plan.

- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the Emergency Information Officer.
- Terminate the emergency at the appropriate time and ensure all concerned have been notified.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

CHIEF ADMINISTRATIVE OFFICER (CAO)

- Activate the Emergency Notification System, as required.
- Manage the Emergency Control Group and schedule and chair Emergency Control Group meetings.
- Lead and direct all operations in the Emergency Operations Centre, including:
 - establishing a cycle of Emergency Control Group meetings and ensuring that the members adhere to it,
 - providing administrative direction, including the maintenance of an agenda of issues/problems, actions and solutions so at each meeting the issues/problems are identified and recorded,
 - responding to and facilitating requests from the emergency site,
 - adjusting staff and resource levels,
 - ensuring that all responsibilities of the Emergency Control Group are fulfilled.
- Act as principal advisor to the Mayor and Council.
- Provide guidance on short-term and long-term operational planning and establishment of the priorities for the restoration of services and facilities that have been damaged, temporarily suspended or reduced as a result of the emergency.
- Ensure a record is kept of all issues and problems identified, resolved and yet to be resolved, major decisions made, instructions issued and actions taken.
- Ensure a record of all expenditures is maintained for later cost recovery, if warranted.
- Ensure compliance with applicable legislation, regulations, by-laws and policies.
- Liaise, as required, with senior officials in provincial ministries and agencies, neighbouring municipalities, non-government agencies and other stakeholders in the community to coordinate response activities and/or request assistance when existing resources are inadequate to meet the demands of the emergency.
- Ensure through the Emergency Information Officer that the Emergency Information Centre is operational and that the telephone numbers are broadcast and published for use by the public and the media.

- Ensure, in consultation with the Mayor and Emergency Information Officer that a schedule of media conferences, news releases and public service announcements is established.
- Approve major announcements and media releases prepared by the Emergency Information Officer, in consultation with the members of the Emergency Control Group.
- Chair a special meeting of the Emergency Control Group as soon as practicable after the termination of the emergency to ensure the post-emergency debriefing takes place and to consider a report on the emergency response.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

GENERAL MANAGER OF CORPORATE SERVICES

- Manage the Emergency Control Group and schedule and chair Emergency Control Group meetings in the absence of the CAO.
- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group on matters pertaining to Corporate Services.
- Oversee the Corporate Services Department comprised of the Clerks, Finance, Human Resources, Information Systems and Support Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to Council, clients and the parts of the community not affected by the emergency.
- Provide general direction of department activities including personnel, resource and financial management and facilitating extraordinary expenditures, within authorized limits, to meet corporate response and continuity of operations objectives.
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to workplace issues, agreements and contracts, aid and assistance, financial matters, legal affairs, compliance with legislation and other issues as may arise.
- Advise regarding expenditures approved by the Emergency Control Group that may contravene the procurement policy.
- Oversee that accurate corporate records are maintained of all requests, recommendations and decisions made, directions received and/or given, issues resolved or not resolved and actions taken.
- Liaise with the Ministry of Municipal Affairs and Housing regarding the Ontario Disaster Relief Assistance Program (ODRAP).
- Coordinate the contract with the Haldimand County solicitor and consult with the solicitor as required.

- Coordinate (with the assistance of other General Managers and the Manager of Human Resources) the Staff Deployment component of the Continuity of Operations Plan.
- Ensure that the Information Systems Division has been assigned to coordinate all communications and information technology resources within the Emergency Operations Centre.
- Ensure the provision of support staff to assist the Emergency Control Group in the coordination, collection and dissemination of information relative to the emergency.
- Ensure that records of expenses are maintained for future claim purposes and that appropriate accounting processes are being followed. Maintain the petty cash and keep the accounting of all cash/cheques going in and out.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

GENERAL MANAGER OF COMMUNITY SERVICES

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group on matters pertaining to Community Services.
- Oversee the Community Services Department comprised of the Emergency Services, Facilities and Parks Operations, Library and Grandview Lodge Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities including emergency services, and facility operations to meet corporate response and continuity of operations objectives.
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to emergency response, community programs, facility use/operations, and other issues as may arise.
- Ensure that County-owned facilities, such as community centres, are structurally sound and buildings unaffected by the emergency are prepared to accept people for temporary housing.
- Under the direction of the Emergency Control Group, coordinate offers of and appeals for, volunteers that may be required to assist with operations other than the staffing of reception and evacuation centres (Health & Social Services responsibility).
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Manager of Human Resources.

- Coordinate the acquisition, distribution and scheduling of various modes of transport (i.e., public transit, school buses, trains, boats, and trucks) for the purpose of transporting persons and/or supplies, as required, by members of the Emergency Control Group.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

GENERAL MANAGER OF PLANNING AND ECONOMIC DEVELOPMENT

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

GENERAL MANAGER OF PUBLIC WORKS

- Provide input on the strategic direction and management of the County's response to the emergency and advice to the Emergency Control Group on matters pertaining to Public Works.
- Oversee the Public Works Department comprised of Roads Operations, Fleet and Equipment Operations, Environmental Services and Engineering Services Divisions in planning and participating in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Provide general direction of department activities including physical resource management, roads operations and infrastructure management to meet corporate response and continuity of operations objectives.
- Liaise with other governments/agencies, residents, elected officials, and special interest groups, on matters pertaining to roads operations, environmental concerns, infrastructure rehabilitation and other issues as may arise.
- Provide the Emergency Control Group with advice on technical, engineering and public works matters.
- Provide engineering materials, supplies and equipment as required.
- Liaise with public utilities to disconnect any service representing a hazard and/or arrange for the provision of alternate services.
- Maintain water systems and services (when possible).
- Discontinue any water service as required and restore these services when appropriate.
- Discontinue any Roads, Sanitary Sewer and Waste Management service, as required.
- Restore discontinued Roads, Sanitary Sewer and Waste Management services as determined by the Emergency Control Group.
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health.
- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers, garbage collection and disposal and roads operations.
- Ensure the activation of the Haldimand County Contingency Plan for Spills of Oil and Other Hazardous Materials if required.
- Liaise with the Fire Chief concerning water supply for firefighting purposes.
- Provide municipal vehicles, equipment and operators as required.

- Arrange for additional heavy construction equipment as required.
- Coordinate emergency flood mitigation as required (pumping, sandbagging etc.).
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

GENERAL MANAGER OF HEALTH AND SOCIAL SERVICES

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

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

HALDIMAND COUNTY OPP DETACHMENT COMMANDER

- Activate the Emergency Notification System, as required.

- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group on matters pertaining to protection of life and property, prevention of crime, law enforcement, control of vehicular and pedestrian traffic, and issues of evacuation and repopulation as they relate to the police service.
- Implement the Ontario Provincial Police (OPP) Emergency Plan as required.
- Organize and direct the activities of the Ontario Provincial Police in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Appoint a Police Incident Commander and establish an on-scene command post with communications to the Emergency Operations Centre.
- Ensure that on-site response agencies establish emergency routes, inner and outer perimeters, staging areas, and make recommendations to the Emergency Control Group about evacuation requirements/zones, as required.
- Investigate the incident where legally required to do so.
- Ensure scene security at and within the perimeters of the emergency site.
- Ensure security at the Emergency Operations Centre, if necessary.
- Guard against vandalism and looting and patrol areas with evacuated buildings.
- Ensure that a traffic control system is activated in order to facilitate the movement of emergency vehicles to and from the outer perimeters.
- Ensure that a system of crowd control and, if necessary, crowd dispersal is initiated in order to maintain the integrity of the outer perimeters.
- Assume a leading role and liaise with the Emergency Services Division, as appropriate, in planning and conducting an evacuation.
- Ensure that persons endangered by the emergency are alerted (via media, loud hailers, door-to-door, etc.) and advised about evacuation procedures.
- Provide police services at evacuation centres, holding areas and other areas and sites, as required to maintain law and order.
- Notify the Coroner of fatalities and assist the Coroner with respect to the identification and processing of deceased persons including proper management of their property.
- Liaise with other community, provincial and federal police agencies, and activate mutual aid and mutual assistance agreements, as required.
- Provide the services of a media relations officer where required.

- Provide resources to assist in mobile communications, should they become necessary.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

MANAGER OF EMERGENCY SERVICES/FIRE CHIEF

- Activate the Emergency Notification System, as required.
- Provide input on the strategic direction and management of the County's response to an emergency and advice to the Emergency Control Group on matters pertaining to fire suppression, fire prevention, hazardous materials response, rescue and Emergency Medical Services.
- Manage and direct the fire suppression, fire prevention, hazardous materials response, search and rescue and patient care activities of the Haldimand County Emergency Services Division in resolving the emergency and continuing to deliver necessary services to clients and parts of the community not affected by the emergency.
- Appoint both Fire Department and Emergency Medical Services Incident Commanders and establish a command post with communications to the Emergency Operations Centre.
- Provide an Emergency Site Manager when required by the Emergency Control Group.
- Ensure the Emergency Site Manager provides regular status reports to the Emergency Control Group.
- Ensure on site response agencies establish emergency routes, inner and outer perimeters, staging areas, and make recommendations to the Emergency Control Group about evacuation requirements/zones, as required.
- Activate the Mutual Fire Aid System (if required).
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make arrangements for procurement through the office of the Fire Marshal of Ontario.
- Assess the need for (and request if required) special Emergency Medical Services resources at the emergency site (e.g.,-multi-patient units, emergency support units, air ambulances, remote access vehicles etc.) and request through the Central Ambulance Communications Centre (CACC).

- Assist other departments/agencies as required with non-fire fighting operations as resources are available.
- Advise the Emergency Control Group on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger.
- In collaboration with OPP, Conservation Authorities, Public Works Department and the Provincial Emergency Operations Centre, contain spills and ensure compliance with legislation with respect to testing and disposal.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

COMMUNITY EMERGENCY MANAGEMENT COORDINATOR (CEMC)

- Activate the Emergency Notification System, as required.
- Act as a facilitator and resource to the Emergency Control Group providing information and guidance related to emergency management matters, procedures and plan implementation.
- Assist in activating the emergency notification system, ensuring all members of the Emergency Control Group are notified.
- Act as a resource to the Chief Administrative Officer and Emergency Control Group members, assisting them in fulfilling their respective duties at the Emergency Operations Centre.
- Act as the primary point of contact with the Office of the Fire Marshal and Emergency Management Ontario.
- Arrange for the response of provincial resources such as the HUSAR (Heavy Urban Search and Rescue) team, Provincial CBRN (Chemical, Biological, Radioactive & Nuclear) response team, EMAT (Emergency Medical Assistance Team) and PERT (Provincial Emergency Response Team).
- Coordinate the internal functioning of the Emergency Operations Centre for effective operational capability.
- Provide advice and assistance to the various sub-committees, groups, departments and personnel involved at the Emergency Operations Centre, and any other location, as required.

- Ensure that Emergency Control Group members have the necessary resources (plans, maps equipment, supplies etc.).
- Undertake special assignments at the request of the Emergency Operations Centre Manager.
- Coordinate a post-emergency debriefing.
- Coordinate, prepare and circulate the post-emergency report.

EXECUTIVE ASSISTANT TO THE CHIEF ADMINISTRATIVE OFFICER

- Act in a resource and advisory capacity to the Emergency Control Group, and other emergency and support staff, as required.
- Provide assistance to the Chief Administrative Officer as required.
- Ensure the effective administrative operation of the Emergency Operations Centre.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required.
- Perform other duties as assigned, in accordance with corporate objectives.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

SECTION #8-EMERGENCY SUPPORT GROUP

8.0 EMERGENCY SUPPORT GROUP

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

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

The Emergency Support Group consists of the following officials:

1. Clerk
2. Manager of Information Systems
3. Manager of Roads Operations
4. Deputy Fire Chief
5. Deputy EMS Chief(s)
6. Emergency Services Division Administration Staff

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

The Emergency Support Group may function with only a limited number of persons depending upon the emergency.

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

This section of the Emergency Plan will detail the collective and individual responsibilities of all Emergency Support Group members.

8.1 COLLECTIVE RESPONSIBILITIES OF THE EMERGENCY SUPPORT GROUP

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

- Assist with the physical set-up of the Emergency Operations Centre.
- Assist with the establishment of communications and information technology systems within the Emergency Operations Centre.
- Participate in Emergency Control Group meetings (as required) to provide technical expertise.

- Assist with maintaining a detailed record/log of decisions made and actions taken by the Emergency Control Group during all emergency operations.
- Assist with ensuring administrative and logistical support is provided for Emergency Operations Centre staff.
- Collect and disseminate information on the emergency.

7.2 INDIVIDUAL RESPONSIBILITIES OF THE EMERGENCY SUPPORT GROUP MEMBERS

CLERK

- Manage the regular activities of the Clerk's Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide advice, in consultation with legal counsel, to the Emergency Control Group on matters of a legal nature as they may apply to the actions of Haldimand County in its response to the emergency.
- Upon direction of the Mayor, ensure Council is advised of the emergency and arrange special meetings of Council, as required.
- Provide administrative/clerical staff to the Emergency Operations Centre, as required.
- Coordinate and oversee the record-keeping of the Emergency Control Group and Emergency Operations Centre.
- Log all decisions made by the Emergency Control Group.
- Record the minutes of the Emergency Control Group business cycle meetings.
- Perform other duties as assigned.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

MANAGER OF INFORMATION SYSTEMS

- Manage the regular activities of the Information Systems Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide the Emergency Control Group with technical advice regarding information technology and telecommunications.

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

MANAGER OF ROADS OPERATIONS

- Manage the regular activities of the Roads Operations Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide the Emergency Control Group with technical advice regarding Roads Operations.
- Provide Roads Operations staff and equipment, as required.
- Provide road barriers and traffic markers, as requested.

- In cooperation with the fire department, manage spills of hazardous materials.
- Perform other duties as assigned.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.

DEPUTY FIRE CHIEF

- Oversee the operations of the Haldimand County Fire Department, as required.
- Act as the Emergency Site Manager, as required
- Ensure a Fire Department Incident Commander is appointed and establish communications with the Incident Commander at the Command Post.
- Liaise with the Fire Department Incident Commander to ensure that staging, accountability and rehabilitation sectors have been established and are effectively operating.
- Activate the Mutual Fire Aid System (if required).
- Determine if additional or special information, vehicles, equipment, supplies and/or expertise to assist the Fire response will be required, and make arrangements for procurement through the Office of the Fire Marshal of Ontario.
- Advise the Emergency Control Group on issues that fall under the jurisdiction of the Fire Service, regarding the need to evacuate buildings/areas, or demolish structures, which present an immediate danger.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.
- Perform other duties as assigned.

DEPUTY EMS CHIEF

- Oversee the operations of Haldimand County Emergency Medical Services (EMS), as required.
- Act as the Emergency Site Manager, as required
- Ensure an EMS Incident Commander is appointed and establish communications with the Incident Commander at the Command Post.
- Liaise with the EMS Incident Commander to ensure that EMS staging, triage, treatment and transport sectors have been established and are effectively operating.

- Liaise with the Manager of Health and Social Services and the Community Care Access Centre (CCAC) for information regarding invalid or disabled citizens who may require stretcher transportation in order to effectively evacuate.
- Assess the need for (and request if required) on-site medical teams to manage extraordinary circumstances such as prolonged and extensive entrapment.
- Assess the need for (and request if required) special Emergency Medical Services resources at the emergency site (e.g., -multi-patient units, emergency support units, air ambulances, remote access vehicles etc.) and request through the Central Ambulance Communications Centre.
- Notify the Emergency Health Services Branch (EHSB) of the emergency.
- Communicate with Hamilton CACC to notify hospitals and coordinate the transportation of casualties to the hospitals.
- Request on-site dispatching through Hamilton CACC, if necessary.
- Coordinate assistance from St. John Ambulance, if required.
- Assist (where possible) in co-ordinating the transportation of people to and/or from health care facilities, long-term care facilities and retirement homes that are to be evacuated.
- Ensure accurate and timely documentation of casualty care and movement and conduct of ambulance operations, as per Ministry of Health and Long Term Care Multi-casualty Incident (MCI) Emergency Response Guidelines.
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency.
- Perform other duties as assigned.

EMERGENCY SERVICES DIVISION ADMINISTRATION STAFF

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

SECTION #9-HALDIMAND COUNTY STAFF RESPONSIBILITIES

9.0 RESPONSIBILITIES OF HALDIMAND COUNTY DIVISIONS AND STAFF

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

This section of the Emergency Plan outlines some specific individual responsibilities for Haldimand County staff. While the responsibilities are outlined as being assigned to the Manager of each division, the responsibilities may be assigned to other division staff as appropriate.

9.1 INDIVIDUAL RESPONSIBILITIES STAFF NOT ASSIGNED TO THE EMERGENCY CONTROL GROUP OR EMERGENCY SUPPORT GROUP

MANAGER OF HUMAN RESOURCES

- Manage the regular activities of the Human Resources Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Assist the General Manager of Corporate Services with the implementation of any staff re-deployment that may be required to maintain essential municipal operations, in accordance with the Continuity of Operations Plan.
- Coordinate requests for Human Resources required to assist with the emergency.
- Provide guidance and advice relating to Human Resources.
- Assist the General Manager of Community Services and the General Manager of Health and Social Services with the logistical requirements to utilize volunteers. This will include responsibility for ensuring that volunteers are properly screened, registered and identified.
- Ensure that a volunteer registration form is completed and a copy retained in County records.
- Assist with the coordination of Critical Incident Stress Debriefings (CISD) and the Employee Assistance Program (EAP).
- Provide guidance and advice as it relates to workplace safety during the emergency operations.

- Coordinate a process that allows employees engaged in emergency operations to be contacted by their families.
- Ensure a process is in place to track all union and non-union employees for time worked during the emergency, to enable proper compensation.
- Other duties as assigned.

TREASURER

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

MANAGER OF SUPPORT SERVICES

- Manage the regular activities of the Support Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and advice related to risk assessment and management during emergency operations.
- Initiate the opening, operation and staffing of switchboards at the County offices as part of the public information process, if required.
- Act as a liaison between Haldimand County and purchasing cooperatives across Ontario to aid in sourcing goods, services and construction related to emergencies.
- Other duties as assigned.

SOLICITOR

- Provide legal guidance and advice to the Emergency Control Group, as required.
- Other duties as assigned.

DIRECTOR OF ENGINEERING SERVICES

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

MANAGER OF ENVIRONMENTAL SERVICES

- Manage the regular activities of the Environmental Services Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to environmental services during emergency operations.
- Maintain water systems and services (when possible).
- Discontinue any water services as required and restore these services when appropriate.
- Ensure the provision of emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health.
- Discontinue any Sanitary Sewer and Waste Management services, as required.
- Restore of discontinued Sanitary Sewer and Waste Management services as determined by the Emergency Control Group.
- Ensure the provision and maintenance of infrastructure and service such as storm sewers, sanitation sewers and garbage collection and disposal.
- Other duties as assigned.

MANAGER OF FLEET & EQUIPMENT OPERATIONS

- Manage the regular activities of the Fleet and Equipment Operations Division, both as they relate to the current emergency and to maintaining essential services and functions to regular municipal service.
- Provide guidance and technical advice related to fleet matters during emergency operations.
- Provide municipal vehicles, equipment and staff as required.

- Coordinate the fuel supply for County vehicles during the emergency.
- Other duties as assigned.

MANAGER OF BUILDING & BY-LAW CONTROLS/CHIEF BUILDING OFFICIAL

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

MANAGER OF PLANNING AND DEVELOPMENT

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

MANAGER OF ECONOMIC DEVELOPMENT & TOURISM

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

MANAGER OF COMMUNITY DEVELOPMENT AND PARTNERSHIPS

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

MANAGER OF FACILITIES & PARKS OPERATIONS

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

GRANDVIEW LODGE ADMINISTRATOR

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

HALDIMAND COUNTY PUBLIC LIBRARY CEO

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

- Other duties as assigned.

9.2 DEPLOYMENT OF HALDIMAND COUNTY STAFF

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

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

In order to effectively deploy staff to meet these objectives, some staff may be re-deployed to different roles than usual. The deployment of staff will be managed in accordance with Haldimand County's Continuity of Operations Plan which is attached as Appendix #9 (Confidential).

The Continuity of Operations Plan outlines what municipal services are considered essential and establishes the required staffing levels to maintain these services. The Continuity of Operations plan relies upon an employee "other skills" database that outlines skills, experience, education, training and licenses that each Haldimand County employee has that may be beneficial in a role outside of their regular position.

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

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

SECTION #10-OUTSIDE AGENCIES

10.0 RESPONSIBILITIES OF OUTSIDE AGENCIES

There exist agencies external to the municipal response structure that may be required to provide assistance during an emergency. This assistance may be provided through attendance at the Emergency Operations Centre at the request of the Emergency Control Group or through communication with the Emergency Operations Centre without the need to attend.

This section of the Emergency Plan will outline the responsibilities of outside agencies during an emergency.

10.1 INDIVIDUAL RESPONSIBILITIES OF OUTSIDE AGENCIES

HYDRO UTILITIES (HYDRO ONE)

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

NATURAL GAS UTILITIES (UNION GAS)

- Provide advice and expertise regarding natural gas service and potential natural gas emergencies to the Emergency Control Group.

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

CONSERVATION AUTHORITIES (GRAND RIVER, NIAGARA PENINSULA AND LONG POINT REGION)

- Provide advice and expertise regarding potential flooding.
- Should the situation develop to require Emergency Operations Centre activation, provide a representative to the Emergency Operations Centre if requested.
- Provide appropriate warnings in advance of actual flood events.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

SCHOOL BOARDS (GRAND ERIE DISTRICT SCHOOL BOARD & BRANT HALDIMAND NORFOLK CATHOLIC DISTRICT SCHOOL BOARD)

- Act as a resource should schools be potentially required for use during an emergency.
- Should the situation develop to require Emergency Operations Centre activation, provide a representative to the Emergency Operations Centre if requested.
- Liaise with the Emergency Control Group regarding emergencies that may affect schools or school properties directly.

- Liaise with the Emergency Control Group regarding emergencies that may affect the release of school children.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

CANADIAN RED CROSS

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

MEDICAL OFFICER OF HEALTH

- Provide advice and expertise to the Emergency Control Group on matters relating to public health.
- Assess the impact of the emergency on the health of the public.
- Provide advice to the public on any matters that may adversely affect public health.
- Provide advice on the health and safety of emergency water supply, sanitation, shelters and food supply.
- Notify other agencies and senior levels of government on health matters relating to the emergency.
- Coordinate all efforts to prevent and control the spread of disease.
- Coordinate mass immunization clinics, as required.
- Coordinate vaccine storage, handling and distribution.

- Prescribe the disease control requirements for temporary morgues and the management of deceased persons, in consultation with the Office of the Coroner.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

HOSPITALS (HALDIMAND WAR MEMORIAL HOSPITAL AND WEST HALDIMAND GENERAL HOSPITAL)

- Implement their own internal hospital emergency plan, as required.
- Should the situation develop to require Emergency Operations Centre activation, provide a representative to the Emergency Operations Centre if requested.
- Liaise with the Medical Officer of Health regarding issues of mutual concern.
- Liaise with Haldimand County EMS regarding patient capacity and transportation issues that may affect the ability of hospitals to receive patients for treatment.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

ST. JOHN AMBULANCE

- Activate the local St. John Ambulance Emergency Plan, if required.
- Under the direction of the Manager of Emergency Services, provide personnel and equipment to assist with emergency medical care at the emergency site and/or reception and evacuation centres.
- May assist in the search for missing persons, as necessary.
- May assist with the evacuation of persons, as necessary.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

SALVATION ARMY

- Activate the local Salvation Army Emergency Plan, if required.
- Establish and maintain contact with the General Manager of Health and Social Services in the Emergency Operations Centre.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

HAMILTON NIAGARA HALDIMAND BRANT COMMUNITY CARE ACCESS CENTRE, HALDIMAND NORFOLK BRANCH

- Activate the HNHB CCAC Incident Management Plan, if required.
- Assist with identifying clients who may have been affected by the emergency.
- Authorize new admissions to long-term care facilities, as required.
- Provide information to the Emergency Control Group regarding the number, location and needs of ill and disabled residents within the community.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

VICTIM SERVICES OF HALDIMAND-NORFOLK

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

WELLAND HUMANE SOCIETY

- Provide care for animals displaced as a result of the emergency.
- Liaise with other agencies as required by the Emergency Control Group.
- Participate in the debriefing following the emergency.

SECTION #11-INCIDENT MANAGEMENT SYSTEM

11.0 THE INCIDENT MANAGEMENT SYSTEM

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

While the management of the emergency will commence with persons and agencies exercising their roles (as described in this plan) by position, in order to effectively manage a large-scale and/or long duration emergency, the Incident Management System shall be used.

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

The responsibility to transition to an Incident Management System and assign Incident Management System positions rests with the Emergency Control Group.

11.1 INCIDENT MANAGEMENT SYSTEM FUNCTIONS

A key principle of the Incident Management System is that five key management functions - Command, Operations, Planning, Logistics and Finance/Administration - always must be addressed at any incident. In a simple incident or in the very early stages of a complex incident, one person may carry out all five functions. In a complex incident, five separate sections (Command, Operations, Planning, Logistics, and Finance/Administration) may be set up. These 5 sections would operate from the Emergency Operations Centre.

COMMAND SECTION

The command section is the first and primary organizational component of the Incident Management System structure. The command section consists of the person or team with responsibility for managing the responses to an incident.

The Command Section responsibilities include:

- Ensuring the safety of all responders
- Assessing and reassessing the situation
- Determining goals, strategies, objectives and priorities appropriate to the level of response
- Establishing an appropriate command structure using IMS
- Coordinating all incident management activities
- Establishing and maintaining liaison with supporting and/or assisting organizations
- Providing information to/briefing senior and elected officials as required
- Establishing an operational planning cycle (as required)
- Approving an Incident Action Plan (IAP)

- Managing incident resources (including approval of volunteers, etc)
- Managing sensitive issues arising from the incident
- Authorizing the release of emergency information to the public in cooperation with other levels of response

Command Section Staff

Command section staff consist of the Emergency Operation Centre Manager, Emergency Information Officer, Risk Management/Safety Officer, Liaison Officer, and other subject matter experts or specialists as required (e.g. Legal) to support the command section. Command section staff may have an assistant or assistants, as needed.

EOC MANAGER

- Co-ordinate all of the operations of the Emergency Operations Centre
- Direct the activation of the Emergency Information Plan (EIP)
- Be the point of contact for the Emergency Site Manager (ESM)
- Arrange for required personnel and physical resources
- Arrange for appropriate security for the EOC, Media Inquiry Centre, Public Inquiry Centre, Reception Centres and other facilities in use during the emergency, as required
- Ensure that alternates of Emergency Control Group and Emergency Support Group members are alerted and on standby to perform duties in the Emergency Operations Centre should the emergency last long enough to warrant relief for primary members

EMERGENCY INFORMATION OFFICER

The Emergency Information Officer (EIO) is responsible for the development and release of emergency information regarding the incident to the public. This includes managing both the media inquiry and public inquiry components of the Emergency Information Plan.

- Establish a communication link to the emergency site to receive accurate information for dissemination
- Implement the Emergency Information Plan
- Appoint an emergency site spokesperson, if required
- Liaise with other media coordinators (Ontario Provincial Police, Provincial, Federal, Health and Social Services etc.) as required
- Coordinate all media releases
- Coordinate media briefings and press conferences

- Monitor the media for incorrect information and amend inaccuracies
- Coordinate the opening and management of a media inquiry centre and coordinate the response to media inquiries
- Coordinate the opening and management of a public inquiry centre and coordinate the response to public inquiries
- Arrange to have calls/inquiries from the public routed through the public inquiry centre to the appropriate person or agency
- Maintain copies of media releases and news articles pertaining to the emergency
- Arrange to have information distributed door-to-door in affected areas in the event conventional communications are not possible
- Where necessary and appropriate, coordinate media and photo sessions at the emergency site
- Arrange to have media representatives seeking information directly from the emergency site or seeking emergency site visits to be arranged by the police
- Coordinate on-site interviews between media and emergency services personnel

RISK MANAGEMENT/SAFETY OFFICER

The Risk Management/Safety Officer monitors risk and safety conditions and develops measures to mitigate risk management and safety issues. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Risk Management/Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident responders.

Specific functions include:

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

- Assisting in the review of the Incident Action Plan to identify safety concerns and issues

LIAISON OFFICER

The Liaison Officer serves as the primary contact for assisting or supporting agencies or organizations. The Liaison Officer advises the Emergency Operations Centre Manager of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants who may come from other organizations also involved in the incident response.

Specific functions include:

- Gathering information from and about organizations that are involved with the incident. This includes obtaining from their representatives, information about standard and specialized resources they might have, or special support that they might need, and whether there are considerations or restrictions that may impact how such resources may be used.
- Serving as a coordinator for organizations not represented in the Emergency Operations Centre
- Providing briefings to organization representatives about the emergency
- Maintaining a list of supporting and assisting organizations, and keeping it updated as the incident evolves

OPERATIONS SECTION

The Operations Section implements the Incident Action Plan (IAP) and is responsible for all physical operations involved in mitigating the emergency. An Operations Section Chief heads the Operations Section. The responsibilities of the Operations Section Chief include:

- Developing and managing the Operations Section to accomplish the incident objectives set by Emergency Operations Centre Manager
- Organizing, assigning, and supervising all resources assigned to an incident
- Working closely with other members of the Emergency Operations Centre Staff to coordinate operational activities

PLANNING SECTION

The Planning Section's primary responsibility is the development of the Incident Action Plan. A Planning Section Chief heads the Planning Section. The responsibilities of the Planning Section include:

- Collecting, evaluating, analyzing, and disseminating incident information
- Managing the planning process including preparing and documenting the Incident Action Plan for each operational period
- Conducting long-range and/or contingency planning
- Maintaining incident documentation
- Tracking resources assigned to the incident

- Working closely with Emergency Operations Centre Staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the incident
- Developing plans for demobilization in preparation for when the incident winds down

LOGISTICS SECTION

The Logistics Section provides all supporting resources to the incident. A Logistics Section Chief heads the Logistics Section. The responsibilities of the Logistics Section include:

- Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies beyond those immediately accessible by the Operations Section
- Providing incident telecommunication/IT services and resources
- Setting up and maintaining incident facilities
- Setting up personal needs and food services
- Providing support transportation

FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section provides the financial and administrative support to an incident. A Finance/Administration Section Chief heads the Finance/Administration Section. The responsibilities of the Finance and Administration Section include:

- Monitoring sources of funding
- Tracking and reporting on financial usage
- Tracking timesheets for incident personnel and equipment
- Making reimbursements (individual and organization/department)
- Preparing costs analysis, including the identification of incremental and extraordinary costs associated directly with the incident
- Making cost estimates for alternative response strategies
- Compensation for injury or damage to property
- Tracking disaster relief assistance including local funding raising, if relevant

11.2 EMERGENCY SITE POSITIONS

In addition to the 5 management functions at the Emergency Operations Centre, there are identified positions operating at the Emergency Site under the direction of the Operations branch.

Emergency Site Positions include:

- Emergency Site Manager (ESM)
- Incident Commander (one per agency)
- On-site media spokesperson

During an emergency, emergency service personnel will meet at the scene and work together to mitigate the situation. Emergency operations of each agency represented at the emergency scene will be performed within their respective chain of command structure with the senior ranking officials from each agency establishing an Incident Commander (IC) at each emergency site. This Incident Commander will direct their agencies operations from their identified command post.

As soon as possible, the Incident Commanders from each agency will come together to operate from a unified command post. While each Incident Commander will retain oversight of their agency, the unified command structure will enable all agencies to coordinate operations at the emergency site in a well organized and efficient manner.

EMERGENCY SITE MANAGER

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

Once appointed, the Emergency Site Manager assumes responsibility for overall co-ordination of all operations at the emergency site, and will no longer be responsible for the operations or command of his/her own agency. The Emergency Site Manager shall report directly to the Emergency Control Group.

Responsibilities of the Emergency Site Manager include:

- Coordinate all emergency site activities
- Request additional resources for the Emergency Site through the Emergency Control Group
- Ensure that strategies, priorities, tactics and task assignments are established to contain and mitigate the emergency situation
- Ensure the Emergency Control Group is informed of the locations of the emergency site perimeters
- Ensure the health, safety and well-being of responders, including volunteers who contribute to the emergency response at the scene
- Ensure the Emergency Control Group is aware of, and agencies address the needs of their staff with regards to stress, fatigue, food, shelter and relief
- Maintain a communications link with the Emergency Operations Centre for the flow of accurate information and assistance in managing the emergency
- Upon consultation with the Emergency Information Officer appoint an On Site Media Spokesperson.

- Ensure that all responsible agency commanders meet on a regular basis to update each other on individual agency actions and progress made, to share information, to set common priorities, to set common objectives and to determine what additional resources may be required
- Monitor the operation of the site management and make suggestions where appropriate
- Exercise foresight as to future events in the management of the emergency such as resource requirements, weather, lightning, etc.
- Understand which laws and policies that must be taken into consideration during the management or recovery of the emergency
- Maintain a log outlining communications and actions taken
- Demobilize resources at the termination of the emergency, ensuring an orderly, safe and cost effective movement of personnel and equipment
- Participate in post-incident debriefing sessions
- Prepare a post-emergency report and submit to the CEMC following termination of the emergency

INCIDENT COMMANDERS (FIRE, EMS, POLICE OR OTHER APPLICABLE AGENCIES)

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

ON-SITE MEDIA SPOKESPERSON

The On Site Media Spokesperson will be confirmed by the Emergency Site Manager in consultation with the Emergency Control Group. The On-Site Media Spokesperson will collaborate closely with the Emergency Information Officer at the Emergency Operations Centre and is responsible to:

- Establish an on-site media information centre in a safe and appropriate location
- Present the media with and facilitate their access to accurate, factual and approved information
- Provide timely progress reports, on-site technical information and on-site operational details regarding site operations as required by on-site media
- Redirect all inquiries that do not pertain to emergency site operations to the Emergency Information Officer at the Emergency Operations Centre
- Ensure that media arriving at the emergency site are directed to the on-site media information centre
- Control the areas where the media are and are not allowed to be at the emergency site
- Coordinate with the police, media access to the emergency site
- Coordinate media photo sessions and interviews

APPENDIX INDEX

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Appendix #2-Critical Infrastructure Identification (Confidential)

Appendix #3-Contact Information for the Emergency Notification System Answering Service, the Office of the Fire Marshal and Emergency Management Ontario Provincial Emergency Operations Centre and Surrounding Municipalities (Confidential)

Appendix #4-Contact Information for the Emergency Control Group and Emergency Support Group (Confidential)

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Appendix #7-Emergency Declaration Form

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Appendix #17-Glossary of Terms