The Municipal Corporation of the Town of Fort Erie

By-law No. 40-2017

**Being a By-law to Adopt an Emergency Management Program
and Emergency Plan Governing the Provision of
Necessary Services During an Emergency
and to Repeal By-law Nos. 160-02, 139-03, 126-04 and 220-04**

Whereas the *Emergency Management and Civil Protection Act,* R.S.O. 1990, Chapter E.9 (the *"Act"*), requires every municipality to develop and implement an Emergency Management Program and to 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

Whereas the *Act* further requires every municipality to have an Emergency Management Program Committee with one member to be appointed by Council as Chair, a municipal Emergency Control Group, an Emergency Management Program Co-ordinator, and an Emergency Information Officer; and

Whereas By-law Nos. 160-02, 139-03, 126-04 and 220-04 are by-laws relating to the Town of Fort Erie's existing Emergency Management Program and Emergency Plan; and

Whereas Report No. FES-01-2017 was considered at the Council-in-Committee Meeting held on April 18, 2017, and subsequently approved by Council to approve the Emergency Management Program and Emergency Plan; and

Whereas in accordance with the requirement that a municipality shall review, and if necessary, revise its emergency plan every year, it is deemed desirable to replace the existing Emergency Management Program and Emergency Plan;

Now therefore the Municipal Council of The Corporation of theTown of Fort Erie enacts as follows:

1.   **That** the Town of Fort Erie Emergency Management Program attached hereto as Schedule "A" and forming part of this by-law, is approved and adopted.

2.   **That** the Town of Fort Erie Emergency Plan attached hereto as Schedule "B" and forming part of this by-law, is approved and adopted.

3.   **That** the Fire Chief of the Town of Fort Erie or the holder of the office exercising the functions performed by the said Fire Chief, including his or her designate, is designated as the Emergency Management Program Co-ordinator.

4.   **That** the Emergency Management Program Committee is established and the persons identified in Schedule "C" attached hereto and forming part of this by-law, are appointed as members of the Committee.

5. **That** the Emergency Management Program Co-ordinator is appointed Chair of the Emergency Management Program Committee.

6. **That** the Emergency Control Group is established and the persons identified in Schedule "D" attached hereto and forming part of this by-law, are appointed as members of the Group.

7. **That** the Coordinator, Corporate Communications, is designated as the Emergency Information Officer.

8. **That** By-law Nos. 160-02, 139-03, 126-04 and 220-04 are repealed.

9. **That** any provision of any other by-law of the Town of Fort Erie that is inconsistent with this by-law shall be of no force or effect.

10. **That** the Clerk of the Town is authorized to effect any minor modifications, corrections or omissions, solely of an administrative, numerical, grammatical, semantical or descriptive nature to this by-law or its schedules after the passage of this by-law.

Read a first, second and third time and finally passed this 24th day of April, 2017.

Mayor

Clerk

I, Laura Bubanko, the Clerk, of The Corporation of the Town of Fort Erie certifies the foregoing to be a true copy of By-law No. 40-2017 of the said Town. Given under my hand and the seal of the said Corporation, this   day of   , 20

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TOWN OF FORT ERIE EMERGENCY MANAGEMENT PROGRAM

Definitions:

"Program"   Refers to the Town of Fort Erie Emergency Management Program

"Act"   Refers to the Emergency Management and Civil Protection Act and
Ontario   Regulation 380/04

"HIRA"   Refers to the Hazard Identification and Risk Assessment

"CI"   Refers to Critical Infrastructure

"BCP'   Refers to Business Continuity Plan

"IMS"   Refers to Incident Management System

"EOC"   Refers to Emergency Operations Centre

"EMP Committee"   Refers to the Emergency Management Program Committee

"EMP Co-ordinator" Refers to the Emergency Management Program Co-ordinator

1. Introduction

The "Act" requires that *"2.1(1) Every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program.2002,c.14,s4"*.

The "Act" further requires that "2.1 *(2) The emergency management program shall consist of,*
(a) an emergency plan as required by section 3;
(b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
(c) public education on risks to public safety and on public preparedness for emergencies; and
(d)any other element required by the standards for emergency management programs set under section 14,2002,c.14,s.4"

The "Program" implemented within the Town of Fort Erie allows for continuous improvement to develop, implement, maintain and evaluate emergency management and the continuity of operational programs that address prevention, mitigation, preparedness, response and recovery that meet and exceed all of the necessary requirements of the "Act".

TOWN OF FORT ERIE EMERGENCY MANAGEMENT PROGRAM

The Town of Fort Erie "Program" includes the following:
- An Emergency Plan
- A HIRA and CI identification
- Implementation of the IMS model
- Training programs for EOC personnel
- Exercises for EOC personnel and key stakeholders
- Public education on risks, safety and preparedness
- Guidance and advice from the EMP Committee
- Identification of Town EOC Personnel
- Identification and equipping of a primary and alternate EOC
- Emergency Information Management
- Development of Town BCP
- Updates when necessary to respond to changes to applicable legislation, policies, regulatory requirements, directives, standards and codes of practice made at various levels of government and other decision making authorities.

2. Emergency Plan

The Emergency Plan consists of the Town of Fort Erie Emergency Response Plan.

3. HIRA and CI identification

"The Act" requires each municipality to identify and assess the various hazards and risks to public safety and identification of facilities and infrastructure that may be affected by these risks.

"The Program", in partnership with key stakeholders, annually identifies and monitors the hazards that can have an impact on operations and areas of responsibility. Hazards from the following three categories are considered:

1. Natural,
2. Human, and
3. Technology.

"The Program" conducts an annual risk assessment that includes evaluating the likelihood of a hazard or combination of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends, and probability. The risk assessment includes data on the impact of the risk event on the Town and on citizens, property and the environment.

The "CI" is identified based on critical categories for Fort Erie. It includes identification of ownership and contact information for each infrastructure which is updated on an annual basis.

TOWN OF FORT ERIE EMERGENCY MANAGEMENT PROGRAM

4.   IMS Model

To manage an incident, the "Program" has established and implemented the IMS Model to direct, control and coordinate operations during and after an emergency. IMS assigns specific organizational roles, titles and responsibilities for each incident management function, and procedures for coordinating response, continuity and recovery activities.

5. Training and Exercise Programs

The "Program" has developed, implemented and maintained a competency-based training and educational curriculum to support the EOC personnel. The objective of the curriculum is to create awareness and enhance the skills required to develop, implement and execute the program within the IMS model.

The "Program" evaluates program plans, procedures, and capabilities through a review, testing and an annual exercise. Exercises are designed to test individual essential elements, interrelated elements, or the entire plan. Additional evaluations are based on post-incident analyses and reports, lessons learned and performance evaluations. Procedures are established to correct and improve on any areas identified during evaluation. Training records of EOC personnel are maintained. For each exercise, an after action report identifying the strengths, opportunities and improvements is developed and shared with the EMP Committee.

6. Public Education

Public awareness and public education programs are implemented to increase the capacity of the public to be prepared for; respond to; and recover from an emergency incident.

Where the public is potentially impacted by a hazard, procedures are developed to communicate information and respond to requests from internal and external audiences, including media, for pre-incident information.

7. EMPC

As a provincially mandated body the EMP Committee oversees the implementation and operation of the "Program" as required by the "Act".

The EMP Committee consists of senior staff members from the Town, may include external stakeholders and may include a member of Council. The EMP Committee provides a venue for discussion, collaboration and strategic support to both the Emergency Management Program and the Corporate Management Team.

TOWN OF FORT ERIE EMERGENCY MANAGEMENT PROGRAM

The objectives are as follows:

- Foster communication, integration and collective decision making among key stakeholders
- Consider issues related to emergency readiness, interoperability, business continuity and recommend a course of action
- Address areas of possible collaboration, sharing and common benefit between departments and between community partners
- Act as a conduit for information from Emergency Management to the Corporate Management Team and to various departments within the Town.
- Conduct an annual review of the Town's Emergency Management Program and make recommendations to Council for its revision if necessary.

As per the "Act", a senior municipal official for the EMP Committee is appointed by Council. Other appointments to the EMP Committee shall be made by Council.

8. Town EOC Personnel

The Town of Fort Erie EOC personnel are referred to as the Municipal Emergency Control Group, which is made up of senior staff and technical specialists as well as key stakeholders in the community.

The IMS model is implemented in the Niagara Region which includes the identification of primary and alternates for all sections within the structure.

EOC personnel are trained both generally on the principles of IMS and specific training is provided based on the Section, including Management Team, Operations, Planning, Logistics, Finance and Administration. Standard Operating Guidelines have been developed and distributed which include an overview of the IMS model, position checklists, contact information and required forms.

In addition, the Town and the Region have trained Scribes to support the key personnel in the EOC with documentation.

9. EOC

In Fort Erie, there is a primary EOC identified as well as an alternate EOC. Both EOCs are equipped with resources required by the EOC personnel including telecommunications systems to ensure effective communication in an emergency.

The EOC is utilized during exercises to increase familiarity with the layout and resources available.

TOWN OF FORT ERIE EMERGENCY MANAGEMENT PROGRAM

10. Emergency Information Management

Emergency Information Management includes the set-up of:
- Telecommunications and other communications systems that are regularly tested. Consideration is given to the need for redundancy, interoperability, and security of communications systems,
- Emergency communication and warning systems to alert people who may be impacted by an actual or impending emergency and to advise the public of threats to people, property, and the environment, either directly, or through authorized agencies, which will be developed and periodically tested, and
- Communication procedures inclusive of protective action guidelines for emergencies where potentially impacted populations can be advised to shelter-in-place, evacuate or take any other actions as directed.

The "Program" works with the identified emergency information officers to ensure there exists the following:

- A central point of contact for the media,
- Procedures to gather, monitor, and disseminate emergency information,
- Pre-scripted information bulletins,
- Procedures to coordinate and approve information for release,
- Procedures to communicate with special needs populations, and
- Protective action guidelines for shelter-in-place and evacuation.

11. BCP

The Program will develop and implement the BCP to continue critical operations following an emergency.

The BCP will:

- Include the identification of time-sensitive critical functions and applications, associated resource requirements and interdependencies,
- Take the entire corporation into consideration when the critical operational services, associated resource requirements and interdependencies are identified,
- Build on the findings from the risk assessment, and
- Consider possible events and how they could affect the Region over time.

The Program will follow a planning process for the purpose of developing and maintaining its emergency management and continuity of operations programs. The planning requirements will depend on the program's objectives and the results of the HIRA and BCP. The Town will engage in a planning process on a regularly scheduled basis, or when a situation has occurred that the existing BCP needs updating. When applicable, the Town will include all key stakeholders in the planning process.

Town of Fort Erie
EMERGENCY PLAN

Revised February 2017

FORT ERIE

Contents

Glossary of Terms

The following terms, used in this document, are identified below:

ACT – The *Emergency Management and Civil Protection Act*, R.S.O.1990, c.E.9

EMP – Emergency Management Program

EOC – Emergency Operations Centre

EOCMT – Emergency Operations Centre Management Team

EMP Co-ordinator – Emergency Management Program Co-ordinator

CLT – Corporate Leadership Team

HIRA – Hazard Identification and Risk Assessment

IAP – Incident Action Plan

IC – Incident Commander

UC – Unified Commander

OFMEM – Ontario Fire Marshal and Emergency Management

PEOC – Provincial Emergency Operations Centre

TOFE – Town of Fort Erie

1. Introduction

The Town of Fort Erie Emergency Response Plan (TOFEERP) establishes the framework for responding to a number of risks Fort Erie may face in the future. In collaboration with key officials, agencies, departments and stakeholders, it is a guideline that outlines collective and individual roles and responsibilities in responding to, managing and recovering from an emergency.

Section 2.1 of the Act provides the legal authority to develop and implement a plan of this nature. This section of the Act states *'Every municipality shall develop and implement an emergency management program and the council of the municipality shall by-law adopt the emergency management program'*.

1.1 Purpose

The purpose of the TOFEERP during an emergency is to facilitate and guide the effective co-ordination of human and physical resources, services and activities necessary to:
   a)   Protect and preserve life and property;

b) Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of TOFE; and

c) Quickly and efficiently enable the recovery and restoration of TOFE services.

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by TOFE to protect the health, safety and welfare of the residents of Fort Erie during an emergency by:

a) Identifying the governance structure for emergency response for TOFE;

b) Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;

c) Identifying standard response goals for emergency response operations and decision making; and

d) Outline the necessary structure for a coordinated response by TOFE, Niagara Region, Municipality(s) and partner agencies in managing emergencies.

Section 5 of the Act, states that the emergency plan of a lower tier municipality shall conform to the emergency plan of the upper-tier municipality.

Niagara Region as the upper tier municipality provides region wide services in support of the 12 local area municipalities. Therefore, it is important that the Emergency Response Plans of Niagara Region and the 12 local area municipalities are aligned specifically as they relate to the provision of Niagara Region services during emergency situations.

1.2 Definition of an Emergency

Section 1 of the Act defines an emergency as:

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

Any situation that meets the above definition, occurring within or impacting within the Town of Fort Erie may precipitate the activation of the TOFEERP.

1.3 Legal Authorities

The legislation under which Town of Fort Erie and its employees are authorized to respond to an emergency are:

- The Act; and
- The Town of Fort Erie Emergency Management Program By-Law.

The Act requires municipalities to develop, implement and maintain an emergency management program and adopt it with a by-law. An emergency management program must consist of:

- An emergency plan;

- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Ontario Fire Marshall and Emergency Management Division of the Ministry of Community Safety and Correctional Services.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an Emergency Response Plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an emergency operations center with appropriate communications systems;
- Designation of an Emergency Information officer; and
- Designation of an Emergency Management Program Co-ordinator.

The Town of Fort Erie Emergency Management Program By-Law approves the enactment of the TOFEERP and other requirements for the Town of Fort Erie Emergency Management Program.

1.4 Emergency Operations Centre Management Team (EOCMT)

At the Town of Fort Erie, the EOCMT (see section 6.3.1here in), leads the Municipal Control Group as defined by Ontario Regulation 380/04.

1.5 Town Councillor's Role

It is important for Town Councillors to understand and support the coordinated and timely management of information in emergency situations. The Mayor and Town Councillors, in their capacity as Town Council, will act as the Policy Group in the event the Town's EOC is activated. The Mayor, or designate, as part of the EOCMT, will relay information and requests for policy direction to Town Council.
The main responsibilities of Town Councillors are to:

- Assist in the relay of approved information to residents in the affected area(s);
- Attend community or evacuee meetings;
- Reassure constituents;
- Support actions taking place in the affected area(s);
- Liaise back through the Mayor concerns from citizens within the Town;
- Provide overall policy direction;
- Set expenditure limits; and
- Change/amend bylaws or policies as required.

1.6 Department and Support Agency Emergency Procedures

Each department and support agency involved with the TOFEERP shall prepare emergency response procedures or guidelines which align with the TOFEERP. These procedures or guidelines will outline the

department or support agency's responsibilities during an emergency. (Refer to 5.1 herein for definition of a support agencies)

1.7 Emergency Management Program

This Emergency Response Plan is a component of the Emergency Management Program as defined in the Emergency Management and Civil Protection Act.

2. Concept of Operations

First responders and municipal and regional departments manage many emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support from within Niagara Region. Municipalities may call upon other Municipalities and/or the Niagara Region to provide assistance. Niagara Region, in turn, may call upon the provincial government to provide resources to assist in dealing with the overall impact of the public emergency.

2.1 Site Response

The emergency responders at the site or sites of the emergency provide tactical response to the emergency as they attempt to mitigate its effects and bring the emergency under control. When additional resources are required, the incident commander (refer to 6.1 herein) may request the activation of the EOC to provide support.

2.2 Emergency Operations Centre (EOC)

An EOC is a physical location where the leadership of a municipality can gather to collectively and collaboratively support emergency response and manage the consequences of an emergency.

2.2.1 Municipal Response

Each municipality in Niagara Region has a designated EOC where senior staff and relevant agencies will gather to provide support to the site of the emergency.

2.2.2 Corporate Response

Fort Erie's EOC is where the Niagara Region responds to any emergency event occurring within, or impacting within regional boundaries is managed. The Town of Fort Erie has designated and equipped both a primary and alternate EOC.

2.3 Emergency Operations Centre Management Team (EOCMT)

The EOCMT provides the overall management and coordination of site support activities and consequence and recovery management. The EOCMT acts as the leadership team for the Emergency Control Group under the Act and are responsible for:
- Notifying response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing support to the incident commander and site personnel;
- Collecting situational awareness information for prioritizing, evaluating, summarizing, and disseminating and displaying the information where necessary;

- Establishing priorities based on all the information gathered and developing EOC Incident Action Plans;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to manage the emergency;
- Coordinating all internal and external information including communicating emergency information to the general public; and
- Maintaining the day-to-day activities of the community outside of the emergency area.

3. Implementation

This Plan can be implemented as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. In addition, this plan can be implemented in anticipation of large events. An official declaration of an emergency does not have to be made for the TOFEERP to be implemented to protect the lives and property of the inhabitants of, and visitors to, Fort Erie.

Any of the following Fort Erie MECG members listed below (or their designates) have the authority to activate the EOC when they feel the activation of the EOC is necessary:

- Chief Administrative Officer (CAO);
- Fire Chief;
- Director of Infrastructure Services;
- Director of Corporate Services/Treasurer;
- Director of Planning and Development; and
- Emergency Management Program Co-ordinator (EMP Co-ordinator).

4. Declaration and Termination of an Emergency

4.1 Prior to a Declaration

When an emergency exists, but has not yet been declared, the Town of Fort Erie employees and first responders may take such action(s) as identified in the TOFEERP necessary to protect lives and property.

4.2 Declaration of an Emergency

The Mayor should declare an emergency under section 4 of the Act where he or she considers it necessary to implement the TOFEERP to protect property and the health, safety and welfare of the inhabitants of Town of Fort Erie.

4.2.1 Municipal Emergency Declaration

The Mayor (or designated alternate) of any of the 12 Niagara area municipalities has the authority to declare an emergency within the boundaries of their respective municipality.

4.2.2 Regional Emergency Declaration

The Regional Chair or designated alternate, as head of the council, has the authority to declare that an emergency exists within the boundaries of the Niagara Region.

Although the Regional Chair is empowered to declare a regional emergency at any location within the regional boundaries, the Regional Chair does not have the power to declare an emergency on behalf of any local area municipality. That power rests only with the Mayor of each specific municipality and their respective designated alternates.

In declaring an emergency, the Regional Chair will identify the geographical boundaries of the emergency area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the EOCMT.

The EOCMT will ensure that all the necessary personnel and supporting agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in Niagara, the Regional Chair or designate shall notify:
   a) The Solicitor General and Office of Fire Marshal and Emergency Management (OFMEM) by email and fax, through the Provincial Emergency Operations Centre (PEOC);
   b) Members of Niagara Region Council; and
   c) The Mayor(s) of the affected Niagara Municipalities.

The following may also be notified of a declaration of emergency:
   d) Local Member(s) of Federal Parliament (MPs);
   e) Local Member(s) of Provincial Parliament (MPPs);
   f) Local media; and
   g) Niagara residents.

4.2.3 Provincial Emergency Declaration

The Premier of the Province of Ontario (or designated alternate) has the authority to declare a provincial emergency to exist within the boundaries of the Province of Ontario. In addition to a provincial declaration, the Premier also has the authority to declare an emergency on behalf of any community within provincial boundaries and may also at any time declare that an emergency is terminated on behalf of any Ontario municipality.

4.3 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor and/or Council will make an official termination of the declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time on behalf of any Ontario municipality.

The EOC director who is the Town CAO or designate, will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency in Fort Erie, the Mayor or designate shall notify:

   a)   The Solicitor General and OFMEM, through the Provincial Emergency Operations Centre (PEOC);
   b)   Members of Town Council; and
   c)   The Mayors of the affected Municipalities and the Region.

The following may also be notified of a termination of emergency:
   d)   Local Member(s) of Federal Parliament (MPs);
   e)   Local Member(s) of Provincial Parliament (MPPs);
   f)   Local media; and
   g)   Local residents.

5. Requests for Assistance

5.1 Support Agency

A Support Agency is an agency or organization that is either an Assisting Agency or Cooperating Agency as defined below in Article 5.2 below.

5.2 Governmental or Support Agency Requests for Assistance

It is possible that assistance from other levels of government, or Support Agencies with specialized knowledge or expertise, may be required by Fort Erie to help successfully respond to an emergency situation.

Depending on the nature of the emergency and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance, or provide information and advice to the EOCMT through the Liaison Officer.

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to OFMEM through the PEOC.

Requests for personnel or resources from the federal government are requested through the PEOC who in turn liaises with the Federal Government Operations Centre.

5.3 Support Agency Composition

The Liaison Officer is responsible for inviting required or requested Support Agencies to the EOC, as identified by the EOC Director and EOCMT. During the EOC activation various Support Agencies may be working with the EOC. They are defined below as either assisting agencies or cooperating agencies.

Assisting Agencies
Assisting Agencies are those external agencies or organizations that are directly providing operational/tactical resources at the site(s) or EOC. They will have a branch co-ordinator sitting in the EOC under the Operations Section. Representatives from Assisting Agencies should have the authority to make decisions and commitments on all relevant matters for their agency.

Cooperating Agencies
Cooperating Agencies are those external agencies that support the incident or supply assistance that is not directly operational or tactical in nature. Their role is usually not critical enough to have a branch co-ordinator in the EOC. The Liaison Officer will be the Cooperating Agencies' primary contact within the EOC.

These Assisting Agencies and Cooperating Agencies may include but are not limited to the following:
- Canadian Niagara Power Inc.;
- Niagara Peninsula Conservation Authority;
- Niagara Parks Authority;
- 211;
- Enbridge Gas;
- Trans-Canada Pipelines;
- Canadian Red Cross;
- CN Rail;
- Niagara Health System;
- Salvation Army;
- Niagara School Boards;
- Brock University;
- Niagara College;
- Amateur Radio Emergency Services (ARES); and
- Provincial and Federal Ministries as required   ie: MOE, MTO, MNR.

6. Incident Management System

6.1 Incident Commander (Site)

The incident commander (IC) at site, appointed by unified command or determined by the first agency on scene, is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority and is responsible for the overall management of the response. As the situation changes, the IC will change based on level of authority. The IC is responsible for and/or has the authority to:
a) Establish a unified command structure for the purpose of information sharing, establishing objectives regarding emergency site management and prioritizing resources where applicable between the responding agency Incident Commanders;
b) Designate an emergency site media co-ordinator;
c) Implement the strategy established by the EOCMT at the emergency site(s), if required;
d) Ensure that responding agencies make available the human and material resources that are required at the emergency site;
e) Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site;
f) Maintain a record of events, decisions made and actions taken as Incident Commander;
g) Participate in a debriefing with EOCMT regarding the emergency, if required; and
h) Assist the EMP Co-ordinator in creating an after-action report on the emergency.

6.2 Response Goals

The following response goals are applied to all emergency situations. In order of priority they are:

1) Provide for the health and safety of all responders;
2) Save lives;
3) Reduce suffering;
4) Protect public health;
5) Protect critical infrastructure;
6) Protect property;
7) Protect the environment; and
8) Reduce economic and social losses.

6.3 Incident Management System Functions

The following positions are considered to be the EOCMT.
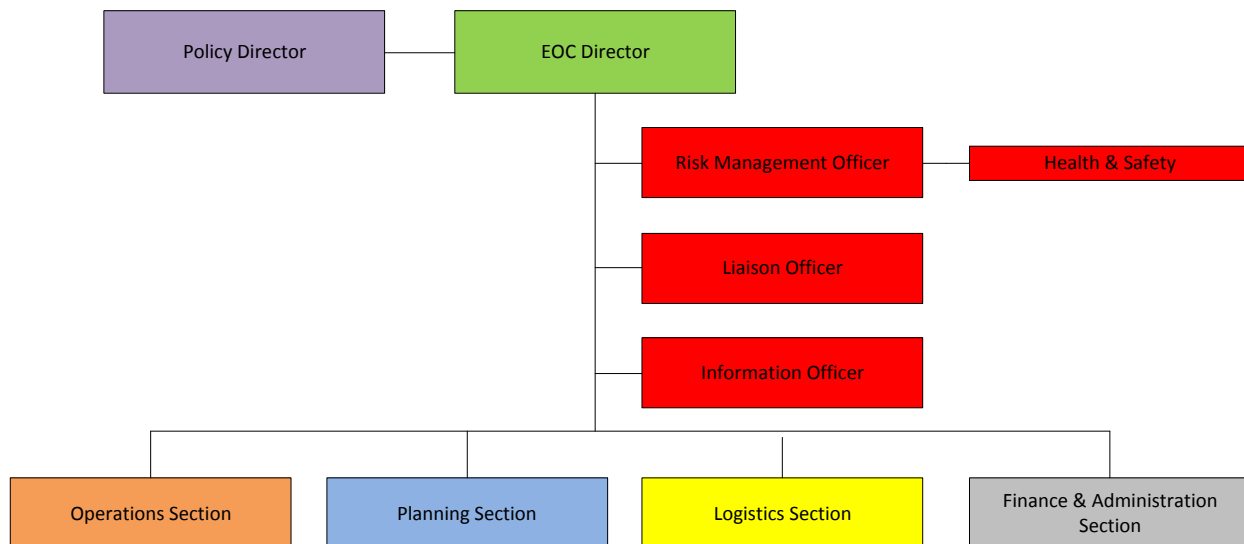
6.3.1 EOCMT

The primary responsibility of the EOCMT is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.
The EOCMT consists of the following positions:

- Policy Director;
- EOC Director;
- Information Officer;
- Risk Management Officer;
- Liaison Officer;
- Operations Section Chief;
- Planning Section Chief;
- Logistics Section Chief; and

- Finance and Administration Section Chief.

6.3.2 Policy Director

The Policy Director is the Mayor or designate and holds the position of Policy Director as the head of the Policy Group (which is Town Council – see section 1.5). Responsibilities of the Policy Director include:

- Acting as liaison between the Emergency Operations Centre Director and Town Council;
- Declaration/termination of an emergency ;
- Bringing recommendations for changing/amending bylaws or policies to the Policy Group (Council) with the assistance of town staff;
- Official spokesperson, if required;
- Ensuring Members of Town Council are notified of the emergency; and
- Notifying the Mayors of the affected and/or adjoining municipalities of the emergency, if required and providing any status reports.

6.3.3 EOC Director

This position is filled by the Town CAO or designate and have overall authority and responsibility for the activities of the EOC which include:

- Assess the Situation – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of EOC activation;
- Support Site(s) – Provide support to Incident Commanders and Support Agencies, and ensure that all actions are coordinated within the established priorities;
- Develop / Approve Action Plans – Prepare EOC action plans with the EOCMT based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas;
- Inform Others – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group informed;
- Manage the EOC – Establish the appropriate EOC staffing level and continuously monitor organizational effectiveness;
- Liaising with the Incident Commander to confirm the geographical boundaries of the emergency area as declared by the Policy Director (per section 5.2.2); and
- Confirming the adequacy of the expenditure limits as identified in TOFE's Purchasing By-law (By-law no. 02-2010 or its successor).

6.3.4 Risk Management Officer

- Ensures good risk management practices are applied throughout the response and recovery and that every function within the EOC considers the management of risk;
- Identifies liability and loss exposures to personnel and property;
- Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of the Town during the emergency; and
- Provides advice on health and safety issues and if required, activates the Health and Safety Officer.

6.3.5 Health and Safety Officer

- Under the direction of the Risk Management Officer, provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel;
- Under the direction of the Risk Management Officer, monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary; and
- Liaises and provides advice to the Emergency Site Safety Officer regarding health and safety issues for site personnel, as required.

6.3.6 Liaison Officer

- Invites required or requested Support Agencies and stakeholders to the EOC, as identified by the EOC Director and EOCMT and maintains contact when required;
- Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues;
- Liaises with the neighbouring Municipal and Regional EMP Co-ordinators, OFMEM and other provincial and federal representatives, as required; and
- In conjunction with the EOC Director, facilitates a debriefing with the EOC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency.

6.3.7 Information Officer

- Establishes and maintains media contacts;
- Prepares news/social media releases; coordinating interviews, news conferences, and/or media briefings;
- Develops public information materials; providing messaging for use by 211 and EOC staff;
- Establishes communications strategies for internal and external purposes;
- Monitors media and information sources including 211;
- Liaises and coordinates messages with other internal and external Information Officers; and
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

A support team from corporate communications assists the information officer in meeting these tasks. This support team includes personnel for online communications.

6.3.8 Operations Section Chief

The EOC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites, as well as:

- Maintain Communications – Establish communication links with incident command posts and town department operation centres if activated;
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period;
- Coordinate Response – Direct the coordination of operations in cooperation with other Support Agencies;
- Coordinate Resource Requests – Collect and coordinate resource requests from site(s), working with the EOC Logistics Section;
- Share Operational Information – Collect and distribute operational information to the planning section, the EOC Information Officer, and other EOC Sections; and

- Manage the Operations Section – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

6.3.9 Branch Co-ordinators

Branch Co-ordinators oversee the operations of a particular department, division, section or agency. A Branch Co-ordinator will be responsible for coordinating the activities of their department/Support Agency site personnel and dispatch centre (if one exists). Additional branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Co-ordinators may include, but are not limited to:

- Regional Fire Branch Co-ordinator;
- Regional Police Branch Co-ordinator;
- Niagara EMS Branch Co-ordinator;
- Emergency Social Services Branch Co-ordinator;
- Public Works Branch Co-ordinator; and
- Public Health Branch Co-ordinator.

6.3.10 Planning Section Chief

The Planning Section is responsible to:

- Assess the Situation – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports;
- Manage the Planning Section – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness;
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period;
- Managing Display Boards - Ensure that the situation unit is maintaining current information for the EOC situation report;
- Anticipate Future Events – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the EOCMT;
- Track Resources – Track resources assigned to the EOC and to the Incident Commanders through the EOC and mutual aid;
- Keep Records – Document and maintain paper and electronic files on all EOC activities;
- Plan for EOC Demobilization – Set out a schedule for demobilization and assist Section Chiefs in debriefing EOC personnel as they leave;
- Plan for Recovery – Initiate recovery efforts at the earliest time, and develop plans for short-term and long-term recovery appropriate to the needs;
- Coordinate Technical Specialists – Provide technical support services to EOC sections and branches, as required; and
- Prepare After Action Report – Coordinate the assembly of EOC lessons learned from contributions from EOC staff and from Support Agency representatives.

6.3.11 Logistics Section Chief

- Manage the Logistics Section – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness;
- Provide Telecommunication and Information Technology Services – Support use of telecommunication and information technology in EOC;

- Support EOC – Provide and maintain EOC facilities, including all utilities, food, water, and office supplies;
- Supply Equipment and Material Resources to Sites – Coordinate all requests for resources from initiation to delivery to support operations section;
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period;
- Coordinate Personnel – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers; and
- Arrange Transportation – Coordinate transportation requests in support of response operations.

6.3.12 Finance and Administration Section Chief

- Record Personnel Time – Collect and process on-duty time for all EOC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payroll for all employees;
- Coordinate Purchasing – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer;
- Coordinate Compensation and Claims – Process workers' compensation claims within a reasonable time;
- Participate in EOCMT Meetings – Prepare section objectives for presentation at EOCMT meetings, at least once in each operational period;
- Record Costs – Maintain financial records for response and recovery throughout the event. Keep the EOC Director, EOCMT, and elected officials aware of the current fiscal situation; and
- Maintain Records – Ensure that all financial records are maintained throughout the event or disaster.

7 Emergency Plan Supporting Documents

7.1 Emergency Notification Procedure (Annex A)(Confidential)

The Emergency Notification Procedure outlines the process for notification of EOC personnel to place them on alert or request that they respond to the EOC. The procedure also includes the confidential contact information for EOC personnel.

7.2 Crisis Communications Plan (Annex B)

This document coordinates communications from TOFE departments, agencies and boards to media outlets, Town of Fort Erie employees, businesses and residents to deliver information before a pending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with Town and local area municipal staff are also outlined.

In the event of a major emergency requiring a response from Niagara municipalities and Niagara Region, communications will be coordinated with these entities through Niagara Region and municipal Information Officers.

7.3 Town of Fort Erie Emergency Operations Center Standard Operating Guidelines (Annex C)

This document outlines the procedures involved in the activation and operation of the EOC facility. This includes details on the facility location, setup, guiding principles, managing information and resources, and roles and responsibilities for functions within the IMS. As a supplement to the TOFEERP, it provides information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

7.4 Town of Fort Erie Water / Wastewater Compliance

To facilitate the resolution of emergency events involving the provision of water or wastewater services, the Operating Procedure IS-ERP-P001 Emergency Response Procedures Water and Wastewater Services and associated forms shall be adhered to. This procedure clearly identifies the roles and responsibilities for the required actions in managing water distribution and wastewater collection system emergency situations that are the responsibility of the Town of Fort Erie. Additionally, this procedure references the Town's commitment to support the Region's water and wastewater emergency procedures.

7.5 Hazard Identification and Risk Assessment – HIRA (Annex D)(Confidential)

The purpose of the HIRA is to identify the hazards, which have caused, or possess the potential to cause, disastrous situations by overwhelming response capabilities within the region of Niagara. This information assists the Town in preparing for more effective emergency responses and operations. The planning phase will seek to mitigate the effects of a hazard, to prepare for response measures, and to ensure the safety of our citizens, preserve life and minimize damage.

7.6 Responsibilities of Niagara Region in Local Municipal Emergency (Annex E)

This document serves as an operational guideline outlining the role of Niagara Region core departments and services and how these align with local municipalities during a local emergency incident.

Other annex's may be developed and attached to the TOFEERP as they are required and developed.

8. Emergency Response Plan Review and Maintenance

The TOFEERP will be maintained and distributed by the EMP Co-ordinator to the public via the Town of Fort Erie public website.

The TOFEERP will be reviewed annually pursuant to the regulations under the Act and, where necessary, revised by the EMP Co-ordinator. The review and recommended revisions will be coordinated by the EMP Co-ordinator.

The TOFEERP shall be revised only by By-law of Council; however, revisions to the annexes and minor administrative or housekeeping changes may be made by the EMP Co-ordinator.

It is the responsibility of each person, Support Agency, service or department identified within TOFEERP to notify the EMP Co-ordinator forthwith, of the need for any administrative changes or revisions to the TOFEERP or annex's.

The EMP Co-ordinator is responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis and ensure they align with the TOFEERP.

8.1 Exercising of the Town of Fort Erie Emergency Response Plan

Pursuant to the Regulations under the Act, at minimum, one exercise will be organized and conducted annually by the EMP Co-ordinator in order to test the overall effectiveness of the TOFEERP. Recommendations arising from the annual exercise shall be considered by the EMP Co-ordinator and EMP Committee for revisions to the TOFEERP.

8.2 Plan Distribution

Copies of the TOFEERP will be provided to EOC personnel, Local Area Municipalities, Support Agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Fort Erie.

8.3 Revision History

Rev. No.	Revised by	Details	Revision Date

ANNEX "A"

MUNICIPAL EMERGENCY CONTROL GROUP

Phone Numbers for Members of the Municipal Emergency Control Group can be obtained by referencing the Critical Telephone List.

a)   Mayor
b)   Chief Administrative Officer
c)   Fire Chief / EMP Co-ordinator
d)   Manager Legislative Services / Clerk
e)   Director of Corporate Services
f)   Director of Infrastructure Services
g)   Director of Planning and Development Services
g)   Coordinator, Corporate Communications
h)   Manager of Digital Services
i)   Solicitor
j)   NEMS
k)   NRPS

NOTES: 1. Members will be contacted in order shown by:
  a) Phone
  b) Personal Contact

2. Alternate will be called only if the primary member cannot be contacted.

3. Members and alternates are asked to notify the Fire and Emergency Services of a change in their telephone numbers.

Other important telephone numbers are available from the "Restricted Regional Emergency Contact List".

THE CORPORATION OF THE TOWN OF FORT ERIE EMERGENCY PLAN ~ ANNEX A CRITICAL TELEPHONE LIST

THE TOWN OF FORT ERIE

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TOOLKIT 2017

Crisis & Emergency Communication Toolkit Overview

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POTENTIAL ISSUES

Ranking of Top Risks in Fort Erie- 2017

Hazard	Probability	Consequence	Changing Risk	Risk Value	Risk Level
Extreme Weather	5 Likely	4 Severe	3	60	**Extreme**
Hazardous Material Incidents – Fixed Site	5 Likely	5 Very Severe	2	50	**Very High**
Hazardous Material Incidents/Spills – Transportation Incident	5 Likely	4 Severe	2	40	**High**
Transportation Emergency – Road	5 Likely	4 Severe	2	40	**High**
Tornado	3 Unlikely	6 Catastrophic	2	36	**High**
Human Health Emergency Pandemic	3 Unlikely	6 Catastrophic	2	36	**High**
Human Health Emergency Epidemic	4 Probable	4 Severe	2	32	**High**
Transportation Emergency – Rail	4 Probable	4 Severe	2	32	High
**Fort Erie Cyber Attack	3 Unlikely	3 Moderate	3	27	Moderate
**Fort Erie Terrorism / CBRNE	3 Unlikely	4 Severe	2	24	Moderate

***Fort Erie - indicates that although the Risk Level assigned is Moderate, this category is marginal as the overall Regional scoring was High.

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KEY MESSAGES

2.1: Key Messaging Guidelines

General Overview
Key messages will help the Town of Fort Erie effectively communicate to all audiences. Although key messages will change and evolve throughout emergency response and recovery operations, the messages should include:

- The Town's agenda and priorities.

- Facts about what went well.

- Facts that refute negatives.

- Public Info/ Directives.

Key Messages

- A message of empathy for the impact the crisis has on people or the environment. (This does not mean the Town is taking responsibility for the incident – only showing compassion toward those who have been impacted).

- The Town's first priority is for public safety (include other priorities such as environmental impact).

- We are working cooperatively with partner response agencies (name agencies) to effectively manage the crisis and minimize its impact on people, the environment and our community as a whole.

- Include a message about what is being done to manage the situation.

Additional messages that:

- Support what is being done to manage the crisis.

- Support what was done in advance of the crisis to reduce its occurrence and impact.

- Reassure the public and help reduce their emotional reaction to the crisis.

- Contain safety information.

- Help emergency response personnel do their job.

Sample Messages
Thirty Minutes or Less Following the Incident

SAMPLE MESSAGE: First and foremost, the Town of Fort Erie wants to emphasize that our most important priority is the safety and well-being of the community members involved. We are

Crisis & Emergency Communication Toolkit: Key Messages

working closely with local authorities right now to find out exactly what has occurred, why it happened, and what if any, action needs to be taken. Right now we do not know the cause of the incident. What we do know is that…

        1)

        2)

        3)

Two-to-Four Hours Following the Incidents

SAMPLE MESSAGE: The Town of Fort Erie has been working closely with local authorities since the incident occurred a few hours ago. Although we do not yet understand the full scope of the incident, we do know…

- *Point One*
- *Point Two*
- *Point Three*

SAMPLE MESSAGE: We expect to more-accurately understand the cause and implications of the event as we continue our investigation. As we move forward with the investigation, we will…

- *Point One*
- *Point Two*
- *Point Three*

2.2: Social Media Messaging

The public's belief that an emergency response was effective is related to how much access they had during the crisis. The fundamental challenge is have speed and accuracy – both are crucial.

In a crisis, social media contributors need to be able to:

- Detect and diffuse a budding problem

- Recognize an emerging issue

- Shift to crisis management orientation

- Suspend other messaging and activity that is counterproductive to crisis management

- Do not assume that everyone knows technical jargon

- Engage in dialogue with social media users

- Link to other credible, web resources

In addition, content managers need to establish a corporate voice that can accommodate a switch in tone in a crisis. Crisis-related communications can't be overly formal or legal when posted through these channels.

Initial Posts Guidelines:

- Acknowledge the event with empathy

- Explain and inform the public, in the simplest forms, about the risk

- Establish credibility with partners and Emergency Personnel dealing with the scene

- Provide emergency courses of action, including how and where to get more information

- Commit to stakeholders and the public to continue communication

On-Going Posts:

- Help the public more accurately understand its own risks

- Provide as much information as quickly and as widely spread as possible

   o Answer quickly, but first verify if questions or statements are fact or rumour.

      ▪ Updates on the situation

      ▪ Where and how to access support

- - Information about Town services

  - Explain emergency recommendations

- Listen to stakeholder and audience feedback, and correct misinformation

- Acknowledge and respond to all information being asked or testified about the organization.

Post-Crisis Assessment

It is essential to do a post-crisis analysis after the heat or an issue/crisis has faded to determine the effectiveness of the response and derived any key learning including changes that should be made to crisis strategies for future.

- Gauge any harm the organization or brand reputation has suffered, and then work to correct the damage.

- Gauge effectiveness of response efforts

Crisis & Emergency Communication Toolkit: Social Media Messaging

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COMMUNICATION RESPONSE LEVELS

3.1: Levels of Communications Response

Overview

At the onset of the crisis, the E.I.O, in conjunction with the Chief Administrative Officer, will determine the potential level of public and media interest in the crisis. At this time, the E.I.O will determine what resources will be required to effectively manage communication issues.

The set-up of the crisis communications team will depend on the scale of the crisis, and the anticipated level of public concern and media interest. Only those resources that are needed to effectively respond to the incident will be brought in. All key components of the crisis communications system will need to be implemented in a Level II crisis, where public concern and media interest is extremely high.

a. **Level I**
An incident has occurred that may potentially impact or pose a threat to public safety or the reputation of the community; its elected officials, administration or emergency response personnel.

- There is a threat to public safety.
- A serious injury or fatality has occurred.
- There is a threat or minor disruption to the public or a sector of the public
- There is moderate interest or concern from the media, general public or other audiences.
- External stakeholder audiences are involved and there is some local or political involvement.
- There may be a question with regard to the community's liability.

b. **Level II: EOC Activation**

An incident has resulted in multiple injuries or fatalities and has the potential to threaten the community or the reputation of elected officials, administration and emergency response personnel on many levels.

- There is a serious threat to public safety.
- Multiple injuries or fatalities have occurred.
- There is serious economic threat to the community.
- There is high interest from the public, media and many other audiences.
- All levels of political involvement are high.
- The Town's performance or reputation may be in question.

In a Level II crisis members of the crisis communications team may be required to staff the following key areas *(see 3.2 Communication Roles and Responsibilities Template)*:

- Emergency Operations Centre (E.I.O)
- Stakeholder Liaison
- Media Monitoring/Response (Social & Traditional)
- Media Centre Coordination

Additional Communications resources may be necessary to properly manage a crisis (i.e. other municipalities, regions, or contracted agency or services)

Crisis & Emergency Communication Toolkit: Levels of Communications Response

3.2 Communication Roles and Responsibilities

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                        ┌─────────────────────┐
                        │ Public Information  │
                        │      Officer        │
                        │                     │
                        └─────────────────────┘
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Communication Updates Released/Posted	Stakeholder Liaison	Social/Traditional Media Monitoring and Response	Media Centre Coordinator (if needed)
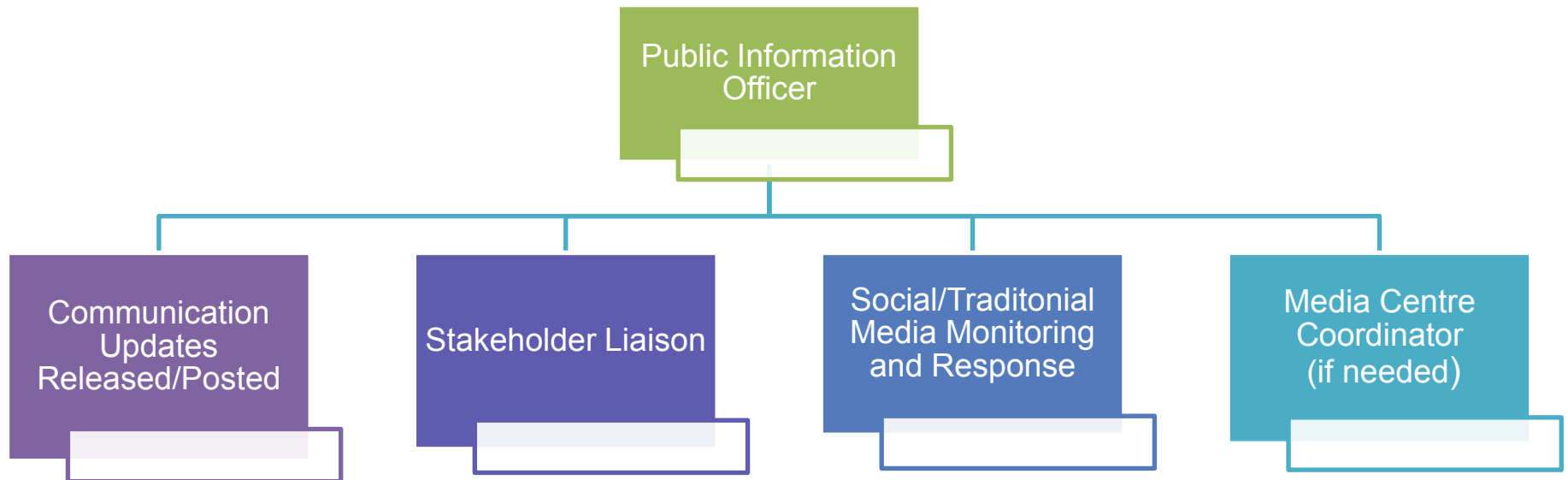
3.3 Evacuation Centres – Fort Erie

Facility Name	Red Cross Surveyed	Address	Contact #
Crystal Ridge Community Centre	Yes	99 Ridge Road	905-894-7117
Fort Erie Secondary-(DSBN)		7 Tait	905-871-4610
Leisureplex	Yes	3 Municipal Centre	905-871-1600 x2431
Our Lady of Victory Sr. (NCDSB)		300 Central	905-871-3092
Ridgeway-Crystal Beach-(DSBN)		576 Ridge Road	905-894-3461
St. George-(NCDSB)		3800 Wellington	905-894-3670
Y.M.C.A (E.J. Freeland)		1555 Garrison Road	905-871-9622

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COMMUNICATION CHECKLISTS

4.1 Start-Up Checklist of Communication Considerations

Upon Notification of Crisis/Emergency

The EIO to receive briefing from Chief Administrative Officer on the following:

- ☐ Summary of incident.
- ☐ Key messages.
- ☐ Level of public and media interest anticipated.
- ☐ Information the media may want.
- ☐ Location of incident.
- ☐ Level of access to the site
- ☐ Name of Incident Commander, if known.
- ☐ How lines of communication will be maintained with the (Chief Administrative Officer).
- ☐ Is the Emergency Operations Centre being established? Exchange contact information (voice, cell).

The EIO to discuss the following with the Chief Administrative Officer:

- ☐ Level of crisis -- expected level of public and media interest.
    - o Communications support required.
    - o Communication strategies

- ☐ Gather and assign staffing resources needed to meet the anticipated level of public and media interest.

- ☐ Brief key communication players on the situation and establish contact information (voice, cell, fax, email and radio frequency if applicable).

- ☐ Delegate responsibilities

- ☐ Determine how long it will be before the key operational components of the crisis communications system are established. ‰

- ☐ Report to the Emergency Operations Centre.

Upon Arrival at Emergency Operations Centre and ongoing:

☐ Receive second briefing from the Chief Administrative Officer.

☐ Prepare key messages

☐ Brief spokesperson

☐ Distribute key messages and open lines of communication with key internal, and external audiences

☐ Develop communications strategies with external audiences that have a role in response operations. Determine their role, explain your role, and what potential support you may require. Determine joint communications strategies and share key messages.

☐ Call in or put outside resources on stand-by as required.

☐ Disclose facts immediately.

☐ Get updates from members of the Emergency Operations Centre and the Site Information Officer. *If necessary*, determine what's new, when the first media briefing can be held and who will be attending. ‰

☐ *If necessary,* confirm with the Chief Administrative Officer, Spokesperson and/or Site Information Officer about the logistics of the first media briefing at site or in the Media Centre. Ensure media notices are issued within a reasonable time period so media have time to arrive. ‰

☐ Before issuing external communication pieces, ensure all members of the crisis communications team are set up and ready to assume their responsibilities. While they set up, prepare communication pieces for distribution. Have the Chief Administrative Officer approve all information before it's released.
   • Internal Information Bulletin.
   • News Release.

☐ Work with the Site Information Officer to decide how media relations' issues will be managed at the site.

☐ Maintain a record of contact information for internal and external stakeholders that need to be kept informed. ‰

☐ Establish and deploy media monitoring services, including social media. Determine media monitoring reporting requirements (i.e., hourly, daily).

☐ Receive updates and keep lines of communication open with the Site Information Officer, Team Leader, Media Centre and other key internal/external stakeholders. ‰

Crisis & Emergency Communication Toolkit: Start-Up Communication Considerations

☐ Prepare or delegate the preparation of media notices, media backgrounders and news releases. ‰

☐ Monitor media reports and determine strategies for dealing with contentious issues that may surface in the response or recovery phase of the crisis. ‰

☐ Think about the next shift. Put staffing resources on stand-by. ‰

☐ Think about what is next - joint news releases/briefings on recovery issues, etc.

4.2 Conduct a Media Centre Checklist

Media Centre: A pre-designated location, under the direction of the Emergency Information Officer, used to quickly gather and disseminate information.

If properly utilized, a Media Centre can be one of the best ways to update media, on a regular basis, *during* a crisis. A Media Centre should be set up only when necessary - when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time.

Consider the following items when planning and implementing your Media Centre:

Primary Location: Town Hall (Front Foyer) or Council Chambers (if screen needed)

Alternate Location: Banquet Hall (Leisureplex)

- **Media Centre Team Leader Function**
  Provide overall media relations support by ensuring:

  - ☐ Pertinent information is distributed to internal and external audiences (i.e., news releases, media notices, and backgrounders).

  - ☐ The logistical and briefing needs of the media and spokespersons are met.

  - ☐ Calls from the media are managed.

  - ☐ Web site management.

- **Media Centre Team Leader Responsibilities**
  Provide overall media relations support by ensuring:

  - ☐ Room set up and management.

  - ☐ Brief media on how issues in the Media Centre will be managed.

  - ☐ Respond to media telephone inquiries -- deliver key messages and updates as required. Forward interview requests to E.I.O.

  - ☐ Direct the media to the appropriate person or external agency that can manage their inquiry.

  - ☐ Set up media interviews and news briefings.

  - ☐ Develop and distribute communication pieces through (i.e., email, web site, voicemail, broadcast, Intranet (once established), fax).

  - ☐ Update E.I.O. on:

- media activities

- trends in public and media inquiries or concerns

- information that may impact operations, communications strategies or key messages

- support that may be required.

☐ Provide strategic communications counsel to the E.I.O. as required.

☐ If requested by the E.I.O., establish a media monitoring system and correct misinformation reported by the media.

☐ Report misinformation to the E.I.O. and the Team Leader

☐ Manage media accreditation in the Media Centre.

☐ Set up and facilitate news briefings as requested by the E.I.O.

☐ Distribute information released in news conferences

☐ Help the media with their technical, logistical and comfort requirements (i.e., washroom facilities, food and beverages).

☐ Maintain accurate records.

☐ Provide input into the post-incident communications report.

- **Media Centre Equipment and Supplies Suggested:**

  ☐ telephones, computers and workstation

  ☐ laptop computer(s) with batteries, Internet and emailing capabilities (with access to emergency management software)

  ☐ cellular telephones, spare batteries and chargers

  ☐ Cellular power bar charges

  ☐ Portable Dry Erase Board/ Chalkboard

  ☐ 1 photocopier

  ☐ 1 fax printer(s)

  ☐ TV/DVD, AM/FM radio.

Crisis & Emergency Communication Toolkit: Media Centre Checklist

- Maps

- Office supplies (binder, paper, pens, pencils, highlighters, markers, stapler, staples, copy paper, etc.)

- Media inquiry forms

- News release stationery or electronic template

- Media contact list

- Town of Fort Erie Crisis Communications Plan

To accommodate news briefings:

- Projection screen with overhead projector/ laptop computer and LCD projector podium and riser

- 2 mikes (minimum)

- 1 backdrop with community logo

- 1 large community map with plastic overlay

- easel(s)

- Sound feed

- Power sources

- Media Accreditation Tags

- Water jugs and glasses

- Table for media handouts and food/beverages

- Working table and chairs for the media.

- Events board (details of next briefing, what's new, contact numbers, etc.).

- Signage leading media to the Centre

Crisis & Emergency Communication Toolkit: Media Centre Checklist

4.3 Conduct a News Conference Checklist

If properly utilized, a news conference can be one of the best ways to update media *following* a crisis. A news conference should be scheduled only when necessary - when the news is important enough to affect large populations, and when it is appropriate to disseminate urgent information to a group of reporters at one time.

Consider the following items when planning and implementing your news conference:

Plan Date, Time and Location (It is advisable to plan the news conference two to four hours after a crisis has occurred, depending on the severity.) …

☐ Have you given the media as much advance time as possible?
☐ Have you planned the news conference in a safe venue close to the site of the emergency?
☐ Is the venue safe for the media and does not interfere with recovery and evacuation efforts?

Invite Key Members of the Media to Attend By Sending Out a Media Advisory …

☐ Have you made sure the media advisory gives the date, time and location of the conference, the subject to be discussed, the names of the people who will be speaking and a list of languages in which materials will be provided?
☐ Have you placed follow-up calls before the conference to remind reporters about the event?

Prepare the Room

☐ Have you made sure your news conference site includes staging, chairs, a podium and microphones and checked to ensure all equipment is working properly?
☐ If needed, do you have an audio/visual box for broadcast reporters to plug into to obtain clear sound?
Have you arranged the room so that reporters can easily get their stories without having to move about? …
☐ Is the Town of Fort Erie logo clearly visible on the front of your podium or behind the speaker? …
☐ Do you have a backup plan for possible glitches?

Provide Media Materials

☐ Have you prepared media kits including any news releases, speaker names or additional materials that will help reporters write their stories?

Be Prepared

☐ Have the main spokespersons rehearsed the key messages developed for the crisis and are they ready to answer questions?
Have you made sure your spokespersons know what the most important information is and how to stay focused, even if asked questions that concern other issues?

Crisis & Emergency Communication Toolkit: News Conference Checklist

Have you discussed in advance which key points will be made by each spokesperson?

☐ Have you designated a moderator in advance of the news conference to keep the conference on schedule, establish ground rules and field reporters' questions?

☐ Have you set a clear end time for the news conference?

☐ Have you made French or other appropriate language spokesperson available at the news conference and have you referenced that in your media materials?

Be Thorough

☐ Have you made sure all questions are answered during the news conference? If a spokesperson does not know the answer to a question, make sure a member of the communication team finds the answer after the news conference and makes it available to the reporter at a later date. If possible, allow spokespeople to be available one-on-one with reporters following the conference to answer questions.

☐ Have you designated someone to ask questions during the news conference that reporters may not raise?

Monitor Attendance …

☐ Have you asked reporters to check-in? This will provide a list of who attended, and more importantly, who did not attend.

☐ For key media personnel who were not able to attend, have you offered them a phone interview with the spokespersons?

4.4 Media Contact Distribution – Niagara Region & Hamilton

The media statement is the first communication you will have with the media following an emergency or crisis. It is important to release statements with what you do know and send out additional updates as information becomes available.

Include:

- All necessary facts about the situation or issue – *who, what, where, when, why and how*
- Information about what action your organization intends taking around the issue
- Contact person and telephone number
- Accurate spelling, grammar and information

Distribute

- To local newspapers, radio and television stations   **Distributed?**

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
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Crisis & Emergency Communication Toolkit: Media Contact Distribution Checklist

Media Source:	
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Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Crisis & Emergency Communication Toolkit: Media Contact Distribution Checklist

4.5 Media Contact Distribution Checklist: Toronto & GTA

The media statement is the first communication you will have with the media following an emergency or crisis. It is important to release statements with what you do know and send out additional updates as information becomes available.

Include:

- All necessary facts about the situation or issue – *who, what, where, when, why and how*
- Information about what action your organization intends taking around the issue
- Contact person and telephone number
- Accurate spelling, grammar and information

Distribute

- To local newspapers, radio and television stations   **Distributed?**

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

Media Source:	
Contact:	
Phone:	
Email:	

City of Niagara Falls: Media List

Local Media Contacts   <mark>Updated: February 6, 2017</mark>

Organization	Name	Title	Email	Phone	Twitter
211 Niagara	Newsroom	News Tips	info@incommunities.ca	905-682-6611	@INCommunities_
Country 89	Newsroom		info@country89.com	905-732-4433	@country89_1
91.7 Giant FM	Newsroom		info@giantfm.com	905-732-6917	@1011juicefm
101.1 FM Juice FM	Marie Cassidy	Newsroom	news@2dayfm.ca	905-356-6710	@2dayfmniagara
103.7 CFBU Brock	Deborah Cartmer	Program Director	pd@cfbu.ca	905-346-2644	
105.7 EZ Rock	Sarah Cummings	Program Director	Sarah.cummings@bellmedia.ca	905-688-1057	@1057ezrock
610 CKTB	Newsroom	News Tips	newsroom@610cktb.com	905.684.6397	@610CKTB
	Jeff Winskell	Program Director	jeff.winskell@bellmedia.ca		
	Stephanie Sabourin	Newsroom Director	stephanie.sabourin@bellmedia.ca		@SSabourinCKTB
Brock Press	Newsroom	News Tips	news@brockpress.com	905-688-5550 ext 4220	@TheBrockPress
CHCH	Newsroom	News Tips	tips@chch.com	905-522-1101	@CHCHNews
CHCH	Jeyan Jeganathan	Reporter – Niagara Beat	jeyan.jeganathan@chch.com	905-541-8251	
Clifton Hill Blogger	Christine Lynn	Blogger	clynn@cliftonhill.com		
CogecoTV	Darryl Day	Production Supervisor	Darryl.day@cogeco.com	905 374.2248 ext. 6230	@TVCNiagara
	Jack Custers	Community Relations	Jack.custers@cogeco.com	905 374.2248 ext. 6221	@TVCNiagara
	Mark Wikobrado	Producer	Mark.wikobrado@cogeco.com	905 374.2248 ext. 6226	@TVCNiagara
	Mark Bennett	Producer	Mark.bennett@cogeco.com	905 374.2248 ext. 6224	@TVCNiagara
Niagara College News	Newsroom	News Tips	news@niagaracollege.ca		
Niagara Falls Review	City Desk	News Tips	Nfr.citydesk@sunmedia.ca	905-358-5711	@NiaFallsReview
	Alison Langley	Reporter	alison.langley@sunmedia.ca	905-684-7251 ext. 581103	@ nfallslangley
	John Law	Reporter	john.law@sunmedia.ca	905-684-7251 ext. 581105	@JohnLawMedia
	Ray Spiteri	Reporter	ray.spiteri@sunmedia.ca	905-684-7251 ext. 581147	@RaySpiteri
Fort Erie Times	Kris Dube	Reporter	kris.dube33@gmail.com	905 871-3100	@FortErieTimes
	Sarah Ferguson	Reporter	saferguson@postmedia.com		

Erie Media	JT Lewis	Reporter	jtlewis@eriemedia.ca		
Niagara This Week	Newsroom	News Tips	news@niagarathisweek.com	905.688.2444	@NiagarathisWeek
	James Culic	Fort Erie Reporter	jculic@niagarathisweek.com	905.688.2444	@JamesCulic
	Paul Forsyth	Regional Reporter	pforsyth@niagarathisweek.com	905.688.2444 ext. 228	@ntwPaul
SNAP Niagara Falls	Patrick Adams	Niagara Falls Division	padams@snapd.com	Register events online at www.snapniagara.com	@snapdNiagara
St. Catharines Standard	Newsroom	News Tips	stcs.standard@sunmedia.ca	905-684-7251	@StCatStandard
	Don Fraser	News Reporter	don.fraser@sunmedia.ca	905.684.7251 ext.581161	@don_standard
	Grant LaFleche	News Reporter	grant.lafleche@sunmedia.ca	905.684.7251 ext.581156	@GrantsRants
Welland Tribune	Allan Benner	News Reporter	Allan.Benner@sunmedia.ca	905-684-7251 ext. 581145	@abenner1

Other Media (Outside of Niagara)

Organization	Name	Title	Email	Phone	Twitter
Buffalo News	Newsroom	City Desk	citydesk@buffnews.com	716-849-4444	@TheBuffaloNews
City News Toronto	Newsroom	City Desk	http://www.citynews.ca/submit/	1-416-599-2489	
CTV	Newsroom	News Tips	news@ctv.ca	1.800.668.0060	@CTVNews
Global TV	Newsroom	News Tips	Globalnews.tor@globaltv.com		@globalnewsto
Globe and Mail	Newsroom	News Tips	newsroom@globeandmail.com	416.585.5000	@globeandmail
Hamilton Spectator	Newsroom	News Tips	news@thespec.com	(905) 526-3420	@TheSpec
Toronto Star	Newsroom	City Desk	city@thestar.ca	416.869.4300	@TorontoStar

THE TOWN OF FORT ERIE
CRISIS &
EMERGENCY
COMMUNICATION

FORT ERIE
ONTARIO

Our Focus: Your Future

STAKEHOLDERS & PARTNERS

5.1 Town of Fort Erie and 211

Activation of Emergency Support Services

In the event of an emergency that affects The Town of Fort Erie, unless the Region of Niagara has activated 211 services with INCommunities on behalf of the Town of Fort Erie,TheTown of Fort Erie should activate 211 services directly, by following these steps:

Step 1: Notification/Activation – 211 Emergency Notification List

- Contact 211 using the Emergency Notification List (below) using phone/text and/or email to communicate the nature of the event.
- EIO contacts person listed as 1st priority by phone, text, email about the nature of the event and the EIO's phone contact number. If no response in 10 minutes contact the next person listed.

Priority	Title	Name	Phone (work/residence)	Cell	Email Address
1st	Executive Director	Tammy Dumas	905-682-4056	905-708-8240	tammy@incommunities.ca
2nd	Call Centre Manager	Terri Bruce	905-682-1900 x221	905-329-3161	terri@incommunities.ca
3rd	Special Projects Manager	Jacky Roddy	905-682-1900 x230 905-354-1987 (res)	905-932-3522	jacky@incommunities.ca

Step 2: Communication

- Establish ongoing lines of communication from the designated person at the Town of Fort Erie to ensure that the 211 service receives updated information for communication to 211 callers and users of the 211 database

- Following notification, a teleconference will be required. Please fill out the **Activation of 211 Emergency Support Services Worksheet** (Section 6.1)

- At this time the Emergency Information Officer will be advised to:

  o Direct non-emergency phone calls about the event, away from emergency services to 211 in media releases, on answering machines, in distributed emails, on websites and on signage

  o In addition to the phone number 211 the advertised contact information for the 211 service should include the alternate number (listed below) for the 211 call centre in the event of a resident using technology that does permit the dialing for 211.

211 Communications Contacts Lists

Department	Email Address
All staff	info@incommunities.ca

Department	Telephone Number
Alternate #s for Call Centre (to be listed in communications to public)	1-800-263-3695 905-682-6611
Administration	905-682-1900
Fax	905-682-4314

Whether or not The Town of Fort Erie has activated 211 support, the 211 service will receive inquiry calls from the public about the emergency and needs to be able to provide accurate information to residents and businesses. In addition, the 211 service must be able to correct misinformation and erroneous rumours. INCommunities /211 Central South Region must be able to maintain a continual information exchange with the Emergency Information Officer designated by The Town of Fort Erie to ensure that only authoritative information is disseminated, this includes being on a distribution lists for media releases, email and other incident related communication.

Step 3: Activation of Emergency Support Services

- As requirements emerge clarify any additional support required from 211 Central South Region. Continue reading for services.

211 Service – A Resource of Municipalities

211 service is a resource to support Ontario municipal communications to residents and businesses. 211 is an easy to remember phone number for information and referrals to a wide array of community, social, health and government services. 211Ontario is a collaborative of seven 211 Regional Services Providers that provide 24/7/365 live answer 211 service to all residents of Ontario.

List of Emergency Support Services Provided by 211

In addition to providing information to callers 211 services are able to provide three other support services:

    a.   **Public Inquiry**

- Central access point to register volunteers and donations of goods
- Rumour control by monitoring social media and posting facts or notices to call 211 or visit specific websites

    b.   **Online Database**

- Continual updating of a disaster database with information and services that merge throughout the response and recovery periods
- Make the disaster database available to other organizations in the community
- Collect customized details about people who want to volunteer as result of an incident, and make available in real-time to emergency management personnel
- Collect customized details about donations of goods and make available in real-time to emergency management personnel

    c.   **Needs/Trends Reporting**

- Provide real-time reports to the Emergency Information Officer to support emergency response
- Participate in de-briefing
- Produce after action reports with aggregated data and key learning to support community planning and activities

THE TOWN OF FORT ERIE
CRISIS &
EMERGENCY COMMUNICATION

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COMMUNICATION TEMPLATES

6.1 Activation of 211 Emergency Support Services

Approval: Date: Time:

Step 1: Notification/Activation – 211 Emergency Notification List

Use this form if 211 is contacted at the time of an emergency

This form provides a list of standard questions to ask when 211 is activated. The information will be received faster if these questions are asked over the phone when 211 is activated, rather than wait for an EIO/CEMC to provide the written information.

☐ EIO contacts 211's 1st priority using the Emergency Notification List (below) using phone/text and/or email to communicate the nature of the event.

- If no response in 10 minutes contact the next person listed.

Priority	Title	Name	Phone (work/residence)	Cell	Email Address
1st	Executive Director	Tammy Dumas	905-682-4056	905-708-8240	tammy@incommunities.ca
2nd	Call Centre Manager	Terri Bruce	905-682-1900 x221	905-329-3161	terri@incommunities.ca
3rd	Special Projects Manager	Jacky Roddy	905-682-1900 x230 905-354-1987 (res)	905-932-3522	jacky@incommunities.ca

Contact made with: _____   Time of first contact: _____

Step 2: Communication

Following notification, a teleconference will be required to communicate the following:

Municipal Contact for Further Information	
Name	
Title	
Municipality	
Contact Info	Telephone Number	
	Cell Number	
	Address	
	Email Address	

Crisis & Emergency Communication Toolkit: 211 Activation Worksheet

General Information About the Current Situation	
What is the emergency?	
Where is the emergency?	
Who is affected by the emergency?	
When did the emergency occur?	
How long is the emergency expected to last?	
What organizations/agencies are involved in the response and/or recovery?	

Who is the Emergency Information Officer?	**Name**	
	Contact Information	

Additional Details:	Yes	No	N/A	Explanation/Details
Has the Municipal **EOC** been activated?				
Has the Municipality declared an **emergency?**				
Have any **roads been closed?** Provide a list.				
Have **traffic detours** been set up? Provide routes.				
Have **emergency shelters** been set up? Where are they located?				
Do emergency shelters offer any **special needs accommodations**? (i.e. accessibility features, accommodations for young, children, seniors, etc.?				
Is there any school or work **closures**? Provide a list.				

Crisis & Emergency Communication Toolkit: 211 Activation Worksheet

Have there been **power, water or phone** disruptions? Define the area.				
Are **volunteers** needed? What skills are in demand?				
Are **donations** being accepted? What is needed?				
Are there any specific instructions for residents concerning **pets?**				
Additional Information • Provide additional details about the incident that are not covered in the previous pages, or where there was insufficient space. • Include detailed instructions about actions the public should take to help secure their personal safety and property.				

Step 3: Key 211 Messaging In All Communications after Activation:

At this time the EIO will be advised to:

☐ Direct non-emergency phone calls about the event, away from emergency services to 211 in media releases, on answering machines, in distributed emails, on websites and on signage

☐ In addition to the phone number 211 the advertised contact information for the 211 service should include the alternate number (listed below) for the 211 Call Centre in the event of a resident using technology that does permit the dialing for 211.

☐ All media release should be sent to 211

211 Communications Contacts Lists

Department	Email Address
All staff	info@incommunities.ca

Department	Telephone Number
Alternate #s for Call Centre (to be listed in communications to public)	**1-800-263-3695** **905-682-6611**
Administration	905-682-1900
Fax	905-682-4314

Crisis & Emergency Communication Toolkit: 211 Activation Worksheet

Step 4: Activation of Emergency Support Services

As requirements emerge clarify any additional support required from 211 Central South Region. Check off and communicate the services/support required by 211 during the event.

Public Inquiry
- ☐ Central access point to register volunteers and donations of goods
- ☐ Rumour control by monitoring social media and posting facts or notices to call 211 or visit specific websites

Online Database
- ☐ Continual updating of a disaster database with information and services that merge throughout the response and recovery periods
- ☐ Make the disaster database available to other organizations in the community
- ☐ Collect customized details about people who want to volunteer as result of an incident and make available in real-time to emergency management personnel
- ☐ Collect customized details about donations of goods and make available in real-time to emergency management personnel

Needs/Trends Reporting
- ☐ Provide real-time reports to the Emergency Information Officer to support emergency response
- ☐ Participate in de-briefing
- ☐ Produce after action reports with aggregated data and key learning to support community planning and activities

6.2 Key Message Development Worksheet

Approval: Date: Time:

Step 1: Review Section 2.1 Key Messages Guidelines

Step 2: Consider the following:

Audience	Purpose of Message	Method of Delivery
☐ Relationship to event ☐ Demographics (age, language, education, culture) ☐ Level of outrage (based on risk principles)	☐ Give facts/update ☐ Rally to action ☐ Clarify event status ☐ Address rumors ☐ Satisfy media requests	☐ Media Release ☐ Media Advisory ☐ Backgrounder ☐ Website Statement ☐ Social Media ☐ E-Blast ☐ Through spokesperson

Six Emergency Message Components
Note: These facts will help develop the method of delivery pieces listed above.

1   Expression of empathy:

2   Clarifying facts/ Call for action:

      a.   Who:

      b.   What:Where:

      c.   When:

      d.   Why:

3   What we don't know:

4   Process to get answers:

5   Statement of commitment:

6   Referrals for Information:

7   Next Scheduled Update:

6.3 Website and Social Media Messages/Posts

Crisis/Emergency: _____

Initial Website Statement   **Date:** _____   **Time:** _____

□ Posted on Homepage: _____
□ Posted under Public Alerts: _____

> *Type Message:*

Next Steps: Create a dedicated web page for all updates and resources □

Initial Facebook Post   **Date:** _____   **Time:** _____

> *Type Message:*

Initial Twitter Post (140 Characters)   **Date:** _____   **Time:** _____

□ Hashtag for All Related Posts: _____

> —
> —
> — — — — — — — — — — — — — — — — — — — — — — — — — — — —
> —
> — — — — — — — — — — — — — — — —

Initial Posts should focus on:

□ Confirmation of the situation – who, what, where, when
□ State only the facts that have been gathered from reliable sources and confirmed
□ Do not overreach or speculate
□ Show concern for safety of residents, and acknowledge that Emergency Personnel are responding to the situation
□ Communicating when next update will be posted (ex. Webpage will be set up)
□ Contact information for questions/concerns

Note: These initial posts should highlight the key messages included in any media release distributed

Secondary Website Statement   Date: _____   Time: _____

☐ Posted on Homepage:
☐ Posted under Public Alerts:
☐ Dedicated Web Page:

Type Message:

Secondary Facebook Post(s)   **Date: _____   Time: _____**

Type Message:

Secondary Twitter Post(s)   **Date: _____   Time: _____**

☐ Hashtag for All Related Posts: _____

— —
— —
— —
— —
— — — — — — — — — — — — — — — — — — —

Secondary Posts should focus on:

☐ More detailed information on what has happened
☐ Express concern/sympathy for any victims who may be involved
☐ Address how the City is responding to the situation and what is being done to help
☐ How will the City provide for public safety
☐ Impact on the delivery of municipal services
☐ Address how the City will keep the public informed of the situation and any changes
☐ Contact information for questions/concerns
  o 211 (if activated)

Note: These initial posts should highlight the key messages included in any media release distributed

Crisis & Emergency Communication Toolkit: Website and Social Media Posts

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6.4 Social Media (SM) Monitoring Worksheet

Crisis/Emergency: **Date:**   **Updated (Time):**

Messages Posted:	*Messages Received:*	*Retweets:*	*Likes:*	*Reach:*

SM Platform	Message Posted by City / Message Received by SM User	# of Retweets and/or Likes	Comments	Response (if necessary)
	☐ Posted (By City) ☐ Received (By SM User) Message:			
	☐ Posted (By City) ☐ Received (By SM User) Message:			
	☐ Posted (By City) ☐ Received (By SM User) Message:			
	☐ Posted (By City) ☐ Received (By SM User) Message:			
	☐ Posted (By City) ☐ Received (By SM User) Message:			
	☐ Posted (By City) ☐ Received (By SM User) Message:			

6.5 Media Monitoring Worksheet

Crisis/Emergency: **Date:**   **Updated (Time):**

Number of Media Releases Issued: Number of Media Releases Picked Up:

Media Platform	Headline/Message Focus	Tone	Accuracy	Response (if necessary)
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		
	○	☐ Positive ☐ Neutral ☐ Negative ☐ Mixed		

Media Platform	Message Focus	Tone		Accuracy	Response (if necessary)
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		
	○	☐	Positive		
		☐	Neutral		
		☐	Negative		
		☐	Mixed		

Crisis & Emergency Communication Toolkit: Media Monitoring Worksheet

6.6 Media Inquiry Form

Date: Time Received:

Media Source:	
Reporter:	
Phone:	
Email:	

☐ Update Requested

☐ Interview Requested

☐ Pictures/Footage Requested

Focus of Interest:

Request Referred To:	
Spokesperson	
Spokesperson Contact No.	
Time of Interview	
Location of Interview	

Notes:

☐ Requested Completed   Call taken by: _____

Time of Completion:

Crisis & Emergency Communication Toolkit: Media Inquiry Form

6.7 Media Accreditation Log In Sheet

Date:

Media Agency	Name	Email	Phone	Request/Needs	Accreditation Provided (Y/N)

Media Accreditation Monitored By: _____

Crisis & Emergency Communication Toolkit: Media Accreditation Log In Sheet

MEDIA RELEASE

For Immediate Release

(TITLE) SAMPLE TEXT – LEVEL II – EMERGENCY RELEASE

Fort Erie, ON, DATE- At (time) today, the Town of Fort Erie Response Team responded to a (what happened) at (where did it happen -- the 'why' isn't always possible at the onset of a crisis). Only (who has been impacted) by may have been affected by this incident -- everyone else on in the community remains completely safe (only if this is the case).

The Town's trained emergency response crews are currently responding to the situation and dealing with the priorities of the incident. An evaluation of the situation is underway and specific details will be released as they are confirmed for release. The Town of Fort Erie's first concern is for public safety and the safety of our emergency response personnel. We are working with other response agencies (list them specifically) to manage the situation and minimize the impact it has on our community as a whole.

The Town of Fort Erie will release new information to all interested parties as soon as it becomes available. Ongoing public information about the situation will be posted on our web site at www.forterie.ca and information lines have been established as follows:

      Public: 211 xxx-xxx-xxxx   **Media:** xxx-xxx-xxxx

"An incident like todays affects every member of our community and beyond," said (name and title of spokesperson). "On behalf of the Town of Fort Erie, I want to express the sincere concern we're all feeling for what has happened in our community today. We are taking this incident very seriously. The Town of Fort Erie has an effective emergency response system in place, and well-trained personnel who will continue to work closely with external agencies to minimize the impact of this incident. Please be assured that we are doing everything possible to manage this crisis, and all its implications."

The Town of Fort Erie is currently setting up a Media Centre where briefings will be held. The logistics around this centre (include the media's access to centre and parking) will be issued within the next (time line). We ask for your understanding during this time. We are doing everything we can to ensure information is released as soon as it becomes available. Right now we request your help to ask the public to:

      • Avoid the (location) so emergency responders can effectively perform their duties
      • Stay tuned to the media or call the above information number(s) for further information
      • NOT to call 911unless it's a life threatening emergency
      • Remain calm

For more information go to our web site at www.forterie.ca or contact the 211 at: XXX-XXX-XXXX

-30-

MEDIA ADVISORY
Fort Erie, ON – <mark>DATE</mark>, <mark>TIME</mark>

For Immediate Release

SAMPLE MEDIA ADVISORY TEMPLATE – LEVEL III CRISIS

RE:

<mark><Incident></mark>

Event:

<mark><Media Briefing></mark>

When, Where:

<mark><Date and Time> <Media Centre Location></mark>

Why:

To update the media on the latest developments in the <mark>(name of incident)</mark>

Who:

Spokesperson(s) Available:

Parking:

Media parking is available <mark>(name parking location)</mark>. Access to the Media Centre will only be granted through <mark>(name location)</mark> entrance.

Please Note:

- To receive accreditation and the latest information please sign in when arriving at the Media Centre
- All media will be required to show identification when arriving on site
- Staff in the Media Centre will be available to set up interviews and facilitate information requests

For more information:
Please visit www.forterie.ca or,
call the Media Centre at (xxx) xxx-xxxx

Date: 00/00/0000

COMMUNITY EMERGENCY MANAGEMENT BACKGROUNDER

Sample Backgrounder

- The Regional Municipality of Niagara, Niagara Regional Police, and the Town of Fort Erie maintain active Emergency Management Plans to be ready in the event of a large-scale emergency, such as a chemical spill, tornado, flash flood or severe winter storm.

- The purpose of these Emergency Management Programs is to protect and preserve life and property during times of crisis by providing efficient, co-ordinated emergency services and responsible decision-making.

- The Regional Municipality of Niagara and the Town of Fort Erie supports emergency preparedness through planning, training and exercises.

- The Regional Municipality of Niagara, Niagara Regional Police, and the Town of Fort Erie last exercised their plans on XXX.

Contact:

Niagara Region
Name, Title
Phone, Email

Niagara Regional Police
Name, Title
Phone, Email

Town of Fort Erie
Name, Title
Phone, Email

THE TOWN OF FORT ERIE
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HAZARD FACT SHEETS

Hazard Fact Sheet: Blizzards

Severe Storms: A blizzard is when winds of 40 km/hr or greater are expected to cause poor visibility to 400 metres or less, due to blowing snow in combination with falling snow, for at least four hours and may last for several days. Blizzards come in on a wave of cold artic air, bringing bitter cold. Freezing rain can also occur.

Preparing for blizzards:
- Stock up on; heating fuel, ready-to-eat food, extra batteries, battery powered or wind-up flashlights and radio.
- You may want to string a lifeline between your house and any outbuildings you must access during the storm. Visibility can be zero so do not try to walk to another building unless there is a rope to guide you.
- If you live on a farm, shelter animals and secure all openings to the outside. Check water supplies for freezing.
- If you must go outside, dress for the weather.
- Secure items that may blow away or tear loose and cause injury and damage property.
- Trim dead branches and cut down dead trees so they don't fall on your home.
- While indoors stay away from windows, doors, skylights and fireplaces.
- During a severe storm use your cell phone but it is not safe to use your land-line telephone.
- Plan to stay off the roads during a severe storm. If you must travel do so during the day and let someone know your route and arrival time. Prepare an emergency car kit in the event you get stuck. Kit items; food that won't spoil, water, blanket, extra clothing, shoes or boots, first aid kit with seatbelt cutter, small shovel, scraper or snowbrush, candle in a deep can and matches, flashlight, whistle to attract attention, maps and copy of your emergency plan. Trunk items; sand, salt or cat litter (non-clumping), antifreeze, windshield fluid, tow rope, jumper cables, fire extinguisher, warning light or road flares.
- Park your car in the garage if possible.

If your car gets stuck:
- Call for help with your cell phone if possible.
- Turn on the warning lights or set up road flares to make your car visible. Or, turn on your ceiling light because leaving headlights or hazard lights on too long will drain the battery.
- Remain calm and stay inside. Keep the engine off as much as possible. You can run the car about 10 minutes every half hour if the exhaust system is functioning.
- Beware of odourless carbon monoxide fumes and check the exhaust pipe periodically to ensure it is not blocked by snow. Allow fresh air in your car by opening the window slightly on the sheltered side - away from the wind.
- Use a candle placed inside a deep can, instead of the car heater to warm up.
- If you do try to shovel snow away from your car avoid overexerting yourself and keep watch for traffic or searchers. Shoveling in the intense cold can be deadly.
- Exercise your hands and feet periodically to keep them warm and to avoid falling asleep.

Source:
    Government of Canada – Get Prepared:
    http://www.getprepared.gc.ca/cnt/hzd/svrstrms-en.aspx#b1

Revised: January 12, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet -Blizzards

Hazard Fact Sheet: Bomb Threat

If you receive a bomb threat:

Stay calm and try to get as much information as possible. Although this might be difficult, try to note any unique features about the voice and any background sounds you hear over the telephone. Keep the caller on the line as long as possible and take detailed notes about what is said.

Try to note the following:

- If the speaker is male or female
- If the speaker has a distinctive accent
- If the voice is disguised, muffled or strange-sounding
- If the voice is shrill or deep
- Any background noises (e.g. traffic, bus passing, bell ringing, fax or printer sounds)
- Any indoor vs. outdoor sounds

Call the police and building management immediately after you hang up. Making a bomb threat is a criminal offence. Try not to guess whether the threat is real or a hoax. Call the police.

If you have been notified of a bomb threat:

- Do not touch any suspicious package. If a suspicious package is found, leave the area and notify the police immediately.
- If you have been evacuated from a building, avoid standing in front of windows or other potentially hazardous areas.
- Do not block the sidewalk or street. Keep the area clear for emergency officials.

In the case of an explosion:

- Get out of the building as quickly and as calmly as possible. If items are falling off bookshelves or from the ceiling, get under a sturdy table or desk until the situation has stabilized enough for your safe passage.
- Ensure your own safety before trying to help others.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/bmbthrts-en.aspx

Revised: January 13, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Bomb Threat

Hazard Fact Sheet: Earthquakes

Earthquake: The earth's crust is composed of many large and small segments called tectonic plates. These plates are in constant slow movement. With these movements come small tremors and earthquakes. Shallow crevasses can form during earthquakes due to landslides or other types of ground failures. Buildings do not automatically collapse in earthquakes. Earthquakes cannot be predicted.

During an earthquake:
Wherever you are when an earthquake starts, take cover immediately. Move a few steps to a nearby safe place if need be. Stay there until the shaking stops. Always avoid; doorways, windows, bookcases, tall furniture, light fixtures, elevators (hit ever floor button and get off immediately), downed power lines (stay at least 10 meters away), and coastlines in the event of tsunamis.

If you are indoors: "DROP, COVER, HOLD ON":
- Stay inside.
- Drop under heavy furniture such as a table, desk, bed or any solid furniture and hold on.
- Cover your head and torso to prevent being hit by falling objects.
- If you can't get under something strong, or if you are in a hallway, flatten yourself or crouch against an interior wall.
- If you are in a shopping mall, go into the nearest store.
- Stay away from windows, and shelves with heavy objects.
- If you are at school, get under a desk or table and hold on. Face away from windows.
- If you are in a wheelchair, lock the wheels and protect the back of your head and neck.

If you are outdoors:
- Stay outside. Go to an open area away from buildings.
- If you are in a crowded public place, take cover where you won't be trampled.

If you are in a vehicle:
- Pull over to a safe place where you are not blocking the road. Keep roads clear for emergency responders. Stop the car and stay inside.
- Avoid bridges, overpasses, underpasses, buildings or anything that could collapse.
- Listen to the radio for instructions from emergency officials.
- Do not get out of your car if downed power lines are across it. Wait to be rescued.
- Place a HELP sign in your window if you need assistance.
- If you are on a bus, stay in your seat until the bus stops. Take cover in a protected place. If you can't take cover, sit in a crouched position and protect your head from falling debris.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/rthqks-en.aspx

Natural Resources Canada – Earthquakes Canada
http://www.earthquakescanada.nrcan.gc.ca/index-eng.php

Revised: January 12, 2016

Crisis & Emergency Communication Toolkit: Earthquakes

Hazard Fact Sheet: Flood (Before)

Floods: The most frequent natural hazard in Canada. They can occur at any time of the year and are most often caused by heavy rainfall, rapid melting of a thick snow pack, ice jams, or more rarely, the failure of a natural or man-made dam.

Preparing for a flood: To reduce the likelihood of flood damage

- Put weather protection sealant around basement windows and the base of ground-level doors.
- Ensure that downspout discharge is directed a sufficient distance from your residence to ensure that water moves away from the building. Downspouts should discharge onto your lawn or into a rainbarrel (please be mindful not to point downspouts towards your neighbours basement windows). Clear leaves and debris from your eaves troughs.
- Disconnect eaves troughs connected to the sanitary sewer.
- Consider installing a sump pump, and a battery or water powered backup sump pump in case of power outage, as well as a backwater valve. Routinely check all equipment and make sure it is regularly cleaned and maintained. Contact the City of Niagara Falls for information on available funding programs.
- Ensure the ground is sloping away from foundation walls.
- Do not store important documents in the basement. Keep them at a higher level.
- For gas and water valves, keep shut-off instructions close by and read them carefully.
- Review and discuss the safety tips with your entire household to make sure everyone understands what to do.
- If you have a livestock farm, remember that livestock have a natural "move away instinct" to flash flood waters and will seek higher ground if possible. Provide livestock a way to reach high ground in each pasture. Without access, livestock will fight fences and be at a greater risk of drowning. Livestock will initially panic during flash floods. This complicates livestock handling.

Preparing for a flood: If a flood is forecast

- Turn off basement furnaces and the outside gas valve.
- Take special precautions to safeguard electrical, natural gas or propane heating equipment.
- If there is enough time, consult your electricity or fuel supplier for instructions on how to proceed.
- In a rural farm setting, sheltering livestock may be the wrong thing to do. Leaving animals unsheltered is preferable because flood waters that inundate a barn could trap animals inside, causing them to drown.
- If evacuation of the animals is being considered, then evacuation procedures, places, and routes should be planned. Animal evacuation routes must not interfere with human evacuation routes. Alternate routes should be found in case the planned route is not accessible. Places where animals are to be taken should be decided in advance and arrangements made with the owners of these places to accept the animals.
- Ensure your cell phone is fully charged.
- Keep your automobile fueled.

Preparing for a flood: If flooding is imminent

- Move furniture, electrical appliances and other belongings to floors above ground level.
- Remove toxic substances such as pesticides and insecticides from the flood area to prevent pollution.

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Flood (Before)

- In some cases, homes may be protected with sandbags or polyethylene barriers. This approach requires specific instructions from your local emergency officials.
- Do NOT attempt to shut off electricity if any water is present. Water and live electrical wires can be lethal. Leave your home immediately and do not return until authorities indicate it is safe to do so.

Hazard Fact Sheet: Flood (During)

Floods: The most frequent natural hazard in Canada. They can occur at any time of the year and are most often caused by heavy rainfall, rapid melting of a thick snow pack, ice jams, or more rarely, the failure of a natural or man-made dam.

During a flood

- Keep your radio on to find out what areas are affected, what roads are safe, where to go and what to do if the local emergency team asks you to leave your home.
- Keep your emergency kit close at hand, in a portable container such as a duffel bag, back pack, or suitcase with wheels.

During a flood: If you need to evacuate

- Vacate your home when you are advised to do so by local emergency authorities. Ignoring such a warning could jeopardize the safety of your family or those who might eventually have to come to your rescue.
- Take your emergency kit and any essential medications with you. Take your cell phone.
- Follow the routes specified by officials. Don't take shortcuts. They could lead you to a blocked or dangerous area.
- Assist those with special needs such as children and persons with disabilities.
- Make arrangements for pets.
- Time permitting, leave a note informing others when you left and where you went. If you have a mailbox, leave the note there.

During a flood: Never cross a flooded area
- Don't walk through moving water, fast water could sweep you away.
- Keep children away from flood water.
- If you are in a car, do not drive through flood waters or underpasses. The water may be deeper than it looks and your car could get stuck or swept away by fast water.
- Avoid crossing bridges if the water is high and flowing quickly.
- If you are caught in fast-rising waters and your car stalls, leave it and save yourself and your passengers.
- If you have to walk through moving water – look for where the water is not moving and use a stick to check the ground in front of you.

Source: Government of Canada – Get Prepared http://www.getprepared.gc.ca/cnt/hzd/flds-drng-en.aspx
Province of Ontario – Floods https://www.ontario.ca/page/floods   Revised January 20, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Flood (Before)

Hazard Fact Sheet: Hazardous Materials – Chemical Release

Hazardous Materials – Chemical Releases: Hazardous chemicals are sometimes accidentally released during manufacturing, storage or transportation. Emergency responders are trained and will identify hazards and provide guidance to the public.

Listen for official advice:
- Pay attention/alert for announcements from authorities.
- If travelling, stay away from the emergency scene and do not block traffic.

Shelter-in-place:
- Close and lock all windows and exterior doors.
- Turn off all fans, heating and air-conditioning systems to avoid drawing in air from the outside. Close the fireplace damper.
- Go to an interior room that is above ground level (if possible, one without windows). In the case of a chemical threat, an above-ground location is preferable because some chemicals are heavier than air and may seep into basements even if the windows are closed.
- Seal the room to prevent air from entering by using duct around doors and vents.
- Stay put until all is safe or until you are ordered to evacuate.

Evacuation:
- You may be instructed to evacuate the area or go to a higher elevation. Authorities will not ask you to leave your home unless they have reason to believe you are in danger. If you have been advised to evacuate but are not able to then call 911.
- Take your emergency kit and plan, essential medications, a cell phone and your pets.
- Shut off water and electricity if officials tell you to. Leave the gas on unless officials tell you to turn it off.
- Lock your home.
- If you have time call or email your contacts to tell them where you are going and if any family members have become separated. Leave a note telling others when you left and where you are going.

Medical Treatment:
- If you become exposed contact 911.
- Decontamination might be required before you can receive medical attention.
- Because the type of chemical may not be known right away, treatment is based on symptoms. Keep track of your breathing, heart rate, perspiration, dizziness, skin tone, deliriousness and tell medical personnel and public health agencies about these or any other symptoms.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/chmclrlss-en.aspx

Revised: January 20, 2016

Hazard Fact Sheet: Pandemic

Pandemic: A pandemic is a worldwide outbreak of a specific influenza virus which affects a large proportion of the population. We do not know when the next pandemic will strike or how severe it will be.

Seasonal influenza is common, and can spread easily among humans. These strains are tracked by the World Health Organization. There are not significant changes to its genetic material. Sometimes the genetic material of influenza viruses can change or mutate, causing a new strain to emerge. People have no immunity against the new strain and it can easily spread around the world causing a pandemic. Federal, provincial and territorial governments have national stockpiles of antivirals (to reduce symptoms, shorten length of illness, minimize serious complications and make a person less likely to spread the strain to others).

Protect yourself and your family and help prevent the spread of the influenza virus:

- Get your flu shot every year (covers the strains of human influenza that are expected to be in circulation during that year's flu season)
- Wash your hands frequently
- Keep your hands away from your face
- Cough and sneeze into your arm, not your hand
- Keep common surface areas clean and disinfected (i.e. doorknobs, phones, television remotes)
- Eat healthy foods and do physical activities to keep your immune system strong
- Get plenty of rest or sleep
- If you get sick, stay home and avoid contact with other people until your symptoms are gone.

Before Travelling:

- Consult a health care provider or travel health clinic at least 6 weeks before leaving
- Travel health notices are posted on the Public Health Agency of Canada's website

For more information:

Get the Immunize Canada App for your mobile phone: http://www.immunize.ca/en/app.aspx
- Record and store vaccine information
- Access vaccination schedules and manage appointments for the whole family
- Get expert information and recommendations
- Receive alerts about disease outbreaks in your area

Source:

    Public Health Agency of Canada - Pandemic Preparedness:
    http://www.phac-aspc.gc.ca/influenza/pandemic-eng.php

    Revised: January 13, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Pandemic

Hazard Fact Sheet: Power Outage

Power Outage: A power outage could be over quickly but some can last much longer – even weeks during an emergency. Power outages are often caused by freezing rain, storms and/or high winds that damage power lines and equipment. Cold snaps or heat waves can also overload the electric system. You and your family should be prepared to cope on your own during a power outage for at least 72 hours.

Preparing for a Power Outage:

- Install a non-electric stove or heater. Ensure adequate ventilation and never connect two heating units to the same chimney flue at the same time.
- Clean your chimney every fall.
- If the standby heating unit will be supplied by house oil or gas, have it connected with shut-off valves by a certified tradesperson.
- Understand proper operating procedures before considering using emergency generators. The generator must be connected to your home's electrical system through an approved transfer panel and switch that has been installed by a qualified electrician.
- Know your evacuation route – without elevator service (where applicable).
- Ensure your carbon monoxide detectors have battery back-up.
- Protect sensitive electrical appliances with a surge-protecting powerbar.
- Keep a flashlight and cell phone handy.
- Keep a bag of ice cubes in the freezer.

People requiring assistance should also:

- Plan for a backup power supply for essential medical equipment.
- Establish a self-help network to assist and check on you during an emergency. If you live in an apartment also let the property manager know that you may need assistance.
- Enroll in a medical alert program.
- Keep a list of facilities that provide life-sustaining equipment or treatment and also keep a list of your medical conditions and treatment.

During a Power Outage:

- Check if the outage is limited to your home. If not then notify your electric supply company.
- Turn off all appliances and electronic equipment and turn the thermostat down to a minimum to prevent a power surge when the power is restored.
- Turn off all lights except one inside and outside, so everyone knows when the power is restored.
- Only open the fridge when necessary. Food will stay frozen for 24-36 hours if the freezer remains closed.

- Don't use charcoal or gas barbeques, camping equipment or home generators indoors or in garages. They give off carbon monoxide.
- Use proper candle holders. Don't leave burning candles unattended.
- Never plug a generator into a wall outlet as serious injury can result when the current produced by the home generator is fed back into the electrical lines, and transformed to a higher voltage. Connect lights and appliances directly to the generator. Use only CSA-approved extension cords.

After a Power Outage:

- Do not enter a flooded basement unless you are certain the power is disconnected.
- Do not use any flooded appliances or electrical outlets, switch boxes or fuse-breaker panels until they have been checked and cleaned by a qualified electrician.
- Replace the furnace flue (if removed) and turn off the fuel to the standby heating unit.
- Switch on the main electric switch (before, check to ensure appliances, electric heaters, TVs, microwaves computers, etc. were unplugged to prevent damage from a power surge).
- Give the electrical system a chance to stabilize before reconnecting tools and appliances. Turn the heating-system thermostats up first, followed in a couple of minutes by reconnection of the fridge and freezer. Wait 10 to 15 minutes before reconnecting all other tools and appliances.
- Close the drain valve in the basement.
- Turn on the water supply. Close lowest valves/taps first and allow air to escape from upper taps.
- Make sure that the hot water heater is filled before turning on the power to it.
- Check food supplies in refrigerators, freezers and cupboards for signs of spoilage. If the bag of ice cubes you left in your fridge has melted or refrozen there is a good chance the food is spoiled. When in doubt throw it out.
- Reset your clocks, automatic timers, and alarms.
- Restock your emergency kit so it is ready when needed.

Source:
   Government of Canada – Get Prepared:
   http://www.getprepared.gc.ca/cnt/hzd/pwrtgs-en.aspx

Revised: January 8, 2016

Hazard Fact Sheet: Severe Storms

Severe Storms: Thunderstorms, hail, blizzards, ice storms, high winds and heavy rain can develop quickly and threaten life and property. Severe storms occur in all regions of Canada and in all seasons. Severe weather make driving dangerous – avoid the risk when you can.

Preparing for severe storms:
- Stock up on; heating fuel, ready-to-eat food, extra batteries, battery powered or wind-up flashlights and radio.
- Secure items that may blow away or tear loose and cause injury and damage property.
- Park your car in the garage if possible.
- Trim dead branches and cut down dead trees so they don't fall on your home.
- While indoors stay away from windows, doors, skylights and fireplaces.
- During a severe storm use your cell phone but it is not safe to use your land-line telephone.
- Stay away from shorelines and NEVER go out in a boat during a storm. If you are on the water and you see bad weather approaching, head for shore immediately.
- If heavy rain is in the forecast ensure your eves troughs discharge away from your house foundation and onto the lawn.
- Never drive through flood waters.
- Plan to stay off the roads during a severe storm. If you must travel do so during the day and let someone know your route and arrival time. Prepare an emergency car kit in the event you get stuck. Kit items; food that won't spoil, water, blanket, extra clothing, shoes or boots, first aid kit with seatbelt cutter, small shovel, scraper or snowbrush, candle in a deep can and matches, flashlight, whistle to attract attention, maps and copy of your emergency plan. Trunk items; sand, salt or cat litter (non-clumping), antifreeze, windshield fluid, tow rope, jumper cables, fire extinguisher, warning light or road flares.

Blizzards:
- If a blizzard or heavy snow is in the forecast you may want to string a lifeline between your house and any outbuildings you must access during the storm. Visibility can be zero so do not try to walk to another building unless there is a rope to guide you.
- If you live on a farm, shelter animals and secure all openings to the outside. Check water supplies for freezing.
- If you must go outside, dress for the weather.

If your car gets stuck:
- Call for help with your cell phone if possible.
- Turn on the warning lights or set up road flares to make your car visible. Or, turn on your ceiling light because leaving headlights or hazard lights on too long will drain the battery.
- Remain calm and stay inside. Keep the engine off as much as possible. You can run the car about 10 minutes every half hour if the exhaust system is functioning.

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Severe Storms

- Beware of odourless carbon monoxide fumes and check the exhaust pipe periodically to ensure it is not blocked by snow. Allow fresh air in your car by opening the window slightly on the sheltered side - away from the wind.
- Use a candle placed inside a deep can, instead of the car heater to warm up.
- If you do try to shovel snow away from your car avoid overexerting yourself and keep watch for traffic or searchers. Shoveling in the intense cold can be deadly.
- Exercise your hands and feet periodically to keep them warm and to avoid falling asleep.

Hail:
- If hail is in the forecast, you may want to move your vehicle to the garage, bring in your pets, and cover plants and garden furniture.
- Take cover when hail begins to fall and do not go outside.

Ice Storms:
- If you must go outside pay attention to branches or wires that could break due to the weight of the ice and fall on you.
- Never touch power lines. It could be live and you would run the risk of electrocution.

Lightning and Thunderstorms:
- If you see lightning or hear thunder always take shelter in an enclosed building or hard-topped vehicle. There is no safe place outside during a thunderstorm.
- Unplug electrical devices and listen for weather updates on your battery-powered radio.
- Stay away from items that conduct electricity such as corded telephones, appliances, sinks, bathtubs, radiators and metal pipes.
- Wait 30 minutes after the last lightning strike before venturing outside again.

Wind
- When there is a wind warning expect winds to be blowing steadily at 60-65 km/h or more, or winds that are gusting up to 90 km/h or more. Walking with balance against the wind becomes difficult with winds between 60 and 70 km/h and there could be flying hazardous debris.
- Listen for storm surge warnings, which can occur around the Great Lakes. The [Meteorological Service of Canada](#) will issue warnings. Getting caught near the shoreline during a storm surge could be life-threatening due to high surf, high water levels and shoreline flooding.
- Stay indoors until it is safe.

Source:
> Government of Canada – Get Prepared:
> http://www.getprepared.gc.ca/cnt/hzd/svrstrms-en.aspx

Revised: January 12, 2016

Hazard Fact Sheet: Suspicious Packages

Suspicious Packages: Suspicious packages could be delivered to your home or workplace. You know what kind of mail and packages you usually receive. Look for things out of the ordinary, such as unexpected mail from a foreign country.

The following might help identify a suspicious package:

- Unfamiliar return address or none at all
- Strange odour or noise
- Protruding wires
- Misspelled words
- Addressed to a business title only (e.g. President)
- Restrictive markings (e.g. Do not X-ray)
- Badly typed or written
- Rigid or bulky letters
- Excessive wrapping, tape or string
- Oily stains, discolouration or crystallization on wrapping
- Leaking

The contents of a letter or package may cause concern if:

- You see power or a liquid
- It contains a threatening note
- It contains an object that you did not expect to receive or cannot identify

If you are worried about a package or letter you have received:

- Do not handle, shake, smell or taste it
- Leave the letter or package where it is
- Get everyone out of the room and close the door
- Call 911
- Wash your hands with soap and water
- If applicable, alert building security or the superintendent
- Wait in a safe place until the police or fire response teams arrive

Listen to the police, other emergency responders and public health authorities for advice on what to do next.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/sspcspckgs-en.aspx

Revised: January 13, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Suspicious Package

Hazard Fact Sheet: Tornado

Tornado: Canada gets more tornadoes than any other country with the exception of the United States. Tornadoes are rotating columns of high winds. They move up to 70 km/hour and leave a long, wide path of destruction. Other times the tornado is small, touching down here and there. They can uproot trees, flip cars and demolish houses. Tornadoes usually hit in the afternoon and early evening, but they have been known to strike at night too.

Warning signs:

- Severe thunderstorms, with frequent thunder and lightning.
- An extremely dark sky, sometimes highlighted by green or yellow clouds.
- A rumbling sound or whistling sound.
- A funnel cloud at the rear base of a thundercloud, often behind a curtain of heavy rain or hail.
- Listen to your radio during severe thunderstorms. Environment Canada is responsible for warning the public when conditions exist that may produce tornadoes.

During a tornado:

- In all cases stay away from windows, outside walls and doors. Get below or as close to the ground as possible. Protect your head and watch for flying debris.
- In a house; go to the basement or take shelter in a small interior ground floor room (bathroom, closet or hallway). Protect yourself by taking shelter under a heavy table or desk.
- If you live on a farm and only if your personal safety is not an issue, open routes of escape for your livestock.
- In an office or apartment building; go to the basement or ground floor. Do not use the elevator.
- A gymnasium, church or auditorium with wide-span roofs may collapse. If possible, find shelter in another building. If you can't leave, take cover under a sturdy structure such as a table or desk.
- If you are driving go to the nearest solid shelter. If the tornado is close get out of your car. Avoid cars or mobile homes and find shelter elsewhere. If no shelter is available, lie down in a ditch away from cars or mobile homes. Beware of flooding from downpours and be prepared to move.
- NEVER chase a tornado. They are unpredictable and can abruptly change course. A tornado is deceptive. It may appear to be standing still but is, in fact, moving toward you.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/trnds-en.aspx

Revised: January 12, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Tornado

Hazard Fact Sheet: Transportation Emergencies

Transportation Emergencies: Emergencies can be dramatic and emotional and require trained and experienced staff to deal effectively with the incident. Protocols are in place for large-scale road, rail, aviation and marine emergencies.

Key Messages

- Listen to authorities who will advise to shelter-in-place or evacuate.
- If advised to evacuate, stay as far away from the accident scene as possible. Stay upwind if possible.
- Do not go back to the scene. Rescue attempts and protecting property must be weighed against you becoming part of the problem.
- Stay clear of vapor, fumes, smoke and spills. Do not assume that gases or vapors are harmless because of lack of smell – odourless gases or vapors may be harmful.
- At road, railroad and water crossing there may be signs posted as markers for gas pipelines. In the event of a gas pipeline rupture, listen for loud roaring or explosive sound or large flames and loud raring noise. Other signs of a suspected gas or liquids pipeline leak are; whistling/hissing sound, distinct strong odour (rotten eggs), dense fog, mist or white cloud, bubbling or oil slick in water/ponds/creeks or liquid bubbling up from ground, dust, dirt or flames blowing up from the ground, or discoloured/dead vegetation above the pipe-line right-of-way. If there are no flames present do not start/turn off vehicles or electrical equipment (cell phones, two way radios) as this could cause spark/ignition. If flames are present, driving away from the area is acceptable. Evacuate the area immediately past the established distance established by authorities.

Source:
   Government of Canada – Transport Canada
   https://www.tc.gc.ca/eng/tdg/safety-menu.htm

   Transport Canada - 2012 Emergency Response Guidebook* (* pending update in 2016)

Revised: January 13, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Transportation Emergencies

Hazard Fact Sheet: Ice Storm

Ice Storms: Freezing rain occurs when raindrops fall from a warm layer of air into air that is below freezing and become supercooled. When the supercooled droplets strike a surface below 0°C they instantly freeze, forming a layer of ice.

What to Do:

- Ice from freezing rain accumulates on branches, power lines and buildings. If you must go outside when a significant amount of ice has accumulated, pay attention to branches or wires that could break due to the weight of the ice and fall on you.

- Never approach power lines. A hanging power line could be charged (live) and you could be electrocuted. Stay back at least 10 meters (33 feet) from wires or anything in contact with them.

- When freezing rain is forecast, avoid driving if possible. Even a small amount of freezing rain can make roads extremely slippery. Wait several hours after freezing rain ends so that road maintenance crews have enough time to spread sand or salt on icy roads.

- Rapid onsets of freezing rain combined with strong winds increase the chances for hypothermia. If you live on a farm, move livestock promptly to shelter where feed is available. Forage is often temporarily inaccessible during and immediately after ice storms.

Source:

Government of Canada – Get Prepared:
http://www.getprepared.gc.ca/cnt/hzd/svrstrms-en.aspx

Revised: January 12, 2016

Crisis & Emergency Communication Toolkit: Hazard Fact Sheet: Ice Storm

THE TOWN OF FORT ERIE

CRISIS &

EMERGENCY COMMUNICATION

FORT ERIE
ONTARIO

Our Focus: Your Future

INTERNAL POLICIES

FORT·ERIE ONTARIO — Our Focus: Your Future	**Weather-related Office Closures**

1. Purpose

There are occasions when severe weather causes the Corporation to close for business or that prevents an employee from reporting to work or arriving on time. This directive provides a protocol for the payment of wages in situations of severe weather.

2. Definitions

N/A

3. Policy Statement

The Corporation is committed to promoting and maintaining high levels of attendance in order to realize our organizational objectives. At the same time, the Corporation is committed to balancing organizational and individual interests as much as possible. The Corporation expects an employee to;

　　a)　Make every reasonable attempt to get to work safely

　　b)　Prepare in advance when severe weather is predicted by allowing extra travel time

　　c)　Prepare in advance to work from home, if possible, when severe weather is predicted

　　d)　Monitor the Town website, social feeds and local media prior to leaving for work, when severe weather has occurred.

4. Application

This directive applies to all Town employees. It applies when;

　　a)　The Corporation is closed for business due to severe weather

　　b)　An employee arrives late or fails to report to work due to severe weather

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Original Date:	January 2009	Revision Date:	March 2016

FORT·ERIE ONTARIO Our Focus: Your Future	**Weather-related Office Closures**

      c)   An employee arrives at work after the decision has been made to close

5.   Background

This directive was originally implemented in January 2009 following a severe weather event.

6.   Policy

6.1   The Corporation may, at its discretion, close some or all operations and send employees home due to severe weather. When that happens, an employee sent home receives a full day's pay at the employee's regular rate.

6.2   The Corporation may, at its discretion, decide not to commence some or all of its operations at the normal start time due to severe weather. When that happens, employees will be notified by telephone, email, internet and/or the media and advised whether to report for work. An employee who is advised not to report to work receives a full day's pay at the employee's regular rate. There is no change in pay treatment for an employee who is on a regularly schedule day off, lieu day, vacation, sick leave or STD/LTD/WSIB. If the Corporation decides to remain closed beyond the initial day, an employee who is advised not to report to work may request an opportunity to make up the time, if practical, or use accumulated paid leave other than sick leave unless previous arrangements have been made to work from home.

6.3   If an employee arrives late or fails to report to work due to severe weather, the supervisor will exercise discretion on an individual, case-by-case basis in determining pay treatment. Considerations include;

      a)   Location of the employee's residence in relation to the workplace

      b)   Whether employees from the same area arrived at work and/or on time

      c)   Whether the severe weather was predicted

      d)   Whether travel was impeded by road conditions/road closures

Weather-related Office Closures

e) Whether an alternate means of transportation was available

f) Any attempts made by the employee to travel to work

If there is a loss of pay, an employee may request an opportunity to make up the time, if practical, or use accumulated paid leave other than sick leave.

6.4 If an employee arrives at work after the decision to close for business and if there is a manager or supervisor on site, the employee may be asked to remain at work. If the employee agrees to remain, the supervisor may assign alternate duties. Pay treatment will be at the discretion of the manager but will not be less than the employee's regular rate. If the employee is not asked to remain or chooses not to remain if asked, the employee's pay treatment will be addressed according to section 6.2.

6.5 If the Corporation remains open but severe weather has resulted in a road closure, school or child-care closure, or the suspension of school bus service that directly impacts an employee, the employee may ask the supervisor for permission to leave early. If permission is granted, the employee may request an opportunity to make up the time, if practical, or use accumulated paid leave other than sick leave.

6.6 An employee who is a parent or caregiver for a child impacted by the closure of school or daycare due to severe weather will notify the supervisor and may request an opportunity to make up the time, if practical, or use accumulated paid leave other than sick leave unless previous arrangements have been made to work from home.

6.7 Overtime will apply if an employee who is sent home early or is told not to report to work due to severe weather and is subsequently called in for work outside of the employee's regularly schedule hours.

6.8 In the event of a declared emergency, the rules and procedures for an emergency apply and designated members of the Emergency Control Group must report for work. The Corporation may also require additional employees to attend during an emergency and may make arrangements for their safe transportation to and from the worksite.

Weather-related Office Closures

6.9 Decisions regarding facility closures, program cancellations or reduced services must be communicated to the CAO's office by 6:50 a.m., when possible, and again by 1:00 p.m., when possible.

7. Responsibilities

7.1 Chief Administrative Officer shall;

a) ensure consistent application of this directive; and,

b) Consult with the Mayor, Senior Managers and public safety agencies in determining whether to close for business; and,

c) Ensure Staff, stakeholders and the media are informed of the closure by CAO (or designate) by:

   i. Updating the City Hall Information Line by 7:00 a.m.

   ii. Posting a notice on the Town website by 7:00 a.m.

   iii. Issuing a media release to local media by 7:00 a.m.

   iv. Issuing email to all Staff by 7:00 a.m.

   v. Updating social feeds by 7:00 a.m.

7.2 Senior Managers, Managers and Supervisors shall;

a) Ensure employees are familiar with this directive; and,

b) Exercise discretion and make decisions about pay treatment in good faith, without discrimination, after considering all the relevant facts; and,

c) Monitor business outcomes during severe weather

7.3 All Employees shall;

a) Familiarize themselves with this directive; and,

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FORT·ERIE ONTARIO — Our Focus: Your Future	**Weather-related Office Closures**

   b)   Make a reasonable attempt to get to work safely; and,

   c)   Report any anticipated absence or anticipated lateness to the supervisor as soon as possible. An employee must not assume that severe weather removes the obligation to report any absence or lateness; and,

   d)   Monitor the Town website, social feeds and local media prior to leaving for work, when severe weather has occurred.

   i.   Call the Town Hall for a voice recorded message 905-871-1600

   ii.   Check the Town website after 7:00 a.m. (www.forterie.ca)

   iii.   Check Town social feeds (Facebook / Twitter) after 7:00 a.m.

   iv.   Check local media after 7:00 a.m.

Approved by

_____
Chief Administrative Officer

THE TOWN OF FORT ERIE

STANDARD
OPERATING
GUIDELINES

FORT ERIE
ONTARIO

Our Focus: Your Future

Municipal Emergency Control Group

Standard Operating Guidelines

Revised: February 16, 2017

THE TOWN OF FORT ERIE

STANDARD
OPERATING
GUIDELINES

FORT ERIE
ONTARIO

Our Focus: Your Future

Section 1

Overview

Emergency Operation Centre Overview
Standard Operating Guidelines

1.0   Emergency Operations Centre

An Emergency Operation Centre (EOC) is a resource that can be used to strengthen an organization's management and organizational capacity during a major emergency.

It is a physical location where the leadership of an organization can gather to collectively; collaboratively support site responders and manage the consequences of an emergency.

In general, an EOC has overall responsibility for:

- Policy and strategic direction;
- Site support and consequence management;
- Information collection, evaluation and distribution;
- Coordination of agencies and/or departments;
- Resource management; and
- Internal and external communications.

2.0   Municipal Emergency Control Group

This group is comprised of Town of Fort Erie employees and other members of the larger community, as required, operating under the authority of the EOC Director. The EOC personnel are responsible for making operational and strategic decisions required to support efficient response to an emergency or disaster response at the site and subsequent recovery efforts.

3.0   Department Operations Centres

Agencies that require local support to their operations may establish a Department Operations Centre (DOC). A DOC is primarily concerned with coordinating the department's activities in support of the department responsibilities and commitment to the emergency response. DOCs interact with the overall EOC and their agency representatives or senior personnel at the scene. The DOC will focus on such issues as staff scheduling, and obtaining, coordinating and directing department resources.

4.0   EOC Responsibilities

The EOC is responsible for:

- Notifying additional EOC personnel and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency;
- Providing policy direction and support to the Incident Commander and site personnel;
- Collecting as much information as possible on the status of the emergency and vetting the information, prioritizing it, evaluating it, summarizing it, disseminating/displaying it and acting upon required needs;
- Establishing priorities based on all the information gathered and developing EOC Action Plans that complement and enhance the response taken at the site level;
- Obtaining, coordinating and managing payment of any additional resources (both personnel and equipment) needed to support site activity; and
- Coordinating all internal and external information and developing and distributing warnings and public information to the general public.

5.0   Site Response

The EOC, if required, is activated to oversee and coordinate all non-site activities in support of the Incident Commander at the incident site.

5.1   Incident Commander

An Incident Commander assumes overall control at the incident site. The Incident Commander sets priorities, develops strategies, selects tactics and assigns tasks to manage the problem at the site. Limitations may be imposed upon the Incident Commander, such as the time available, a lack of sufficient resources, and restricted evacuation routes. However, the Incident Commander is given the widest possible scope to use his or her initiative with minimal jurisdictional restrictions.

The Incident Commander may call upon the EOC at any time to provide support, coordination, and policy guidance.

5.2   Incident Command Post

The Incident Command Post (ICP) is the location from which the Incident Commander directs the site response to the emergency.

5.3   Unified Command

Unified Command is an authority structure in which the role of Incident Commander is shared by two or more individuals, each already having authority in a different responding agency. Unified command is a command in which responding agencies and/or jurisdictions with responsibility for the incident share incident management. If Unified Command is needed, Incident Commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single Incident Command Post. Unified Command allows agencies with different

legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. Under Unified Command, a single, coordinated Incident Action Plan will direct all activities. The Incident Commanders will supervise a single Command and General Staff organization and speak with one voice.

6.0   Request for Assistance

It may be necessary to request assistance from neighbouring municipalities, the Provincial Government, the Federal Government, and/or the private sector.

7.0   Incident Management System

The Incident Management System (IMS) is an international emergency management system that provides the basic structure and functions required to manage an emergency situation effectively. The use of IMS permits emergency response organizations to work together to manage multi-jurisdictional incidents. The benefits of the IMS are to improve communication, streamline resources, enhance capacity and facilitate the cooperation and coordination of operational activities between agencies.

IMS has been adopted by the Office of the Fire Marshal and Emergency Management as an operational framework for emergency management in Ontario. Town of Fort Erie also uses the IMS structure to respond and recover from an emergency.

8.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

9.0   EOC Guiding Principles

The Town of Fort Erie adopts the principles, concepts, and terminology of the Incident Management System (IMS). The guiding principles for response and recovery include, but are not limited to, the following:

9.1 Management Functions

The following are the primary IMS management functions:

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

The EOC Director in the Emergency Operations Centre, has responsibility for all functions. That person may elect to perform all activities, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the EOC Director from overall responsibility.

9.2 Management by Objectives

This principle draws a direct link between policies and actions. Management by objectives calls for four basic steps:

1. Understand agency policy and direction;
2. Establish incident objectives;
3. Select appropriate strategy;
4. Determine and implement tactical direction, such as applying tactics appropriate to the strategy, assigning the right resources, and monitoring performance.

9.3 Unity and Chain of Command

In IMS, "Unity of Command" means that every individual has a designated supervisor. "Chain of Command" means that there is an orderly line of authority within the organization. Both concepts apply in the EOC.

9.4 EOC Action Plans

Every incident must have a written EOC Action Plans that provides all incident supervisory personnel with direction for future actions. EOC Action Plans shall include the measurable objectives to be achieved.

9.5 Operational Periods

Actions are always prepared around a timeframe called an "Operational Period." The length of an Operational Period, selected by the EOC Director, will be based on the needs of the incident, and thus can change over the course of an emergency.

9.6 Span of Control

Every position in the EOC must monitor the number of other personnel reporting to him or her. Acceptable span of control may vary from three to seven, and a ratio of one to five reporting elements is recommended.

9.7 Common Terminology

The Town of Fort Erie adopts the IMS principle of using common terminology in referring to organizational elements, position, titles, resources, and facilities. In an emergency, the principles of IMS should be used by all organizations involved in emergency operations.

9.8 Information Management

Information Management is important for both internal and external audiences. IMS requires that there should be processes to acquire, analyze and disseminate information at all levels in a timely manner.

- *Internal information* is needed in order to: maintain a common operational picture and to formulate broad incident strategies and EOC Action Plans
- *Information for external audiences* such as the public and media may be needed to provide notification and instructions to manage public reaction.

10.0 Incident Management System Functions

The first few hours of an emergency are the most critical. The crisis aspect demands a clear understanding and acceptance by all involved in the response organization at the onset.

The size of the IMS structure is scalable, and is normally determined by the size of the emergency response and the complexity of the incident. In a small-scale emergency or short-duration incident, one person may be responsible for multiple functions. In complex, large-scale emergencies, the IMS may be expanded to include several people supporting each function. The scalability of the IMS allows for maintaining a span of control such that a person in a leadership role has no more than seven persons reporting directly to him or her.

10.1 Policy Group

This group includes the Head of Council (Mayor) and members of Council, as necessary, to may make high level decisions concerning the community's response and recovery. The Policy Group does not have responsibility for directing emergency management activities at the site or in the EOC during an emergency. The Policy Director attends the EOC and works in association with the EOC Director.

Responsibilities of the Policy Group may include:
- Providing overall policy direction
- Setting expenditure limits
- Changing/amending bylaws or policies
- Declaring an Emergency
- Declaring termination of an Emergency
- Acting as an official spokesperson, as required

10.2   EOC Functions

EOC Management Team
The EOC Management Team is responsible for the overall emergency policy and coordination, public information and media relations, agency liaison and proper risk management procedures through the joint efforts of local government agencies and private organizations.

The EOC Management Team positions include:
- EOC Director
- Risk Management Officer
- Liaison Officer
- Information Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

Operations
Responsible for providing a communications link with the site and coordinating all jurisdictional operations in support of emergency response through implementation of the EOC Action Plan.

The positions may include:
- Police Branch Coordinator
- Fire Branch Coordinator
- EMS Branch Coordinator
- Public Health Branch Coordinator

- ▪ Environmental Health
- Emergency Social Services Branch Coordinator
- Public Works Branch Coordinator
  - ▪ Transportation
  - ▪ Water/Wastewater
  - ▪ Waste Management
- Utilities/Technical Specialists

Planning

Responsible for anticipating the long-range planning needs of the EOC, collecting, evaluating, and displaying information, developing the EOC Action Plan and situational status in coordination with other functions and maintaining all EOC documentation.

The positions include:
- Situation Unit Coordinator
  - o GIS Unit Coordinator
    - ▪ GIS Analyst
- Resource Unit Coordinator
- Documentation Unit Coordinator
- Advanced Planning Unit Coordinator
- Demobilization Unit Coordinator
- Recovery Unit Coordinator
- Technical Specialists

Logistics

Responsible for ensuring that the EOC is operational and providing facilities, IT services, personnel, equipment and materials.

The positions include:
- Information Technology Branch
  - ▪ Telecommunications Unit
  - ▪ Computer Systems Unit
- EOC Support Branch
- Supply Unit
- Personnel Unit
- Transportation Unit

Finance/Administration

Responsible for all the financial activities and other administrative aspects for the emergency.

The positions include:
- Time Unit Coordinator
- Contract Admin Unit Coordinator
- Compensation & Claims Unit Coordinator
- Cost & Accounting Unit Coordinator

10.3   Outside Agencies

Depending on the nature of the emergency, representatives from a number of external agencies may participate in the EOC.

11.0 EOC Activation

The activation of the Emergency Operations Centre (EOC) will normally come as a result of a request from the on-site Incident Commander of any first responding agency. The purpose of the EOC is to provide support for the on-site Incident Commander by obtaining resources, maintaining up-to-date information, coordinating activities, and providing the public with information. The EOC also coordinates related activities that are beyond the scope of the on-site Incident Commander, such as large-scale media relations and evacuations.

A declaration of emergency or provincial emergency is not required to activate the EOC.

12.0 Activation Response Levels

This guideline recognizes two levels of EOC notifications.

12.1 Initial EOC Activation Notification

The EOC will be activated when an emergency arises that requires site support and is of a larger scale or longer duration and may involve evacuations, additional or unique resources, or extraordinary support activities.

When the EOC is activated personnel will be alerted using the call-out communications procedure. The alert will be initiated by the CEMC staff at one of two alert levels as required by the specific incident.

CEMCs will initiate any alert by first contacting the Town CAO, providing a situation report and confirming the Alert Level as detailed below.

Level One Activation

This level would be the primary activation level with the exception of a catastrophic event which would then require a full activation as identified below. As with all IMS models, this activation level is scalable and additional resources can be brought in as the EOC determines. It provides the team with key personnel and strong connection with the site for communications.

Incident Management System
Organizational Chart Level One Fort Erie
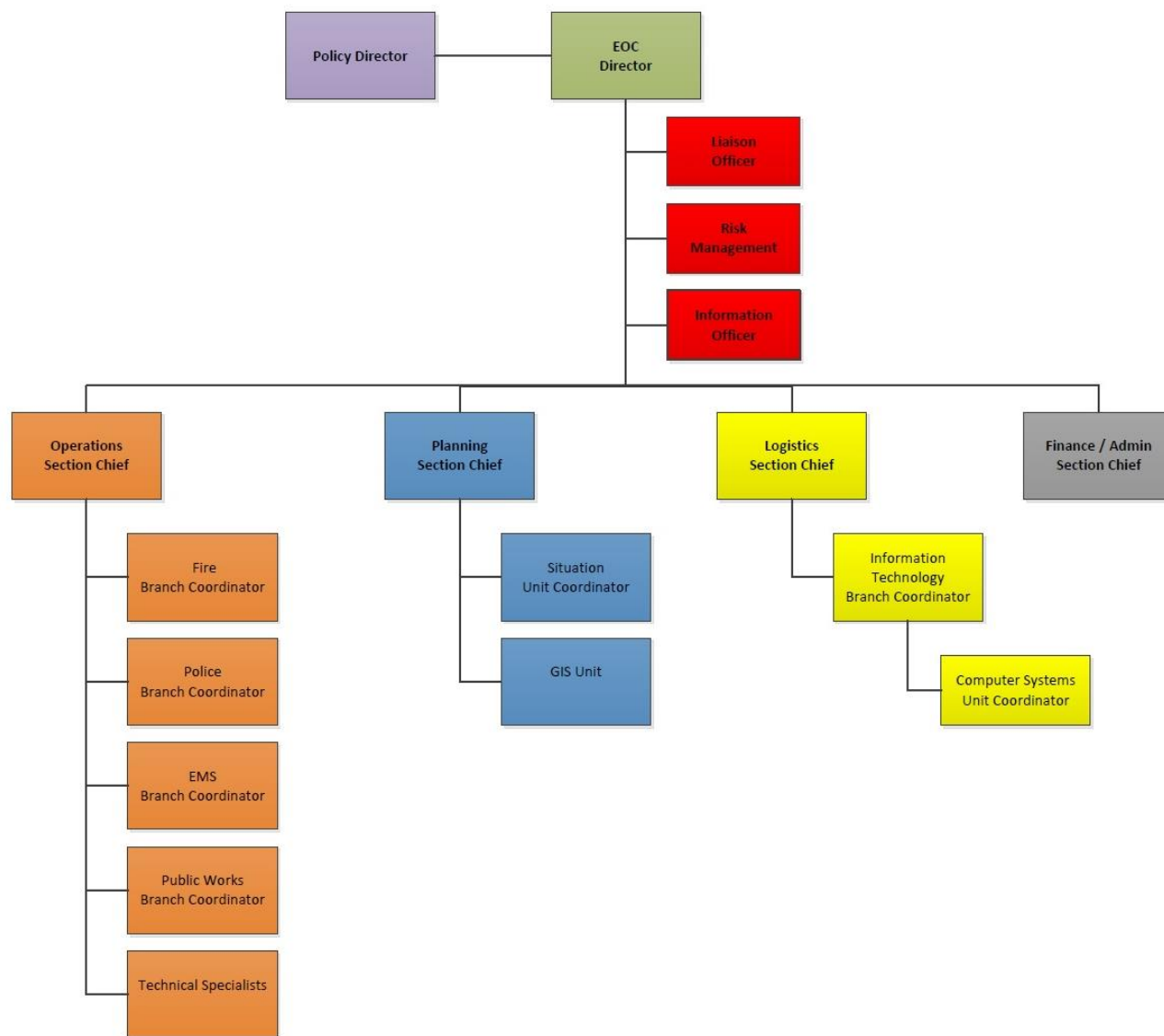
Full Activation

In response to a large scale/catastrophic event, the following functions within the EOC will need to be considered: (some personnel will need to cover multiple functions)

Incident Management System
Organizational Chart Full Activation Fort Erie
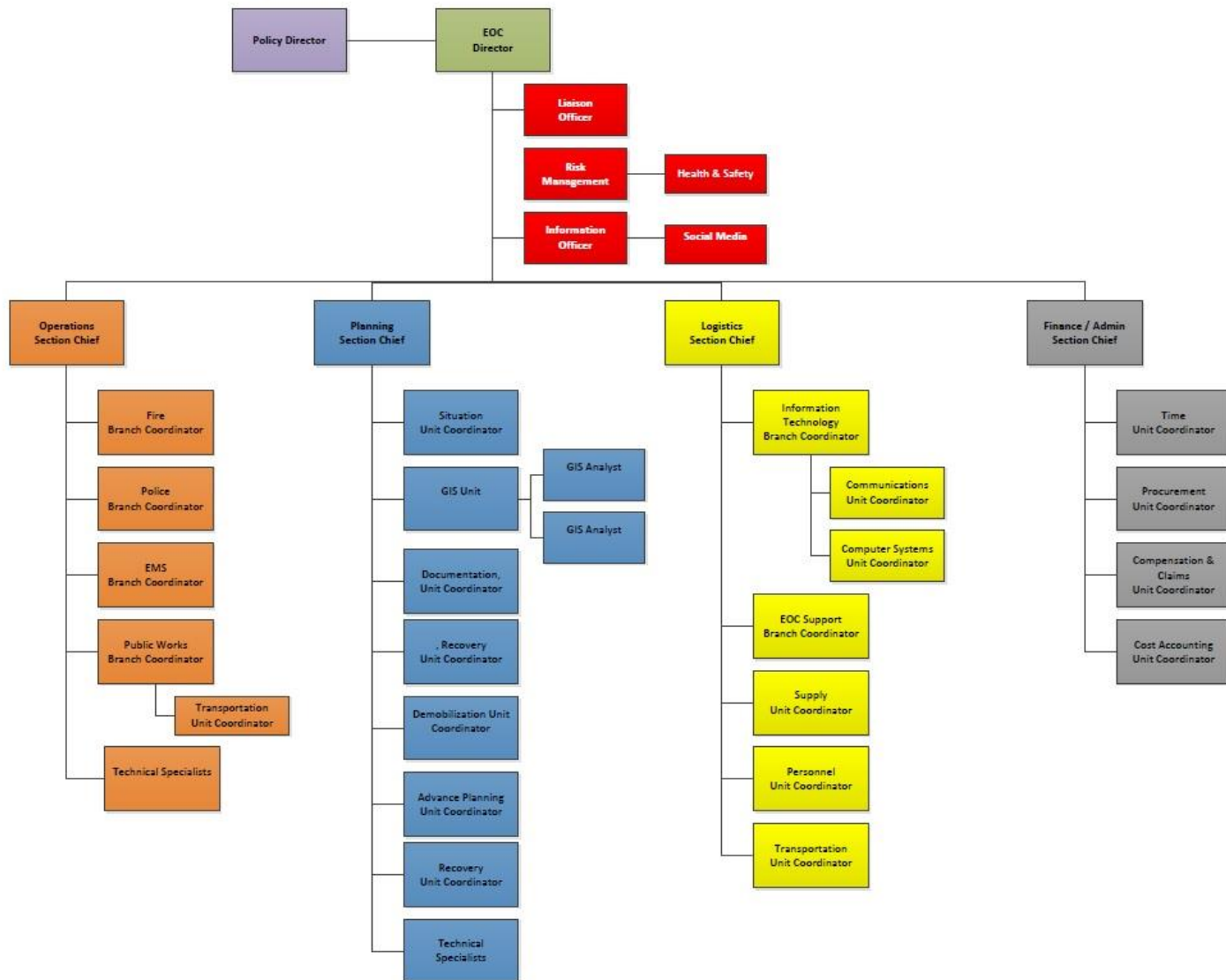
12.2 Activation of Other EOC Functions

The EOC is staffed to a level that matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances.

Once the initial EOC personnel arrive at the EOC they will be responsible for identifying staffing needs and when required, they will notify additional staff.

13.0 EOC Staffing Requirements

The EOC must be able to function on a 24/7 basis from activation until demobilization, as required, to support the emergency response. The EOC Director will ensure the appropriate staffing based upon an assessment of the current and projected situation.

13.1 Staffing Levels

The IMS is a modular structure that can expand or contract to meet specific needs of the emergency event. The responsibility of any Officers, Units or Branches not activated in the initial notification remains the responsibility of the EOC Director or the Chief within that function area until the position is filled.

Staffing levels must be monitored continuously throughout the activation to ensure all necessary response objectives and priorities are met in a timely manner. If there is a shortage of available staff certain functions can be combined.

Personnel that are not required should be released and return to their regular work duties in order to maintain organizational capacity of the day-to-day operations.

13.2 Shift Schedules

The EOC Director and Section Chiefs, in conjunction with the Personnel Unit (Logistics) are responsible for ensuring that shift schedules are established for the Units/Branches under their direction. They are responsible to notify the persons which will fulfill the next shift using the Notification List.

The Personnel Unit in Logistics should maintain a current staffing schedule at all times.

13.3 Staffing Identification

An EOC organizational chart will be posted on the wall displaying the names of the persons assigned to each activated function. Coloured vests will be worn to identify the EOC Management Team and all activated positions within the Sectors. Each station will be labeled with the position assigned to it.

The Town of Fort Erie adopts the following colours for IMS function identification within the EOC.

- Green (EOC Director)
- Red (Liaison, Information, Risk Management Officers)
- Orange (Operations)
- Blue (Planning)
- Yellow (Logistics)
- Grey (Finance and Admin)
- Purple (Policy Director)

13.4 Shift Change (Transfer of Responsibilities)

When a staff member transfers their responsibilities to another, a simple but formal transfer briefing will be required. Shifts should be no longer than 8 – 12 hours and should overlap by approximately 15 minutes to prevent a staff position from being inadequately relieved. A Shift change briefing should summarize the activities of the past shift and identify "open" incidents or activities.

13.5 Safety and Worker Care

All personnel in a leadership role must be aware of the activities of the personnel operating within their span of control. They must be aware of any potential hazards they may face and monitor their work environment as well as their physical and emotional condition. They must encourage staff to take regular rest and meal breaks.

13.6 Health and Safety

In all cases of EOC activation, health and safety considerations are paramount. Rules and regulations for occupational health and safety _are not_ suspended during an emergency or activation.

Among the duties of the EOC Health &Safety Coordinator is:

- Ensuring the work environment is safe from hazards, such as tripping hazards and electrical faults.
- Ensuring the health of the EOC responding personnel is at an acceptable level and maintained. This includes physical, mental and emotional health.

- Ensuring that access and egress to the EOC facility are monitored for health and safety concerns such as security of persons and protection from external health issues.
- Ensuring that the environmental needs of the EOC responding personnel are met, such as: temperature; air quality; noise levels; personal hygiene, cleanliness and toilet facilities.
- Ensuring that critical incident stress resources are provided for EOC personnel as required.

It is within all responders' responsibilities to maintain a safe and healthy workplace, however in the absence of a named Health & Safety Coordinator the responsibility will fall to the EOC Director.

14.0   EOC Facility (Primary and Alternate)

14.1   Parking and Access

Primary EOC –Fort Erie Town Hall, 1 Municipal Centre Drive, Fort Erie

If the Primary EOC is activated, parking is provided on site.

The EOC is located in Committee Room 1 on the ground floor. An adjacent office is used for Management Team Meetings.

Alternate EOC – Central Fire Station 444 Central Avenue, Fort Erie

The EOC is located in the Conference Room
Parking is available in the south parking area or in the Museum parking lot.

14.2   Security

Security for the EOC will be provided by either Niagara Regional Police or contracted security services, as required, during the EOC activation.

15.0 Arriving at EOC

15.1 Getting Started

When you first arrive at the EOC you will need to:

- Sign in upon arrival;
- Check in with either the EOC Director or your Section Chief;
- Place your name on the Organization Chart;
- Pull your position checklist;
- Set-up your workstation;
- Put on your vest;
- Start your Position Log;
- Participate in any facility/safety orientation as required.

15.2 First EOC members arriving at the EOC

In the event the person designated as EOC Director is not the first to arrive at the EOC, the most senior and most qualified person should act as EOC Director until a more qualified person or EOC Director arrives.

If set-up of the EOC is required, there are "Quick Set-up Guides" available in both locations.

The same concept applies to any other key function on initial activation. As the designated personnel arrive at the EOC, they should be briefed immediately and responsibility for the function or element transferred to the appropriate staff.

15.3 Initial Briefing/Orientation

All personnel arriving at the EOC should be provided with a situational briefing by the assigned Section Chief, either individually or in a group, if a number of personnel arrive at the same time.

16.0 Managing Information in EOC

16.1 Gathering Information

Information regarding the incident is received primarily through the Operations Section from the Incident Commander at the site. Agencies represented through the Operations Section may also provide information collected from their personnel on site. While the responsibility for gathering incident information rests with the Operations Section, the Planning Section, the Liaison Officer and Information Officer will often provide information from their external sources as well.

In all cases, the information received must be verified. There are times when critical, but unconfirmed information may be included in a report for information purposes; however, it is essential that the information be clearly identified as "unverified".

16.2   Analyzing Information

A key process in information management for the EOC is to examine and analyze the incident information collected. Confirming the accuracy of information is also important for the purposes of advance planning and to build overall situational awareness.

In the information analysis process, the following should be answered:

- Has the information been verified?
- What needs to be acted on?
- Who is responsible for the action?
- Who needs to be consulted?
- Who needs to be informed?
- When does the action need to be completed?
- What information needs to be displayed?

16.3   Information Flow

Information coming to and from the EOC must be managed carefully. IMS identifies four types of information:

Management directions must follow the lines of authority established for the response organization.

Resource requests normally flow from site responders to the Operations Section of the EOC. Resource requests that the Operations Section can not fulfill are forwarded by the EOC Operations Section Chief to the EOC Logistics Section. If there are resources needed from the Province the EOC Director forwards the request to the PEOC through the EOC Liaison Officer.

General information may be exchanged among members of a response organization, and IMS encourages lateral information flow between functions. In addition, a function at one level may wish to exchange information with a similar function one level above or below them. Verifying general information is an important step before taking action.

Tools for Managing Information in the EOC

Information must be carefully documented and shared with the appropriate EOC personnel and other stakeholders.

The following are tools for gathering, documenting and distributing information in the EOC:

Information Displays

The Planning Section is responsible for maintaining and updating the display boards. Information display boards ensure that everyone who needs the information has access to it, while also providing information at a glance and saving time and unnecessary interruptions. A high priority must be placed on maintaining information displays if they are to serve their intended purpose.

Forms

Completed samples of EOC forms are located in the forms section.

Incident Reports

The Incident Report is used to record verbal reports from the site to ensure critical information is captured. Incident Reports can be filled out for new incidents or updates from previously reported incidents.

Status Reports

A Status Report is a tool commonly used in the EOC to collect situational information from specific Units, Branches or Sections for reporting purposes. The Planning Section may gather internal information through the use of Status Reports submitted by the EOC Management Team, as required. Section Chiefs may also request Status Reports from Unit or Branch Coordinators in order to prepare the Section Status Report.

The Liaison Officer may also use the Status Report as a format for collecting information from outside agencies not responding in the EOC.

Information provided in a Status Report is primarily used for briefing purposes or in the action planning process.

EOC Action Plans

EOC Action Plans outline the priorities/objectives of the EOC for a specified period of time, as well as the specific tasks required to meet those objectives.

The EOC Director is responsible for ensuring that effective action planning occurs within the EOC. This is a consultative process in which EOC Management Team members are responsible for providing direct input into the process and ensuring any objectives assigned to their function are completed within the operational period.

Based on EOC Management Team input, the Planning Section is responsible for writing the EOC Action Plan for the EOC Director's approval.

Position Logs

A Position Log is a legal and administrative document that must be maintained for all activated functions within the EOC. It is used to effectively track and manage key functional decisions, actions, requests, activities and inquires. It helps brief incoming personnel at shift change and provides permanent and legal records of actions/activities undertaken.

Guidelines for Position Logs

- Enter all significant decisions, actions, requests, activities, inquires, schedule/shift changes – keep entries concise for easy review.
- Position logs remain with the function at all times.
- Be sure to indicate beside an entry when further action or follow-up is required.
- Entries should be factual - do not record personal opinions or views
- If more than one person is making entries in the position log, each entry should be initialed.
- All pages are numbered and should not be removed from the log for any reason.
- Make corrections by crossing out the incorrect information with a single line - never use white-out/corrective tape or remove/recopy a page.
- Position logs are to be reviewed by incoming personnel at the start of all shifts, prior to the departure of the outgoing personnel.
- Submit Positions Logs to the Documentation Unit in the Planning Section upon demobilization of the function.

Resource Request Form

Resource Request Forms are used for acquisition of resources required to perform necessary tasks in the EOC or at the incident site. They provide detailed information on the requested resources.

17.0 Documentation

It is extremely important to accurately document actions taken during emergencies. All EOC activities require some form of documentation and record keeping. There must be a documented record of all policy and EOC decisions and directions. Resource requests must also be logged and tracked to ensure the response provided is recorded. This will assist in tracking and monitoring the effectiveness of the response and of the EOC Action Plans. Documentation is also important for tracking expenditures for cost accounting and for requesting provincial and federal assistance.

General considerations when completing EOC paper work should include:

- Print or type all entries;
- Enter dates by year/month/day format;
- Use the 24-hour clock;
- Enter name, position, date and time on all forms;
- Fill in all blanks; use N/A (not applicable) as appropriate; and
- Copies of all important documents and forms (including individual Position Logs) should be forwarded to Planning Section's Documentation Unit for safekeeping and archiving.

17.1 Guidelines for Hand Written Forms

When completing forms by hand always remember to print with ink, fill in all blanks and enter date/time and name/position on all documents. Time should be recorded using the 24 hour clock.

17.2 Filing Forms/Paperwork

Paperwork within the section needs to be organized and filed in ways that best meet the needs of the section/function. Filing may occur by date/operational period and/or "type". File folders are available to effectively file and manage paperwork.

When documentation is no longer required for immediate operational needs, originals should be forwarded to the Documentation Unit in the Planning Section who is responsible for maintaining the official files for the event. Working copies may be maintained within the section as necessary and original invoices should be forwarded as per regular accounts payable processes.

17.3 Guidelines for filing forms and documentation on the server

All forms and positions logs need to be saved in PDF form and saved in the appropriate file folder on the server.

18.0 Communication Links

Communication links must be established by Operations Branches and maintained by each agency representative on site and DOC counterparts.

19.0 Resource Requests

Within the EOC, there are two primary avenues for resource request; internal requests from EOC functions and external requests from the site(s).

19.1 Section/Function Resource Requests
When any function in the EOC has a need for equipment, supplies or personnel to effectively and efficiently carry out their responsibilities, a Resource Request Form is completed and forwarded to the Logistics Section for acquisition.

19.2 Incident Site Resource Request
When resources are needed at the site level the site will forward the request to the EOC through the Operations Section.

Operations Section able to fill request
If the requested resource is readily available from one of the Branches in the Operations Section, or through existing agreements, it is deployed to the site by Operations and tracked in coordination with Planning.

Operations Section not able to fill request
If the Operations Section is unable to fill the request, a Resource Request Form is completed and forwarded to the Logistics Section for acquisition.

19.3 Resource Tracking
Resource requests tracking responsibility is shared by both the Operations and Logistics Sections while tracking of deployed resources is coordinated by the Operations and Planning Sections. The information for tracking resources will be displayed by the Planning Section on the display boards.

20.0 Daily Time Reports

For each EOC shift, the EOC Management Team will complete a Daily Time Report for all personnel under their Section and give it to the Time Unit in the Finance and Administration Section.

Each Operations Branch Coordinator will complete a Daily Time Report capturing all their personnel assigned to the incident/emergency for each EOC shift and give it to the Time Unit in Finance and Administration Section.

21.0 Demobilization

Demobilization planning is the responsibility of the Demobilization Unit in the Planning Section, but all personnel will play a role in demobilization when the plan starts to be implemented.

As part of the overall demobilization plan, all personnel have responsibility around their exit/departure from the EOC. Participation in an exit interview, attending operational debriefings, contribution to the After Action Report, and participation at any post-operational reviews may be necessary.

The EOC Director must authorize any demobilization measures. However, each Section Chief, with support from the Demobilization Unit and the Logistics Section, is responsible for implementing the demobilization and staff/service reduction measures applicable to their section.

As functions are no longer required at the EOC, their individual responsibilities are passed "upwards" to their immediate supervisor.

There are three primary aspects of demobilization to include in the plans:

- Individual – requires a standard process to ensure all personnel have returned any borrowed or bought items/equipment; completed required paperwork (e.g. time sheets); received an exit interview/debriefing and sign out of the EOC.

- Function – ensures all EOC Action Plan items for the specific function and any actions identified in the position log have either been completed or reassigned; all resources under the control of the function are accounted for; the Position Log is closed and all documentation is forwarded to Planning (Documentation Unit).

- Facility – final deactivation requires confirmation that all functions have completed the appropriate demobilization procedures; documentation is complete; all resources and personnel have been accounted for and any outstanding actions or issues have been clearly communicated and passed on be the EOC Director to the next appropriate level of authority in the organizational structure.

21.1 Post-Demobilization Activities
Following demobilization of the EOC, there are still a number of actions required before the EOC response is considered complete. EOC Director is responsible for ensuring the required activities are completed.

Activities most commonly include:

- Processing invoices for emergency expenses.
- Collecting, organizing and submitting data for cost recovery purposes
- Processing time sheets for EOC personnel.
- Following up with EOC personnel if critical incident stress was a factor.
- Gathering, analyzing and summarizing post-operational feedback from EOC personnel.
- Conducting a post-operational review/debriefing with key EOC personnel and assisting/supporting agencies to identify and document "lessons learned" with a view to improving operational effectiveness in the future.
- Preparing an After Action Report to summarize key actions and outcomes of the EOC activation.

22.0 Incident Debriefing

Incident debriefing is a critical, yet often underplayed component of an EOC operation. In short, the debrief is a chance for all parties to collect, collate and clarify their experiences during the emergency, especially as it pertains to actions, decisions and adherence to established plans. What worked well? What needs modifications? Were there any gaps or missing pieces?

Amassing this information from the experts during the response assists both the planners and responders in formulating better plans by making use of "lessons learned".

Any kind of debriefing task is a constructive exercise. These sessions are not inquiries, nor are they personal fault finding expeditions. There are certain rules of conduct necessary in order to get the best information tabled for future planning:
- All persons are assumed to have responded in the best interests of their respective agencies and for the betterment of the community;
- No persons, their judgments or decisions during the emergency should be called into question during these sessions;
- Debriefing is about determining how well (or poorly) the plan worked. Responders want to know what worked well and what needs improvement.
-

An incident debrief encompasses as many of the actual responders as possible. The scope of this debrief is the entire response, from top to bottom.

There are various possible models for a debriefing. They can vary from loose and voluntary to very structured and mandatory, where one will be called upon and expected to make a statement. As well, a session can go round table in whatever seating order developed upon entry, or from department to department, or response chain to response chain. The organization's usual work environment may be an indicator of how best to conduct the session.

While there may be overlap in the comments received to various questions, the following main areas should be addressed:

- What worked well?
- What needs improvement?
- What gaps or missing pieces exist in the plan or response?
- What concerns, issues or considerations exist for future response?

23.0 After Action Report

The EOC Director is responsible for ensuring that an After Action Report is prepared by Liaison on all aspects of the emergencies under the EOC control. The information collected from various debriefs should be complied into the After Action Report, which further outlines the processes for implementing recommendations that have been identified and accepted.

THE TOWN OF FORT ERIE

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Section 2

Management

**EOC Management Team
Standard Operating Guidelines**

1.0   EOC Management Team Overview

The primary responsibility of the Emergency Operations Centre Management Team is overall management and coordination of site support activities. It is the responsibility of the Management Section to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

2.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.0   Organizational Structure and Reporting Line

The EOC Management Team is comprised of an EOC Director, Liaison Officer, Information Officer, Risk Management Officer and Section Chiefs. They ensure there are appropriate EOC staffing levels throughout the emergency.

Each member of the EOC Management Team is responsible for ensuring that all necessary elements under their area or section are addressed.

4.0   Roles and Responsibilities

See checklists for more detail.

4.1   EOC Director

The EOC Director has overall authority and responsibility for the activities of the EOC, and for ensuring organizational effectiveness. In conjunction with the EOC Management Team the Director sets out priorities and objectives for each operational period and ensures they are carried out.

Additional responsibilities of the EOC Director include working in association with the Policy Director who will liaise with the Policy Group (Mayor and Council) and approving emergency information releases.

The EOC Director is also responsible for direct supervision of the EOC Management Team.

4.2   Risk Management

Risk Management is the legal component of the EOC and is responsible for identifying liability and loss exposures to the Corporation, personnel and property.

Health & Safety is responsible for monitoring, assessing and recommending modifications to safety conditions and halting unsafe operations in the EOC. In addition, they follow up on the reporting and claims procedures followed by the Workplace Safety and Insurance Board – Ontario. All employees engaged in response or recovery work are required to report workplace injuries to their specific supervisor and ultimately to the EOC.

4.3   Liaison Officer

The Liaison Officer is responsible for inviting required or requested agencies to the EOC, as identified by the EOC Director and EOC Management Team, and for maintaining contact with external agencies and other EOCs.

During the EOC activation various external agencies or organizations may be working with the EOC. They are described as either assisting agencies or cooperating agencies.

Assisting Agencies
Assisting agencies are those external agencies or organizations that are directly providing operational/tactical resources at the site(s) or EOC. They will have a Branch Coordinator sitting in the EOC under the Operations Section. Representatives from assisting agencies or organizations should have the authority to make decisions and commitments on all relevant matters for their agency or organization.

Cooperating Agencies
Cooperating Agencies are those external agencies that support the incident or supply assistance that is not directly operational or tactical in nature. Their role is usually not critical enough to have a Branch Coordinator in the EOC. The Liaison Officer will be the cooperating agencies or organization primary contact within the EOC.

4.4   Information Officer

The Information Officer is responsible for establishing and maintaining media contacts; preparing new releases; coordinating interviews, news conferences, or media briefings; developing public information materials; providing messaging for use by 211 and EOC staff; establishing communications strategies for internal and external purposes; and liaising and coordinating messages with other Information Officers.

The Communications Coordinator position ensures that current information is being shared in an expedient manner via various social media outlets and web updates.

4.5   Operations Section Chief

The Operations Section maintains direct contact with the site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments. Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and the EOC Management Team, as appropriate; coordinating resources request from the site level; and directing deployment of all EOC issued resources to the Incident Commander(s).

4.6   Planning Section Chief

The Planning Section collects, processes, evaluates and displays situation information; develops EOC Actions Plans and Situation Reports in coordination with other functions; tracks status of EOC issued resources; maintains all EOC documentation; obtains technical experts for the EOC, as required; plans for EOC demobilization; and facilitates the recovery phase.

4.7   Logistic Section Chief

The Logistics Section provides/acquires requested resources including personnel, facilities, equipment and supplies; arranging access to technological and telecommunications resources and support; and providing other support services such as arranging for food, lodging and transportation.

4.8   Finance and Administration Section Chief

The Finance and Administration Section monitors the expenditure process and response and recovery costs. In addition, is responsible for coordinating claims and

compensation; contracts and procurement agreements; timekeeping; and cost estimates and analysis.

5.0   Operational Period

An operational period is a length of time set by the EOC Management Team to achieve a given set of EOC Action Plan objectives. The length of the operational period may vary and is determined largely by the dynamic of the emergency event.

5.1   Action Planning Process

To ensure a comprehensive action planning process, five primary steps should be followed:

Step 1: Understand the current situation – build situational awareness

Gather the most recent situation information available by reviewing Status Reports and consulting with members of the EOC Management Team.

Step 2: Identify objectives/priorities for the next operational period

Action planning begins by setting an overall goal which relates directly to the objectives and tasks and following the standard response goals list.

Objectives

An objective is a relatively precise and tangible statement that can be measured or validated and relates directly to the standard response goals. Objectives describe the intended end results or outcomes and are commonly stated as "what" must be done. These objectives refer to the priorities for the EOC.

Tasks/Action Items

Tasks or action items are the specific activities that need to be undertaken in order to achieve a stated objective. Each action item is assigned to a specific EOC Management Team function to complete. Tasks/action items are "how" the objective will be met.

Example

3	Evacuation for impacted area		
Related Tasks	Confirm the evacuation area with the Incident Commander	Responsible	Ops
	Support Police with evacuation notification i.e door-to-door		Ops, Log
	Identify any special population within the evacuation area		Plan
	Identify the larger evacuation area due to the potential explosion and determine the number of potential evacuees		Plan
	Develop a media release to advise the impacted population in the area of concern		IO

4	Establish alternate traffic routes		
Related Tasks	Identify alternate routes for commuters	Responsible	Plan
	Place the signage for the identified routes		Ops
	Develop a media release to advise commuter of the alternate routes to take		IO

Step 3: Develop an EOC Action Plan for the next operational period

Planning Section prepares a written EOC Action Plan that should clearly state the objectives to be met during the next operational period, identify specific tasks/actions to be performed and assign each task to a specific function.

Step 4: Obtain approval and distribute the EOC Action Plan

The EOC Director is responsible for approving the EOC Action Plan for each operational period. This is done in consultation with the EOC Management Team to ensure accuracy of the current situation information.

The EOC Action Plan is distributed to the EOC Management Team and EOC personnel are advised of the required actions. EOC priorities or objectives for the current and next operational period will be posted in the EOC. The original copy of the EOC Action Plan is to be forwarded to the Planning Section Documentation Unit as part of the EOC records.

Step 5: Implement the Action Plan and monitor progress

Once approved and distributed, the EOC Management Team will assume responsibility and oversee the implementation of their respective assigned tasks/action items. The Planning Section Chief, in support of the EOC Management Team will ensure that regular progress assessments of the EOC Action Plan are carried out. The status of these assessments should be brought to the attention of the EOC Director and EOC Management Team.

6.0   Management Team Meetings

EOC Management Team meetings are critical to the effective management of the EOC and should be conducted at least once during the operational period. EOC Management Team meetings are the responsibility of the EOC Director. These meetings provide EOC personnel with the information they may need to function effectively and efficiently. Information shared at the meeting, can help to clarify and validate situations so that appropriate decisions can be made.

All EOC Management Team members are expected to attend and may be asked to present the Status Report and resource priorities for their area of responsibility. Participants should stay focused on new information and updates and avoid repeating information that has not changed since the previous meeting or information that has been reported by others during the meeting.

There is a generic EOC Management Team agenda and the Planning Chief is responsible to make changes as needed. When approved by the EOC Director, the agenda is distributed to the EOC Management Team members in advance of the meeting to allow all participants the opportunity to prepare.
In the initial stages of the EOC activation, EOC Management Team meetings should be held as frequently as required to support response operations. The frequency of meetings normally decreases over time, as extended operations continue and they should be kept to a minimum.

The following are guidelines for conducting a briefing/meeting:

- Clearly state purpose of meeting – provide an agenda wherever possible;
- Set a time limit;
- Start and end on schedule;
- Advise participants of any information they should bring to the meeting;
- Designate a recorder to take minutes and record attendance;
- Summarize decisions made; action items and responsible parties; or other outcomes.

7.0   Decision-Making

All decisions made in the EOC require accurate and timely information as well as input and consultation from relevant staff members and agencies.

The EOC Director is ultimately responsible for making decisions on behalf of the EOC. He/she does this in consultation with the EOC Management Team, Incident Commander and the EOC Policy Group.

The EOC Director must carefully assess, evaluate, and prioritize issues requiring decision or approval. Once the decision is made, it must be documented on the EOC Event Board and personnel log, assigned to applicable functions/positions for implementation and communicated to all appropriate EOC staff.

Operational decisions are those made by emergency responders to deal with the immediate incident at hand, and need not necessarily be of an urgent nature. Policy decisions, in the context of emergency response, are decisions that are not of an urgent nature and have political ramifications and are made by the Policy Group. The EOC Director is responsible for operational decisions once the EOC has been activated and until it is terminated.

8.0   Risk Management

Risk management is the process of planning and implementing decisions that will minimize the adverse effects of losses to the organization.

Niagara Region applies the principles of risk management in emergency response and recovery. The EOC shall incorporate risk management in the development of all EOC Action Plans.

The EOC Director shall ensure that good risk management practices are applied in all incidents throughout the response and recovery organizations, and that every function contributes to the management of risks.

9.0   Information Management

An effective information management process facilitates the making of effective, consistent and timely incident management decisions. Without an effective process for managing information, most, if not all of the other critical components that ensure the operability and effectiveness of the IMS may be inadequate. Everyone within the IMS structure is involved in the information management process. It is important to understand and support the information management process that is put in place for each incident.

Information management process is continuous and drives the planning cycle, so there is always planning for the next operational period. It is also critically important to maintain the process for the current period as well. Information management during the current operational period is part of the evaluation process to determine the appropriateness and effectiveness of the EOC Action Plan.

9.1   Internal Information Management

Internal information management is a process for the collection, collation, evaluation and dissemination of information within the incident/emergency. The main purposes

of internal information management are to have a common operating picture, and to ensure information accessibility.

The collection, collation, evaluation and dissemination of information about the development of an incident/emergency and the status of resources, are primary the responsibilities of the Planning Section. It will generally act as a "clearing house" for information.

Four important component processes of the information management process are:

9.1.1 Collecting of Information
Information may be collected as a result of sources freely providing information to the internal process, as well as based on pre-established procedures, or requests for information. Sources of information may include the following:

1. The general public, including those affected as well as those who are not
2. Surveillance mechanisms and arrangements by responders
    a. Pre-established human or electronic arrangements
    b. As observed by deployed responders
3. Databases – information on lessons learned, nature and characteristics of previous incidents/emergencies etc
4. Assisting and/or cooperating agencies

9.1.2 Collation of Information
The collected information should be organized and kept in a manner that facilitates access, retrieval, comparison and analysis. The medium may be electronic and/or paper. Collation of information should be done keeping in mind both the immediate and long-term information needs.

9.1.3 Evaluation of Information
Information should be evaluated on a timely manner. This should include:
- Verifying the source
- Verifying the credibility of the information
- Comparing the information with known expectations and trends
- Making judgment as to the usefulness of the information

There are occasions when information gets used without the benefit of evaluation. However, it is recommended that information be evaluated before utilizing in the response effort.

9.1.4 Dissemination of Information
The dissemination of the information should be done in a timely, structured and appropriate manner. The information should be disseminated in a manner that is useful to the receiver of that information.

9.2   A common operating picture

A common operating picture requires the continuous coordination of the process for collecting, collating, evaluating and disseminating information, resulting in:

- A common and shared understating of the status of the incident (past, current and likely evolution)
- A common and shared understanding of the status of resources (current and future)
- A common and shared understanding of the plan of action concerning the existing incident (past achievement, current and future goals and objectives)

9.3   Information accessibility

Information accessibility requires interoperability and standardization, as well as wide knowledge of the access process among responders. Ensuring information accessibility requires a system where in information can both be fed to and/or pulled from by responders/users.

9.4   Credibility

Information used in incident/emergency management should be credible. Identification and authentication of both the source and the information promote credibility. Individuals and organizations that have access and contribute emergency information should be willing to and able to be identified and authenticated.

Verifying the credibility of the information and its source should not be burdensome, but the process should nevertheless be robust enough to maintain confidence.

10.0 External Emergency Information Management

Emergency Information (EI) refers to information about an emergency, which is communicated broadly to the public, media and other partners and stakeholders. It is disseminated primary in anticipation of, during and immediately after an emergency. In addition to providing situational information, it is also frequently provides directive actions required to be taken by the public.

During incidents, the demand for emergency information is often overwhelming. Consistent and timely public messaging of emergency information, alerts and warnings must be disseminated using the most efficient and effective means.

Emergency Information Management involves establishing a process for gathering, verifying, coordinating and disseminating emergency information.

Information sources include:

- Field observers reporting what they are observing and hearing from news media and the public
- The EOC Management Team regarding the progress of the response effort and others within the incident management structure
- 211 provides a valuable source regarding the concerns of the public and any rumours that may be surfacing
- Media monitoring to assess the accuracy and content of reports to help identify trends and breaking issues

Verifying Emergency Information
Information may be verified by comparing notes with neighbouring jurisdictions. Subject matter experts, whether deployed or not, may also be consulted to assist in verifying information. Comparing what is reported in the media with reports from observers in the field is yet another avenue to verify information.

Coordination of Consistent Messaging
Coordination includes establishing key messages with appropriate timelines and prioritization. Since there may be several organizations and levels of jurisdictions involved in disseminating emergency information, every effort should be made to coordinate the release of consistent emergency information to the public and to provide a unified management of emergency information.

Dissemination of Messaging
Dissemination should utilize multiple methods, backed up by media monitoring to ensure that message were reported accurately and were understood.

Dissemination should include:

- Writing and issuing news releases and arranging media briefings, as required
- Posting emergency information in the public domain (internet, print and electronic media)
- Answering media inquiries
- Answering public inquires through 211
- Monitoring media and correcting inaccuracies in disseminated emergency information
- Social media – twitter and facebook

Emergency Information Officer Support Staff
The scale and complexity of an incident or emergency and the amount of media attention, may warrant the assigning of staff to assist the Information officer.

Some position to assist/support the Information Officer could include:

- Emergency Information Centre Coordinator: Provides for IT support, equipment set-up, security for the EIC, parking coordination and building maintenance.
- 211 Contact Centre Coordinator: Oversees the answering of phone lines designated for public inquiries and gives only information approved by the EIO should be communicated. 211 Contact Centre Coordinator should always be in close communication with the EIO.
- Media Call-taker: Answers phone lines designated for public inquiries. When receiving calls from the media, call-takers generally take messages for the EIO who then returns the calls.
- News/social media monitor: Monitors media coverage of the emergency. Records/clips stories, and reports rumours and misinformation to the EIO.
- Clerical/Administration: Provides administrative support (such as word processing, faxing, photocopying).
- Media Site Coordinator:

Crisis Communications Plan
The Crisis Communications Plan assists in the management of emergency information to the media and the public during and after an emergency. There are templates such as news releases and fact sheets in the Emergency Information Plan that assist the Emergency Information Officer in responding to the media and public inquiries.

Emergency Information Approval
Prior to issuing any emergency information, the Information Officer must get approval from the EOC Director.

Emergency Information Tools
A variety of emergency information tools can be used to disseminate information to the media and public. These tools and the policies governing their use are outlined in the Fort Erie Crisis Communication Plan. Media Advisory – Brief message or announcement, such as the time and location of an upcoming news conference.

- News Release – Key information about the incident or emergency. Usually not more than several paragraphs long. Can contain key messages and quotes related to actions being taken or information for the public.

- Fact Sheet – Pre-written detailed information provided about the community's emergency management program, the history of emergency events in the area, etc. Can also include key statistics related to the incident or community and may include

community demographics, weather data, emergency services response statistics, etc.

- Website & Social Media – Means to update a large portion of the public in a minimal amount of time. The web site can provide extensive background information.

- Public Inquiry Line – Provides members of the public with a phone number to call in order to get more information.

- Public Information Briefing – Provides information and instructions primarily to deal with those who turn up (curious onlookers or volunteers) at or near an incident site.

- Media scrum – Informal briefing provided to the media by a key spokesperson. They typically occur early in the incident.

- News Conference – Formal and moderated meeting between key officials/spokespersons and the media.

- Special Information Session – Addresses the needs of those affected by the incident, such as relatives and friends of those deceased or missing or those who have lost property. For large events, it may be advantageous to establish a Family Assistance Centre where people can be offered basic amenities, information, and the opportunity to speak to crisis intervention team members.

Media Briefing
Scheduled news conferences are conducted at the Emergency Information Centre (or the Joint EIC) to brief the media and the public on the most current and accurate facts. The EIO and staff organize news conferences, and other media events as applicable.

For the primary EOC, Council Chambers will be used for media briefing and for the Alternate EOC the building lobby area will be utilized.

An information cycle should be established to set up a schedule of media products and events. The information cycle should be publicized both internally and externally.

Media Tours
When an incident or emergency is focused on a physical location, such as a building that has collapsed or a river that has flooded, the media will likely desire access to that site. Media vehicles may begin to arrive at the site before an incident management structure has been fully established. In order to protect the media and control the site, there are procedures established for controlling access to incident sites and facilities.

Once their safety can be assured, the EIO can coordinate media visits to the incident site. Before conducting such visits, media members should be briefed on rules for the tour. In many cases, this will include a scheduled time to interview key officials. Where access is

limited, those responsible for emergency information may wish to request that a media pool be established. A media pool is a representative sample of media personnel who collect information and visuals for distribution to the other media personnel.

Emergency Information Centre (EIC)

Emergency information related to routine or non-complex incidents can generally be handled from an incident site and an EOC. However, large-scale and/or complex incidents and emergencies may necessitate establishing an EIC. The EIC is the location from which emergency information efforts are carried out, generally under the direction of the Emergency Information Officer (EIO).

When an incident is not focused at a specific site or sites, or when access cannot be permitted for reasons of safety, it is especially important that an EIC be established as soon as possible in order to provide the media with a central point where regular briefings can be held and interviews given.

Activities commonly carried out in an EIC include media check-in and credentialing, media inquiry, news conferences and briefings, media monitoring, the drafting of products for release to the media and the public, the arranging of site and facility tours and the administration of the emergency information function.

An EIC requires appropriate staff and equipment to support its level of activities. Staff typically includes Emergency Information Centre Coordinator and other support staff as required.

- Media Registration: Welcomes and registers media personnel, provides written background information (often contained in a prepared media package) and answers logistical questions for the Emergency Information Centre.

Equipment would generally include furniture (chairs, tables, podium, etc.), electrical power support, maps and contact lists, and electronic equipment (microphone, computer, phones, fax machines, radios, televisions, etc.). It is advisable that there should be sufficient space for briefings and staff functions to be carried out.

Joint Emergency Information Centre (Joint EIC)

Where two or more municipalities/organizations are involved, they may jointly set up the EIC. A jointly established EIC offers an environment where the incident EIO and all EIOs representing the other municipalities/organizations work collectively to arrive at common key EI messages, resulting in common messaging being disseminated. This joint facility may be referred to as a Joint Emergency Information Centre (Joint EIC).

Some advantages of a Joint EIC include:

- A central working facility to make coordination easier
- Access to pooled resources

- The opportunity to allocate and focus on areas of expertise
- Greater consistency in messaging

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Section 3

Policy

EOC Policy Group
Standard Operating Guidelines

1.0 EOC Policy Group Overview

The primary responsibility of the Emergency Operations Centre Policy Group is to support the EOC activities. The Policy Director works in association with the EOC Director. The Policy Director may be the official spokesperson for the Town and is also responsible for the Declaration and Termination of an Emergency as advises by the EOC.

2.0 EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.0 Organizational Structure and Reporting Line

The EOC Policy Group is comprised of a Policy Director (Mayor or designate) and Policy Group (Council).

The Policy Director is responsible for updating the Policy Group on the actions of the EOC.

4.0 Roles and Responsibilities

See checklists for more detail.

4.1 Policy Director

The Policy Director works in association with the EOC Director.

The Policy Director works closely with the EOC Director and Information Officer to perform their role as the official spokesperson for the Town. In addition, upon

recommendation from the EOC, the Policy Director signs the emergency declaration and termination forms.

The EOC Director is also responsible to liaise with the Policy Group.

4.2   Policy Group

The Policy Group is responsible to support the EOC in the provision of policy or by-law changes/amendments as required to respond to the event.

In addition, the Policy Group supports the public information activities by providing the approved information releases to constituents during an incident.

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Section 4

Operations

Emergency Operation Centre Operations Section

Standard Operating Guidelines

1.0   Operations Section Overview

The Operations Section maintains direct contact with the site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments. Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section and other EOC Management Team Personnel, as appropriate; coordinating resources request from the site level; and directing deployment of all EOC issued resources to the Incident Commander(s).They are responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan.

2.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
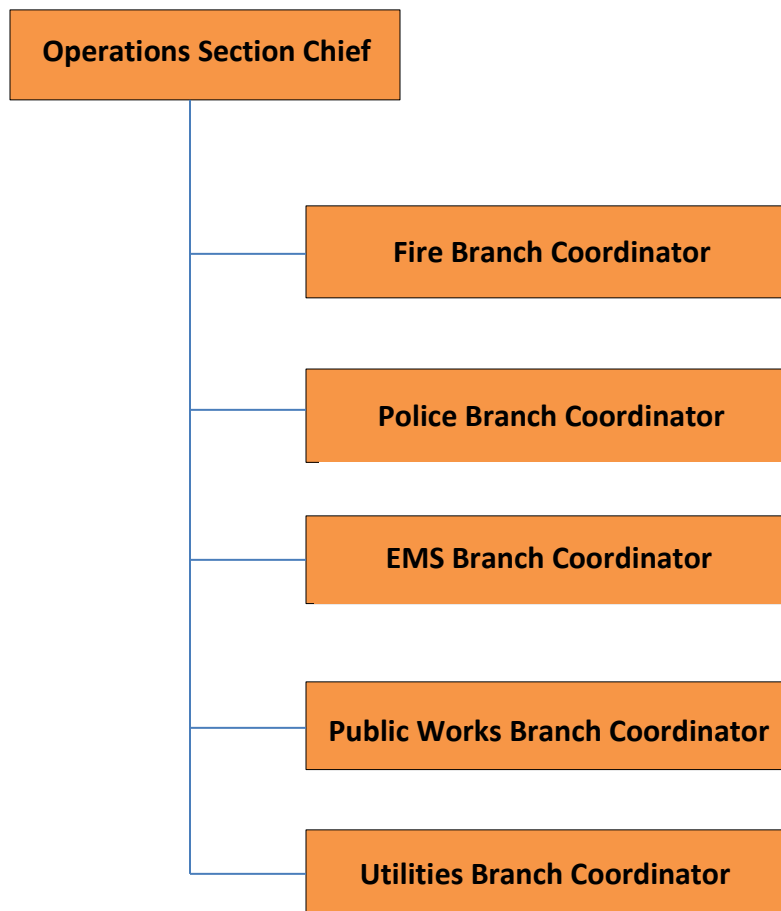8. Reduce economic and social losses

3.0   Organizational Structure and Reporting Line

Information will come into the EOC Operations Section from various sources. It may come direct from one of the responding agencies, an Incident Commander, a Dispatch Centre, a DOC, from other EOC functions such as the Liaison Officer (who has received information from an external, non-jurisdiction agency or EOC), Logistics or Planning functions, or from another government response level.

Branch Coordinators are responsible for keeping the Operations Section Chief advised on the status of their activity and the Chief has the responsibility for coordinating the overall function. The Operations Chief will coordinate activities with the other Section Chiefs and discuss levels of responsibility with the EOC Director and EOC Management Team.

The following Organizational Chart shows the common branches that may be utilized within the Section.

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┌─────────────────────────┐
│ Operations Section Chief │
└─────────────────────────┘
            │
            │      ┌─────────────────────────┐
            ├──────│  Fire Branch Coordinator │
            │      └─────────────────────────┘
            │
            │      ┌──────────────────────────┐
            ├──────│ Police Branch Coordinator │
            │      └──────────────────────────┘
            │
            │      ┌───────────────────────┐
            ├──────│  EMS Branch Coordinator │
            │      └───────────────────────┘
            │
            │      ┌──────────────────────────────┐
            ├──────│ Public Works Branch Coordinator │
            │      └──────────────────────────────┘
            │
            │      ┌────────────────────────────┐
            └──────│ Utilities Branch Coordinator │
                   └────────────────────────────┘
```

4.0   Roles and Responsibilities

The Operations Section is commonly referred to as the "Doers" of the EOC. (see checklists for more detail)

It represents the various agencies involved in the response and recovery efforts. If Police, Fire, EMS, Public Works, Public Health and Emergency Social Services are involved at the site(s) then each would have Branch representation in the Operations Section, once the EOC is activated.

The number of Branches required is dependent on the needs of the emergency event. The number of staff required for each Branch is also dependent on the size and scale of the emergency event.

A primary role of the Operations Section is to provide current information to the other EOC Sections on the status of the emergency event response and recovery actions being taken by site personnel.

4.1   Operations Section Chief

One of the agencies involved in the response or recovery can be selected to be Operations Chief by the EOC Director. Usually, this will be the same agency as the one performing Incident Command at Site so it may change as the incident changes.

Operations Section Chief Responsibilities are:

- Ensures coordination of the Operations function including supervision of the various Branches required to support the emergency event;
- Ensures that operational objectives and assignment identified in EOC Action Plans are carried out effectively;
- Establishes the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly;
- Coordinates information received from any activated DOC's in the operational area;
- Consults with Planning Chief to clearly define areas of responsibility between the Operations and Planning Sections;
- Maintains a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information;
- Ensures that the Planning Section is provided with Branch Status Reports and Major Incident Reports;
- Conducts periodic Operations briefings for the EOC Director and EOC Management Team as required or requested;
- Approves special resource requests and/or obtains the EOC Director's approval of critical and extra-ordinary resources;
- Supervises the Operations Section

4.2   Branch Coordinators

Branch Coordinators oversees the operations of a particular agency. A Branch Coordinator will be responsible for coordinating the activities of their department/agency site personnel, dispatch centre (if one exists) and DOC (if one has been activated) with other Branches in the Operations Section. Additional Branch staff may be need, dependent on the size of the emergency event and the support required.

Fire Branch Coordinator

- Establishes ongoing communications with Fire Site Commander;
- Arranges and coordinates fire suppression, as well as hazardous materials support operations;
- Coordinates fire branch activities with fire site personnel and fire dispatch centre;
- Supervises Fire Branch staff;
- Acquires and coordinates all fire mutual aid resources, as necessary;
- Arranges for any additional fire service assistance or resources required with the Office of the Fire Marshal and Emergency Management(OFMEM);

- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service;
- Assists in the alerting of persons endangered by the emergency;
- Liaises with other fire authorities, as required, and coordinating the participation of any other fire authorities;
- Coordinates the mobilization and transportation of all resources through the Logistics Section;
- Implements the objectives of the EOC Action Plan assigned to the Fire Branch;
- Completes and maintains branch status reports for major incidents requiring or potentially requiring provincial response support, and maintains status of unassigned fire and HAZMAT resources in the area in conjunction with Planning Section's Resource Unit.

Police Branch Coordinator

- Establishes ongoing communications with Police Site Commander;
- Coordinates Police Branch activities with police site personnel and police dispatch centre;
- Supervises the Police Branch;
- Coordinates law enforcement, traffic control operations, and evacuation notifications during an emergency;
- Coordinates movement and evacuation operations with other Operations Section Branches;
- Acquires and coordinates all police mutual aid resources, as necessary;
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Police Service;
- Notifies the Coroner regarding fatalities;
- Advises the most effective use of police resources in support of the emergency response at the emergency site and external to the emergency site;
- Assists in the alerting of persons endangered by the emergency and coordinating evacuation procedures in co-operation with the EOC;
- Selects the initial reception location of evacuees in the early stages of an evacuation and communicating this with Community Services;
- Ensures the provision of traffic control measures to facilitate the movement of emergency vehicles and/or assist with evacuation;
- Recommends and establishes safe evacuation routes;
- Providing perimeter security and control for the evacuation area and emergency site;
- Liaises with other municipal, provincial and federal police agencies as necessary.

Emergency Medical Services Branch Coordinator

- Establishes ongoing communications with EMS Site Commander;
- Coordinates EMS Branch activities with EMS site personnel and EMS dispatch centre;
- Supervises the EMS Branch;

- Coordinates the transportation of injured victims and EMS personnel to appropriate medical facilities as required;
- Coordinates distribution of injured victims with hospitals in the area;
- Assists in identifying and mobilizing available ambulance and auxiliary ambulance resources as required;
- Arranges through the Ministry of Health and Long Term Care (Central Ambulance Communications Centre) any additional EMS assistance or resources, as required;
- Liaises with local hospitals and providing an estimated number of casualties where required;
- Ensures there is appropriate EMS personnel and equipment to conduct triage and essential medical treatment at receptions centres, as required.

Public Works Branch Coordinator

- Establishes ongoing communications with Public Works Site Commander;
- Coordinates public works branch activities with public works site personnel;
- Supervises the Public Works Branch;
- Provides equipment in support of emergency site;
- Liaises with local utilities and community partners to provide special equipment, vehicles and personnel as required;
- Liaises with Ministry of the Environment and other relevant agencies and departments with respect to environment contamination;
- Arranges for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Medical Officer of Health;
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding and acting as the Municipalities " Flood Coordinator";
- Ensures that barricades and flashers are delivered to the emergency site to support traffic control points and site perimeter, as required;
- Liaises with local utilities to disconnect services that may be a hazard to emergency responders or the public and have services reconnected when appropriate;
- Ensures adequate emergency water supply/pressure for effective fire suppression operations;
- Surveys Regional facilities, assessing the damage to facilities, and coordinating the repair of damage Surveys all other infrastructure systems, such as local roads, bridges, sewer and water systems within the area.

5.0 Operations Section Support Staff

Additional Staff may be obtained and /or brought into the Operations Section to help with clerical support, display branch information on status boards, and communicate information/messages to other EOC functions (Runners).

6.0 Planning Section Liaison to Operations Section

The Planning Section will provide a Situation Unit Coordinator to maintain the EOC Event Status Board and EOC Situation Map. This 'Planning' role will also communicate with the Operations Section so that current information can be captured as it is received by one of the Operations Branches.

7.0 Other Activities

In addition to individual Branch activities, collectively the Operations Section is responsible for:

7.1 Coordinating Traffic Control Routes

Although the site is responsible for establishing safe perimeter to the scene, the Operations Section may be called upon to help control and/or divert traffic from entering the perimeter.

This could be done through coordination amongst the various branches to set up barricades and traffic control points, a media release (via the Information Officer), and contact with neighbouring jurisdictions.

7.2 Recommending damage assessment and/or utility restoration priorities

Operations will receive reports of structure and infrastructure damage from site personnel. Based on their knowledge of the critical facilities needed to support response and recovery activity they will recommend inspection and restoration priorities to the EOC Management Team.

8.0 Gathering and Sharing Information

Operations Section is the primary link to what is happening outside of the EOC's view. It is also responsible for providing site personnel with important information on EOC activity.

Operations should have the most current information on what action has been taken by site personnel, and of any new subsequent incidents that may have an impact on EOC activity. Upon arrival and throughout the EOC activation each Operations Section Branch will need contact their respective personnel at the site and obtain current incident information. The Operation Chief may call a briefing of all the activated Operation Branches in the EOC to develop an Operations Section Status Report for the EOC Management Team meeting.

The Operations Chief will give an overview and update to the EOC Management Team at the start of every shift and every EOC Management Team meeting.

9.0   Preparing Reports

9.1   Incident Reports

As reports of new incidents or updates of current incidents come in, the receiving Operations Branch should prepare an Incident Report and forward to appropriate EOC functions.

9.2   Branch Status Reports

Each Branch is responsible for maintaining a written report on the status of their agency's specific response and recovery actions.

9.2   Daily Time Reports

Each Operations Branch Coordinator will complete a Daily Time Report capturing all their personnel assigned to the incident/emergency for each EOC shift and give to the Time Unit in Finance and Administration Section.

9.3   Operations Section Daily Cost Estimate Reports

Each Operations Branch Coordinator will complete an Operations Section Daily Cost Estimate Report capturing all their Branch expenditures for each EOC shift and give to the Finance and Administration Section.

9.4   Resource Request Form

Resource Request Forms are used for acquisitions of resources required to perform necessary tasks in the EOC or at the incident site. It provides detailed information on the requested resources.

10.0   EOC Action Plans

EOC Action Plans outline the priorities/objectives of the EOC for a specified period of time, as well as the specific tasks required to meet those objectives.

The EOC Director is responsible for ensuring that effective action planning occurs within the EOC. This is a consultative process in which each EOC Management Team member are responsible for providing direct input into the process and ensuring any objectives assigned to their function are completed within the operational period.

Based on EOC Management Team input, the Planning Section prepares the EOC Action Plan for the EOC Director's approval.

10.1   Implementing EOC response priorities

The Operations Chief may request Branch Coordinators to attend an operational briefing to review the EOC Action Plan once approved. Each Branch in Operations will oversee the implementation of EOC response priorities assigned to their agency from the EOC Action Plan. The Operations Section Chief is ultimately responsible for overseeing the implementation and monitoring the progress of collective Operations Section response priorities.

11.0   Information Displays

Each Branch is responsible for informing the Situation Unit Coordinator of any relevant information to their role and functions in the EOC for the display boards.

This includes but not limited to:

- Location of sites
- Location of Incident Command Posts (ICP)
- Location of Staging Areas
- Perimeter boundaries
- Activated facilities (e.g.., Reception Centres)
- Deployed Resources
- Critical Resources
- Operational boundaries
- Road Closures
- Evacuation areas
- Status information

12.0   Requesting Resources

At simple incidents, resource needs are typically ordered directly through pre-established channels such as a dispatch centre, pre-arranged vendor agreements (e.g. a designated caterer, medical supplier or fuel vendor). Where an incident draws heavily on organizational resources, some departments utilize department operations centres to coordinate the acquisition of additional resources for the incident.

Complex incidents, often with unique resource needs and multiple periods, will require more comprehensive processes to assess needs, order and track resources. Where there is a requirement for special resources outside of regular channels, it will necessary to establish: the Logistics Section to locate, transport, feed and maintain the resources; the Planning Section to track the resources; and the Finance Section to pay for the resources.

Operations will receive requests for additional resources (both personnel and equipment) from the site(s) and will coordinate the acquisition of the needed resources through dispatch centres, DOC's, mutual aid and/or through the EOC Logistics Section. In the event the resource cannot be acquired

through these mechanisms the Operations Section, with the EOC Director's approval, will forward a request to the PEOC.

One of the most significant aspects of the Logistics Section is to effectively acquire and allocate resources in support of the site activities and EOC Action Plan.

Resource requests can be presented to Logistics in various forms. Ideally, they should be presented to Logistics on a fully completed 'Resource Request, but realistically you may have to present them through an email, via a phone message, or through a phone or radio conversation.

12.1   Resource Requesting Number

Resources requests could be initiated at the site, in Operations or in the Logistics Section. To assist with this tracking, numbering should always start with a prefix that identifies the section/branch or agency that initiates the written tracking of the request. For example: if a resource request form is completed in Operations Section/Public Works Branch it would be numbered PW#1 and so on; if Logistics Section to respond to a verbal request, it would be numbered "LOG#1" and so on.

12.2   Directing and deploying EOC obtained resources

Operations are responsible for overseeing the deployment of resources obtained through the EOC.

12.3   Coordinating and processing mutual aid requests

Branches in Operations will contact neighbouring jurisdictions to try and obtain mutual aid support, as needed.

12.4   Tracking deployed resources

In addition to the Planning Section tracking resources, each Branch in Operations should also track resources they have deployed and update Planning Section Resource Unit as needed.

12.5   Resource Status

Resources will always be in one of these status conditions:

- **Enroute** to destination
- **Arrived** at destination
- **Demobilized** from emergency
- **Returned** to original state and owner
- **Not available**

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STANDARD
OPERATING
GUIDELINES

Section 5

Planning

Emergency Operation Centre Planning Section
Standard Operating Guidelines

1.0   Planning Section Overview

The Planning Section is responsible for anticipating the long-range planning needs of the EOC, collecting, evaluating and disseminating information; developing the EOC Action Plan and Situational Status in coordination with other functions and maintaining all EOC documentation.

2.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.0   Organizational Structure and Reporting Line
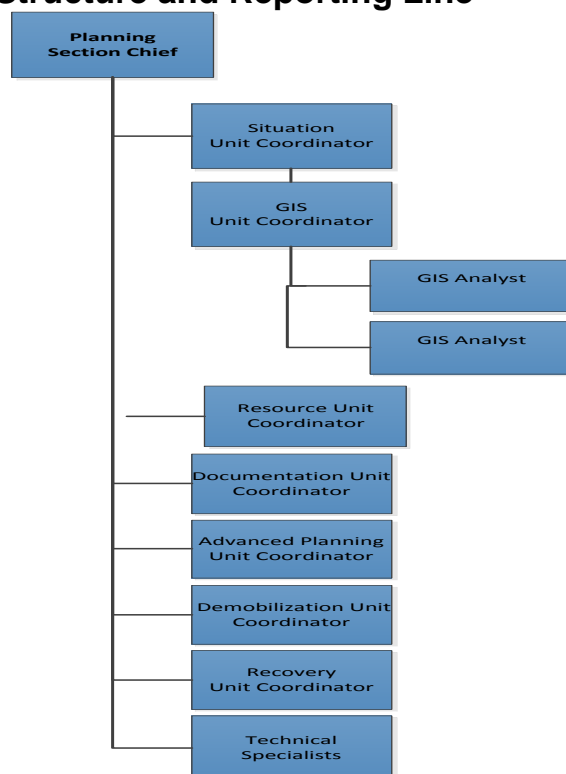
Information will come into the EOC Planning Section from various sources. It will come from the Operations Section, a DOC, EOC Director, Emergency Management Staff, an external technical specialist or from the Planning function of another response level.

Unit Coordinators are responsible for keeping the Planning Chief advised on the status of their activities. The Planning Chief has the overall responsibility for coordinating the planning function. The Planning Chief will coordinate activities with the Operations Chief.

4.0   Roles and Responsibilities
The Planning section is commonly referred to as the "Thinkers" of the EOC. It represents the various analytical functions required to support response and recovery efforts. (see checklists for more detail)

4.1   Planning Section Chief
Planning Section Chief Responsibilities are:

- Ensures that the following responsibilities of the Planning Section are addressed as required:
  o Prepares and distributes EOC Action Plan and facilitate action-planning process.
  o Collects, analyzes and displays situation information on status boards and maps.
  o Prepares periodic situation reports
  o Tracks resources
  o Conducts advanced planning activities and make recommendations for action
  o Documents and maintains files on all EOC activities
- Establishes the appropriate level of organization for the Planning Section and determines need for identifying individual Units
- Exercises overall responsibility and authority for the coordination of Unit activities within the Section
- Consults with the Operations Chief to clearly define areas of responsibility between Operations and Planning Sections. Appoints the Situational Unit Coordinator as a Liaison to work with the Operations Section
- In coordination with other Section Chiefs, ensures that Status Reports are completed and utilized as a basis for the EOC Action Plans
- Keeps the EOC Director informed of significant issues affecting the Planning Section and obtains approval for EOC Action Plans and Situation Reports before distributing to EOC staff.
- Maintains a communications link between Incident Commanders (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information
- Ensures that the Planning Section is provided with Branch Status Reports and Major Incident Reports
- Supervises the Planning Section

Planning Section Chief Considerations
- Assesses and recommends EOC priorities and objectives
- Develops contingency plans, as requested by the Operations Section and EOC Director
- Prepares specialized plans and reports, such as an evacuation plan, traffic management plan, or damage assessment report etc.
- Identifies utility restoration priorities
- Identifies structural repair priorities
- Obtains/provides technical advise, as required
- Maintains overall status of buildings, roads, bridges, railways, airport, marine ways, utilities, water supply, sewer system etc.
- Prepares the EOC demobilization plan
- Validates and verifies all incoming information

4.2   Situation Unit
- Oversees the collection, organization, and analysis of disaster situation information, including damage assessments (damage to structures, transportation systems and infrastructure)
- Ensures that ongoing link (Liaison) is established with the Operations Section for the purpose of collecting accurate situation information in a timely manner
- Ensures that information collected from all sources is validated
- Ensures that an EOC Action Plan is developed for each operational period based on collective priorities and objectives for the EOC
- Ensures that Situation Reports are prepared as required and forwards them to the Planning Chief for approval. (Planning Chief then reviews with the EOC Director and obtains his/her approval)
- Ensures that all maps, status boards and other displays contain current and accurate information

4.3   Situation Unit Clerical Support (if utilized)
- Supports the Situation Unit Coordinator with all the display boards and maintaining them with current information
- Supports the Planning Section Chief with the development of any EOC reports required
- Takes the minutes during the EOC Management Team meetings

4.4.1 GIS Unit
- Prioritizes requests for mapping

4.4.1.1 GIS Analyst
- Develops and displays all maps needed for the EOC
- Prints map requests needed in the EOC.

4.5 Resources Unit
- Coordinates with the Branches and Units in the Operations and Logistics Sections to capture and centralize resource status information (Note: This position tracks resources- it does not obtain or supply them)
- Develops and maintains resource status boards, and /or other tracking and display items
- Works closely with Operation's Branches to ensure that all EOC deployed resources are tracked and that information regarding resources still available is also tracked

4.6 Documentation Unit
- Collects, organizes and files all completed forms relating to the emergency event, including: all EOC position logs, Action Plans, Resource Forms , Situation Reports and any other related information, just prior to the end of each EOC shift
- Provides document reproduction services for EOC staff
- Distributes the EOC Action Plans and Situation Reports, and other documents, as requested
- Maintains a permanent archive of all EOC Action Plans, Situation Reports, Media Releases, Time Sheets and important financial documents associated with the emergency event
- Assists Recovery Unit with preparation and distribution of the EOC After Action Report

4.7 Demobilization Unit
- Monitors progress of all EOC priorities and actions to determine which EOC functions are no longer required
- Develops a demobilization plan for the EOC based on a review of pertinent Planning Section documents, Situation Reports and status of EOC priorities and actions. The demobilization plan will ensure that outstanding action items are forwarded to EOC functions remaining operational and/or other jurisdictional areas

4.8   Advanced Planning Unit

- Develops an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within a 36 to 72 hour timeframe
- Reviews all available Situation Reports, EOC Action Plans, and other significant documents. Determines potential future impacts of the event or disaster, and anticipates issues that might modify the overall EOC priorities and objectives
- Provides periodic briefings for the EOC Director and EOC Management Team addressing advance planning issues

4.7   Recovery Unit

- Recommends utility restoration and structural repair priorities, based on impact to jurisdiction, and short and long term recovery efforts
- Assesses the requirements for assistance for individual recovery and the jurisdiction's recovery as a whole from whatever damage/impact the emergency event caused
- Identifies immediate steps (short-term relief efforts) that can be taken to initiate and speed the recovery within the area
- Anticipates actions required over the long term (long-term recovery) to restore local services and return the area to pre-emergency conditions
- Prepares the EOC After Action Report and forwards to the Planning Chief who presents the report to the EOC Director and EOC Management Team for approval
- Supervises the Recovery Unit and all recovery operations unless otherwise directed by the Planning Chief

4.8   Technical Specialists Unit

- Provides technical observations and recommendations to the EOC in specialized areas, as required. This may include: Soil Experts, Fire Behavior Specialists, Hazardous Materials Experts, Structural Engineers, etc.
- Ensures that qualified specialists are available in the areas required by the particular emergency event
- Consults with Operations and Logistics Sections to ensure there is not duplication in contacts with required technical specialists
- Supervises the Technical Specialists Unit

5.0   Situation Unit Activities
5.1   EOC Action Plans
EOC Action Plans address the policies and priorities that support the emergency event and are an essential and required element in achieving objectives.

Preparing EOC Action Plans is the responsibility of the Planning Section's Situation Unit. A new EOC Action Plan should be prepared for each new operational period.

Planning Process
There are five primary steps in sequential order to ensure a comprehensive Action Planning process:

1. Understand the current situation
2. Establish priorities, objectives and strategies
3. Develop EOC Action Plan for next operational period
4. Evaluate the EOC Action Plan and obtain appropriate approval
5. Anticipate/predict what will happen following implementation of the EOC Action Plan

Plan Components
The EOC Action Plan may consist of some or all of the following:

- EOC policies and priorities
- Task assignment lists
- Attached reference (e.g. Communication Plan, Traffic Plan, Evacuation Plan, Organizational Chart, maps, etc.)
- Distribution list

Plan Approval
Once the Situation Unit has prepared the EOC Action Plan, it is forwarded to the Planning Chief, who presents it to the EOC Management Team.

The EOC Director must approve (sign off) the EOC Action Plan for each operational period before it is distributed to all EOC staff for implementation.

Plan Implementation and Evaluation
Once approved the EOC Management Team will assume responsibility for implementing their respective portions of the EOC Action Plan.

Planning's Situation Unit will monitor and evaluate the progress of each EOC Action Plan.

5.2 Integrated Geospatial Information

Incident characteristics such as location, type and impacts, as well as damage assessment, situation reports and other incident information will often need to be integrated with geospatial data to produce a more complete picture of an incident. This enables data from varying sources to be integrated, e.g. into a standardized Geographic Information System (GIS) map.

5.3 Information Displays

A primary role of the Planning Section is to maintain situation information such as; Event Board, Status Board and Situation Maps and maintain all EOC documentation.

The event board, status board and situation maps in the Planning area will be of interest to all EOC staff so they receive current information as the event evolves.

Planning's Situation Unit is responsible for maintaining status information on all aspects of the emergency response and recovery including:

- EOC Event Board
- Status Boards
- EOC Maps
- Resource Status
- Damage Assessment
- Weather

EOC Event Board
It provides high level information on each incident or significant occurrence that is being tracked by the EOC.

Status Board
Provides similar information as the EOC Event Board, but is structured around incidents within the emergency that the EOC is tracking. Specific information will be tracked and updated as needed.

Maps
The GIS Unit Coordinator will oversee all the maps developed for the EOC. The maps give the EOC personnel a visual representation of the current event.

Items that may be included are:

- evacuation areas
- road closures
- incident command post
- weather
- staging area
- location of evacuation centre
- utilities issues (outages)
- any other important facts

Additional layers with in the geographical information system could be used to provide further details, if needed.

IMS Map Symbols

The basic symbology used in IMS includes a square (meaning a centre or a post); and a circle (meaning an area).

The **Incident Command Post (ICP)** is the location from which Incident Command oversees incident management. The ICP is depicted by a black lined square divided into two triangles by a diagonal line running from lower left to upper right with the lower triangle being black and the upper being white.

An **Area Command Post** is the location from which Area Command manages multiple incident management teams, and has similar characteristics as an ICP. It is depicted by a black lined square divided into two white triangles by a black diagonal line running from lower left to upper right; with black lettered 'Area' inside the upper triangle.
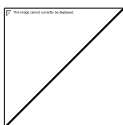
A **Staging Area** is a temporary location where personnel and equipment wait for tactical assignments. It is depicted by a black circle on white background with a black lettered 'S' in it. More than one staging area may be designated by the addition of a number beside the letter, e.g. 'S1'.
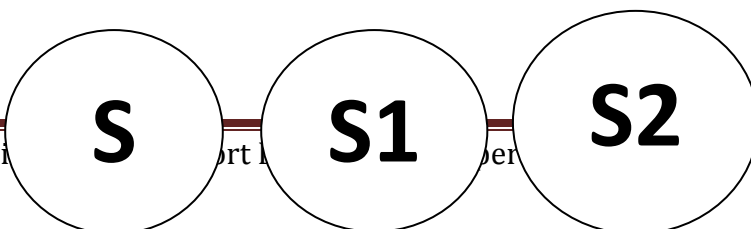
or

The **Incident Base** is the location from which primary logistics and administrative functions are coordinated and administered. It is depicted by a black circle on white background with a black lettered 'B' in it. There is usually only one base per incident.

B
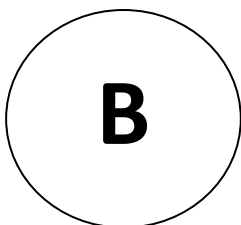
A **Camp** is a temporary, separate facility from the Base. It is depicted by a black circle on white background with a black lettered 'C' in it. More than one camp may be designated by the addition of a *number beside the letter, e.g. 'C1'.*

C   **C1**   **C2**
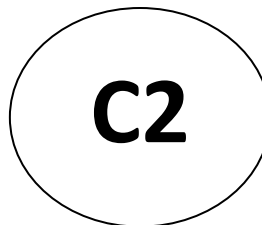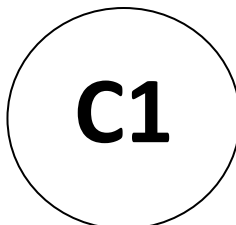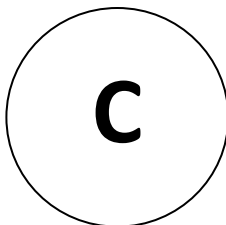
An **Airbase** is the location from which both fixed wing, and rotary wing (helicopter) aircraft operate. It is depicted by a black circle on white background with a black lettered 'A' in it.

A
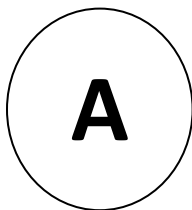
A **Helibase** is the location from which helicopter-centered air operations are conducted. It is depicted by a black circle on white background with a black lettered 'H' in it.

H

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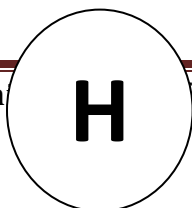
Helispots are more temporary helicopter landing and take-off facilities used for loading and unloading personnel and cargo. There may be more than one helispot per incident, which are then numbered sequentially from '1'. Each is depicted by a solid black circle numbered in association with a capital H-, as in H-1 and H-2, etc.

An **Emergency Operations Centre (EOC)** is a facility from which incident management support to an Incident Command is coordinated. It is depicted by a black lined square on white background with black lettered 'EOC' in it.

EOC
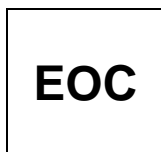
An **Emergency Information Centre** (EIC) is a facility specifically designated, and properly equipped for emergency information use, where possible. It is depicted by a question mark inside a square. The letter 'J' may be added to signify a Joint EIC.

?   **J?**
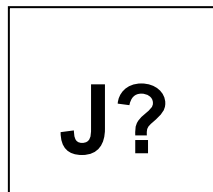
Resource Status
The Resource Unit Coordinator will track all resources on the resource tracking board (note: they do not obtain or supply them). Works closely with the Operation Branches and Logistics to capture resource status information.

Weather Board
The weather will be used to display current weather forecast information from Environment Canada.

6.0 Documentation Unit Activities

All EOC activities require some form of documentation and record keeping. It is extremely important to accurately document actions taken during emergencies.

6.1 EOC Forms

Planning Chief will ensure that all electronic Position Logs and the EOC Event Board are saved in a PDF form every three hours, this allows for time stamping of the emergency. All EOC personnel will save them under their completed forms folder.

6.2 Filing Completed Forms

Documentation Unit is responsible for ensuring that all EOC documentation is complied, signed, stored and available to EOC members if required.

If any EOC members request a copy of the forms they are to provide a copy of the original form. The original forms must remain with the Documentation Unit at all times.

7.0 Advanced Planning Unit

The Advance Planning Unit is responsible for ensuring that all aspects of the emergency event have been anticipated and planned for. Actions that the EOC directs should be analyzed and carefully evaluated for the effectiveness and thoroughness.

The Advanced Planning Unit should review all EOC Action Plans and Situation Reports to ensure that the EOC is addressing the 'big picture" and mitigating any further impact that the emergency event may cause.

8.0 Demobilization Unit

The Demobilization Unit will prepare an EOC Demobilization Plan. Demobilization is the systematic and safe release of resources from an incident. It generally involves the restoration of the resources to its original state and location. Related to supplies, it may include restocking and inventory control. Facilities must also be considered in demobilization, such as cleaning and repairing them as necessary prior to return to their original function. For example, an Emergency Information Centre may have been

established in a school or community centre, which must be returned to its original state and use.

The Demobilization Unit will coordinate with EOC personnel to identify key indicators that incident is transitioning to demobilization phase. Examples may include:

- No new resources ordered
- End of the incident is in sight
- There are unassigned resources

Demobilization Unit activities should include:

- Identifying surplus resources and probable release times
- Reviewing incident resource tracking records to determine scope of demobilization efforts
- Determining logistical support needs for released resources (rehab, transportation, equipment replacement, etc.)
- Determining de-briefing requirements
- Monitoring implementation of Demobilization Plan

Demobilization of Resources
Demobilization of resources should be considered from the earliest stages of an incident, since keeping resources attached to an incident where they are not needed is not only expensive, but also renders them unavailable to other incidents if needed.

Demobilization Plan
Demobilization is a planned process and the Demobilization Plan template assists with this planning. The Demobilization Unit coordinates with EOC personnel to develop the plan and identify the resources that need to be demobilized during each EOC shift. Under the column "release procedure" is where logistics support requirements would be indicated (i.e. rehab, transportation, equipment replacement, destination, travel method etc.). The person authorizing the release of the resource will place their name in the column and sign to confirm that the resource is ready to be demobilized.

9.0   Resource Unit Activities

Effective resource management enhances safety, accountability and cost effectiveness. IMS includes strong resource management system to ensure a uniform approach to resource identification, acquisition, allocation, tracing/accountability and demobilization.

Resources are personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained.

Resource management refers to a common approach to efficiently identify, acquire, allocate, track and demobilize resources before, during and after an incident.

Resource requests must also be logged and tracked to ensure the response provided is recorded.

This will assist in tracking and monitoring the effectiveness of the response and of EOC Action Plans. Documentation is also important for tracking expenditures for cost accounting and for requesting provincial and federal assistance.

9.1   Resource Tracking

Resources will need to be tracked to ensure the safe and effective management of a large number of resources. The Resource Unit at all times monitors the identity, location and status of all resources attached the incident. Accurate tracking of this information is not only vital for safety reasons, but also key to the efficient use of resources. By tracking resources, EOC personnel are able to make decisions on re-tasking the resources for either, current resource needs or advance planning needs based on incident objectives.

The following are used for tracking resources:

Enroute
The resource is enroute to the destination/location for the specific task assigned.

Arrived
The resource has arrived at destination/location for the specific task assigned.

Available
The resource is ready but has not been assigned a task or is ready to be reassigned for another task.

Out-of-Services
The resource is assigned to the emergency but unable to respond for mechanical, rest or personnel reasons. The resource cannot be tasked

Demobilized
The resource is being released/demobilized from the emergency event.

Returned
The resource was returned to its original state and owner.

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10.0 Recovery Unit Activities

Experience has shown that planning recovery operations during the response will speed the recovery time and reduce losses. The Recovery Unit leads the recovery efforts and should commence activities as early as possible.

Near the end of emergency response operations, the EOC will make the transition to relief and recovery operations. This may require re-evaluating which EOC functions are required and which agencies and personnel are best suited to staff the functions, as appropriate. The Recovery Unit in the EOC is responsible for overseeing the transition from response to recovery.

Long term recovery efforts, four weeks to several years following an event, will likely include:

- Debris management
- Hazard mitigation
- Reconstruction of permanent housing
- Reconstruction of commercial facilities
- Reconstruction of transportation systems
- Rehabilitation of environment
- Implementation of long-term economic recovery
- Programs to support psycho-social and emotional support for evacuees or those affected by the emergency

10.1 Relief

Relief provides for immediate and short-term assistance to the people impacted by the emergency event and includes the repair and restoration of essential lifeline systems.

Initial, short-term relief efforts include activities such as:

- Provision of interim housing
- Repair and restoration of lifeline utilities
- Emergency repair of vital transportation systems
- Provision of critical incident stress counseling for response staff and community
- Debris removal and clean-up
- Restoration of social and health services
- Restoration of normal civic services
- Coordination of damage assessment

- Re-occupancy of structures
- Economic recovery
- Building demolition
- Formation of recovery task force

11.0 Additional Planning Section Activities

Damage Assessment

The prompt and accurate assessment of damage to public and private property will be of a vital concern to the EOC in order to facilitate an effective and rapid response and recovery. Based on the damage assessment reports, the EOC will determine what recovery capabilities are available to meet the anticipated requirements. A tracking system or log of events during an emergency will help in determining areas of damages.

Debris Management

The quantity and type of debris generated from any particular incident will be different due to the location, kind of event experienced, its magnitude and intensity. Debris management refers to the removal and disposal of debris caused by a major debris-generating event. The debris clearance, removal and disposal issues will be directed through the EOC. The EOC will develop a Debris Management Plan and to ensure there is coordinate response to all debris management activities.

Priorities for debris management may include:

- Major flood drainage arteries
- Egress for first responders
- Municipal buildings
- Egress for hospitals
- Major traffic routes
- Access for utility restoration

Other Activities

Other Planning Section activities may include:

- Preparing specialized reports, such as an evacuation plan, traffic management plan or damage assessment report.
- Identify utility restoration priorities
- Identify structural repair priorities
- Obtain/Provide technical advice, as requested

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- Maintain overall status of building, roads, bridges, railways, airport, marine ways, utilities, water supply, sewer system, etc.

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Section 6

Logistics

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Emergency Operation Centre Logistics Section
Standard Operating Guidelines

1.0   Logistics Section Overview

The Logistics Section is responsible for ensuring that the EOC is operational and providing facilities, services, personnel, equipment and materials to support all aspects of the response and recovery efforts.

The Logistics Section represents various functions that support the resource and facility needs of the EOC, site and other centres or locations that may be established to manage the response activities.

The Logistic Section in the Emergency Operation Centre is established to support the resource needs of the operation. It can ensure that:

- EOC Management Team is fully aware of resource needs and constraints
- Appropriate allocation of resources occurs based-on established EOC priorities
- Requested resources are secured for Operations as existing resources are expended
- Critical Resources' are identified and managed to meet operational needs despite disruption of infrastructure
- General accountability is maintained for the authority's use of acquired resources

2.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

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3.0 Organizational Structure and Reporting Line
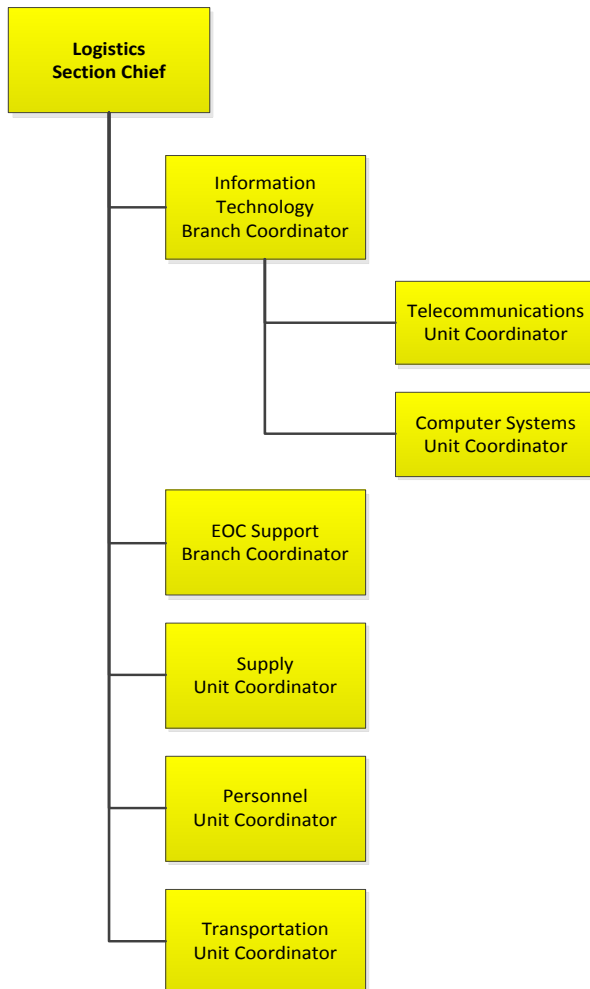
Information will come to the EOC Logistics Section from various sources. It will come from the Operations Section, a Department Operation Centre, EOC Director and EOC Management staff.

Branch/Unit Coordinators are responsible for keeping the Logistics Section Chief advised on the status of their activity and the Chief has the responsibility for coordinating the overall function. The Logistics Chief will coordinate activities with the other Section Chiefs and discuss levels of responsibility with the EOC Director and EOC Management Team.

The following Organizational Chart shows the common branches and units that may be utilized within the Section.

4.0   Roles and Responsibilities

The Logistics Section is commonly referred to as the "Getters" of the EOC. (see checklists for more detail)

4.1   Logistics Section Chief
Ensures the overall Logistics function is carried out in support of the EOC Action Plan. This function includes the overall supervision, coordination, administration and management of the section and may assume specific roles /functions within the section if they have not been assigned to other personnel

4.2   Information Technology Branch
Ensures, telephone and computer resources and services are provided, supported and maintained for EOC personnel. This includes the establishment and staffing of a telecommunications Centre /Radio Room when required, development and maintenance of a telecommunications plan and establishment of communication links with all key response agencies or centres.

The Communications Unit would manage the telecommunications/radio communications aspects and the Computer Systems Unit would address the hardware, software and the networking needs of the operation.

4.3   EOC Support Branch
This Branch ensures that the EOC and other facilities are provided for the response effort, including supplies, materials, securing access to the facilities and providing food and refreshments for EOC personnel. Upon demobilization, this function would also be responsible for returning work spaces to their original state.

Although the EOC Support branch focuses on EOC needs, it can easily be tasked with acquiring and supporting other facilities that are needed to respond effectively. This could include alternate or expanded EOC facilities, media centre or other support facilities such as storage yards or warehousing.

The EOC Support Branch is responsible to ensure controlled entry and security personnel is provided and implemented at the EOC location. They also have the responsibility to arrange suitable food and nourishment for the EOC personnel.

4.4   Supply Unit
Oversees the acquisition and allocation of supplies, materials or equipment not normally provided through mutual aid or normal department /agency channels. This includes clarifying and verifying requests to ensure accuracy and efficiency, communicating directly with suppliers/vendors and coordinating shipping /delivery arrangements.

4.5   Personnel Unit

The Personnel Unit will provide and/or recruit, process, track and support personnel resources in support of the EOC and incident sites. This includes the registering, credentialing and initial briefing of staff, development of shift schedules for the EOC and assistance to the Operations Section with arranging mutual aid personnel, if required. This function is also responsible for ensuring the lodging, transportation and personal service needs of workers within the EOC and Incident sites are provided as needed.

4.6   Transportation Unit

The Transportation Unit Coordinator acquires and arranges resources for the transportation of personnel, evacuees and goods in support of the EOC Action Plan. They coordinate with the Planning and Operations Sections to determine the status of transportation routes and develop a Transportation Plan that facilitates the effective movement of response personnel and goods and /or materials.

If it is required to provide a shuttle service for more than just a few personnel, it may be helpful to post a schedule within the EOC. If there is a need to manage a pool of rental vehicles for shared use the Transportation Unit will develop usage guidelines for personnel. The guidelines may include things like authorized users/uses, cleanliness, fueling/service, inspections, reporting of damages and parking locations etc.

Depending on the nature and scope of the emergency, the Transportation Unit may be asked to arrange the transportation of goods from suppliers to the end user. This task could involve a number of factors around shipping, receiving, loading and the effective packaging of goods.

5.0   Supply Unit Activities

5.1   Management of Resource Requests

One of the most significant aspects of the Logistics Section is to effectively acquire and allocate resources in support of the site activities and EOC Action Plan.

One of the challenges in tracking returnable and/or loaned resources is confirming who is in possession of them. Ideally, the Operations Section should be tracking this detailed information throughout the response and recovery efforts, but this is not always possible. From a Logistics perspective, record names and details of the people who originally signed for the goods that were received. This will provide a good starting point to track down the items.

Resource requests can be presented to Logistics in various forms. Ideally, they will come on a fully completed 'Request for Resources form but realistically they may

come in an email, via a phone message, fax or through a phone or radio conversation.

The following process is recommended to effectively handle requests;

1. **Track Requests-** Every request must be clearly tracked. Ensure that a 'Request for Resources or Assistance' form is completed by either the initiator or receiver of the initial request. In addition, the request must be logged on a tracking sheet to allow for follow-up and appropriate closure. The status of resource requests are considered as Pending, En-route, closed or not available.

2. **Confirm/Clarify-** Confirm a clear understanding of what resource is actually needed. Is the volume, quantity or size of the items required? Knowing how, when or where it will be used or potential substitutions may also assist in obtaining the appropriate items. The 'Resources Request form has questions to assist in addressing these concerns.

3. **Prioritize-** What is the 'Precedence Level' for this request: Emergency, Priority or Routine. When resources are limited, an indication of how to best allocate your time is important.

4. **Confirm Approvals-** Does the request have appropriate spending approvals? Has a Section Chief signed it off, or for extraordinary/ critical requests, has the EOC director signed the request.

5. **Acquire Resource:**

   a. Locate/Evaluate Resource(s) – Is the resource available? Are you paying a suitable amount? Is an alternative available? How long would it take to obtain the resource?

   Note: See the "Resource Acquisition' Section for further information on effectively procuring resources.

   b. Initiate Purchasing Arrangements - initiate/complete an 'Expense Authorization Form, Purchase Order. Forward purchasing documentation to the Finance and Administration Section within the EOC for further processing.

   c. Acquire Resource - Confirm order, forward appropriate purchasing documents and make shipping/transportation arrangements with supplier or others.

6. **Advise Requester** - Close the loop with the section/branch/agency that requested the resource. Keep them informed of the status of the request and confirm when goods/services have been received.

7. **Advise the Finance and Administration Section** - Once the goods or services have been received and invoices obtained, the appropriate paperwork should be forwarded to the Finance and Administration Section so that the loop is closed and payment can be made.

8. **Track Resource** - Track all acquired resources. For non-consumable goods especially, the Logistics Section has a responsibility to account for the resource and insure they are returned or accounted for through other means upon the completion of the event.

5.2 Resource Acquisition

Operations Section
The response agencies and departments, which are represented in the Operations Section, will come to the event with significant resources. Through regular channels they should have access to equipment, personnel and technical expertise as suitable to their field. These agencies/branches should draw upon their own resources, whenever practical, before requesting assistance for the Logistics Section. There may be times within Logistics when resource requests may need to be redirected back to the Operations Section when it is determined that the resource might already be available within that Section.

Aid/Supplier Agreements
If there are existing aid or supplier agreements with other agencies or suppliers, these will usually be accessed through the response agencies/branches within the Operations Section. The Logistics Section needs to be aware of these agreements so as not to duplicate effort or conflict with existing arrangements when attempting to acquire suitable resources.

Private Sector Suppliers
The local wholesalers, retailers, contractor and services companies can provide a wealth of resources (see the Resource Manual for contact information).

Resource Requesting Number
Resource requests could be initiated at the site, in Operations or in the Logistics Section. To assist with this tracking, numbering should always start with a prefix that identifies the section/branch or agency that initiates the written tracking of the request. For example, if a request is received from Emergency Social Services Branch for a Reception/Evacuation Centre resource it would be numbered "ESS#1" and so on; if a resource request form is completed in Operations Section/Public

Works Branch it would be numbered OPS/PW#1 and so on; if Logistics Section responds to a verbal request, it would be numbered "LOG#1" and so on.

Critical Resources

When a specific resource is in demand by multiple agencies and/or jurisdictions and there is a limited number of the resource available, it can be designated as a "Critical Resource" by the EOC Director. All requests for "Critical Resources" must be approved by the EOC Director.

The Logistics Section is in a prime position to identify resources that are becoming critical. It is always better to identify an item early rather than to wait until the "critical" status of the response has a significant impact on the response or recovery effort. Early identification can allow for alternate processes and procedures to be put into place to effectively manage and allocate the items in demand.

6.0 EOC Support Branch Activities

6.1 Security/Access Control

EOC Support Unit will need to arrange for Niagara Regional Police to staff the lobby outside the EOC. NRP will ensure all EOC staff and visitors entering the EOC have the proper EOC ID. NRP will direct any unauthorized persons out of the EOC area. They will ensure all designated washrooms, lunchroom and meeting rooms are clear of all unauthorized persons. If NRP personnel are unavailable to perform security the EOC Support Unit will find a security company to perform the duties.

6.2 Food, Water and Personal Care

The Logistics Section is responsible for ordering items to meet food, water and personal care requirements for those working in the EOC. EOC personnel should be prepared with any essential items needed by them during their shift.

6.3 Building Services

The EOC Support Branch may be requested to oversee the controls for the heating and cooling systems, elevator issues and possible security alarm and gate issues of the EOC's.

6.4 Other Facilities

Although the EOC Support Branch focuses on the EOC needs, it can be tasked with acquiring and supporting other facilities that are needed to respond effectively. This could include alternate or expanded EOC facilities, media facilities or other support facilities such as storage yards or warehousing.

6.5 Support and/Clerical Staff

There may be a need to support personnel to manage records/files, photocopy, take minutes, answer phones, prepare coffee and perform other administrative tasks. Internal Regional staff may be asked to fill these requirements.

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7.0 Personnel Unit Activities

7.1 Worker Care
The Personnel Unit is one of many positions in the EOC that has responsibility around worker care in coordination with the Health and Safety Officer. The Personnel Unit coordinates worker care strategies and resources as required.

7.2 Human Resource - Internal Staff Redeployment
Although frontline departments have existing call-out procedures for their own staff, Personnel Unit may be required to assist and/or coordinate the mobilization of additional internal staff. The Personnel Unit will coordinate and verify all requests for personnel resources from the Operations Branches prior to acting on requests.

This may include:
- Identifying the number of personnel
- Identifying any special qualifications or training
- Identifying where they are needed and person or Unit they should report to upon arrival
- Determine the estimated time of arrival of responding personnel and advise the requesting parties accordingly

7.3 Credentialing
The effective identification of personnel may be needed. This could include the verification and/or acknowledgment of existing identification or the issuing of event-specific and/or time-specific credentials to volunteers, temporary employees or contractors.

7.4 EOC Scheduling (shifts)
Each EOC Management Team member is responsible for determining their staffing level. The Personnel Unit is responsible to ensure the check-in/check-out form is completed and staff places their name on the organizational chart for every EOC shift. The Personnel Unit may be asked by a Section Chief to call personnel listed on the notification list to ensure there are personnel scheduled for the next EOC shift.

7.5 Arrangement of Psychosocial Support for staff
In addition to peer and management support, the use of Employee Assistance Program (EAP) can be used to provide psychosocial support for staff during and after an emergency, as needed. Staff should be reminded that these supports are available at the beginning and end of their shift. The Personnel Unit in coordination with Health and Safety Coordinator will coordinate psychosocial needs on-site and in the EOC and ensure other supports are in place as required.

Critical Incident Stress

Critical Incident Stress is a normal reaction of sudden and unexpected event beyond our normal range of everyday experiences. The Critical Incident Stress Debriefing process is specially designed to prevent or mitigate the development of post-traumatic stress among personnel.

7.6 Worker Accommodation Tracking
Although the Supply Unit may acquire the initial accommodations for workers from outside the local area, the Personnel Unit needs to track worker location.

8.0 Transportation Unit Activities

8.1 Developing a Transportation Plan
Depending on the type of incident the following are some suggested items for consideration when developing a Transportation Plan.

Transportation Routes Ingress Egress Main Routes Transportation Modes Road Rail Marine Air Procedures for Transportation Services Managing Requests Verifying Services Contracts and Use Agreements Cost Guidelines Potential Client Groups Sites: Equipment, Supplies, and Materials Response Personnel EOC Personnel Affected Population Transportation Support of EOC Action Plan Objectives that can be served Transportation Objectives Strategies for each Objective	Vehicle Resources First Responder Vehicles Other Government Vehicles Rental Vehicles Personal Vehicles Taxi and Bus Services Other Contracted Vehicle Services Rail Resources Passenger Services Freight Services Marine Resources First Responder Vessels Other Government Vessels Rental Vessels Personal Vessels Other Contracted Marine Services Air Resources Scheduled Air Carriers Charter Air Carriers

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Actions and Schedule	

8.2 Personnel Transportation Schedules

Personnel Unit may be required to provide a shuttle service for more than a few personnel, it may be useful to develop a schedule and post it within the EOC.

8.3 Vehicle Pool Procedures

If a pool of rental vehicles is required for shared use, there should be usage guidelines for personnel. The guidelines should include things like authorized users/uses, cleanliness, fueling/service, inspections, reporting of damages and parking locations.

8.4 Transportation of Goods

Depending on the nature and scope of the emergency, the transportation of goods from suppliers to the end users may be required. This can involve a number of factors around shipping, receiving, loading and the effective packaging of goods.

8.5 Courier Services

If existing services are unavailable or not suitable, there may be a need to establish a courier service to transfer documents and small items between different facilities/sites involved in the response or recovery efforts.

9.0 Information Technology Branch Activities

IT Branch ensures radios, telephones and computer resources and services are provided, supported and maintained for EOC personnel. This includes the establishment of an Amateur Radio Emergency Services (ARES), if needed.

9.1 Telecommunication Plan

Upon activation of the EOC, it will be important to ensure that communications is established between the emergency site and the EOC. Also, communications may be required at various locations including evacuation centers, hospitals, and other key responding agencies. If primary telecommunications fails IT Branch must find alternate arrangements to meet the telecommunication needs of the EOC.

The Telecommunications Plan details contact information and/or radio assignments for each EOC shift and is duplicated and given to all recipients as part of the EOC Action Plan.

Other options for EOC telecommunications needs are:
- Amateur Radio Emergency Services (ARES). ARES could be used to ensure there is communication available to other levels of government or other municipalities EOC's. This request for activation of ARES would go to the Liaison Officer.

- There may be a need for the support of runners to physically deliver essential information between local sites/centres. Assistance for runners may be obtained from city personnel, local taxi companies and/or volunteers.

10.0   Logistics Demobilization Activities

When the response and/or recovery needs of the event have been met and the EOC is beginning to demobilize, the Logistics Section will need to address several items including:

10.1   Disposal of Excess Stock
Decisions need to be made around handling surplus materials and supplies. This might be dealt with through normal channels or alternative arrangements may be necessary to return, sell or donate the items.

10.2   Donated Goods Management
If the municipality has taken on the responsibility of donated goods the EOC Support Branch may need to identify warehouse space for excess donations as local volunteer agencies attempt to absorb them.

10.3   Return of Loaned Equipment
Loaned equipment will have to be returned to its owners as soon as possible. There may also be needs for servicing, repairs or inspections prior to the transfer of assets.

10.4   Facilities Retuned to Pre-Conditions
The physical breakdown of used facilities during the emergency to its pre-event condition is the responsibility of the Logistics Section. Make sure the Demobilization Unit in the Planning Section is aware of your needs prior to the release of personnel.

10.5   Financial Settlement
The Finance and Administration Section will need as much detail as possible on any outstanding purchases.

10.6   Paperwork/Forms/Logs
All records and forms must be collected and provided to the Documentation Unit in the Planning Section upon final demobilization.

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Section 7

Finance and Administration

**Emergency Operation Centre Finance & Administration Section
Standard Operating Guidelines**

1.0   Finance and Administration Section Overview

The primary role of the Finance and Admin Section in the EOC is overseeing all aspects of financial management and related administrative requirements in support of the event and incidents. The Finance and Admin Section is commonly referred to as the "Payers" of the EOC.

The Finance and Administration Section activities includes cost tracking, analysis and reporting, procurement contract administration and overseeing purchasing processes, including overall expenditure management.

2.0   EOC Response Goals

There is a list of standardized response goals that apply to all emergencies. In order of priority, they are:

1. Provide for safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.0   Organizational Structure and Reporting Line
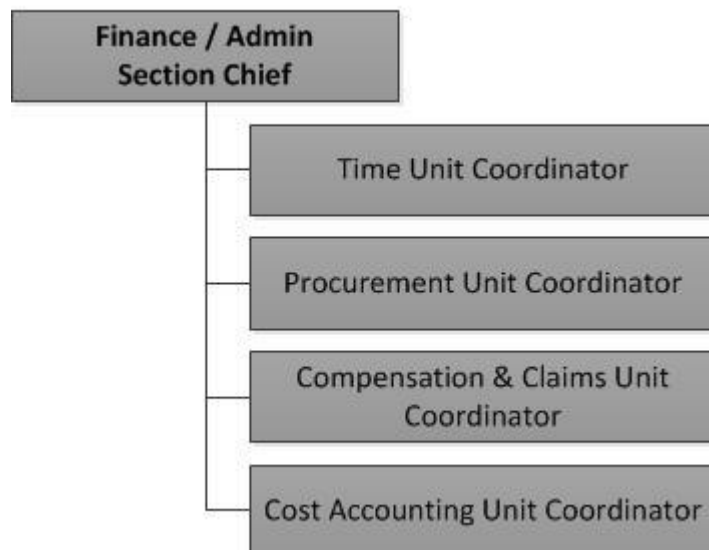
In a fully expanded Finance Section there are four distinctive functions that are the overall responsibility of the Section Chief. These four functions include the Time Unit, Procurement Unit, Compensation and Claims Unit and Cost Accounting Unit. The demand and complexity of each emergency event will influence the number of personnel assigned to the Section. The activation and staffing of each unit within the section will be made by the Finance Section Chief. When a specific function is not assigned it becomes the responsibility of the Finance Section Chief.

The Finance Section can expect to communicate with a variety of internal and external stakeholders. It is important that the Finance Section be proactive by seeking out information and advising others within the EOC of appropriate financial processes and procedures.

4.0   Roles and Responsibilities

The Finance and Admin Section is commonly referred to as the "Payers" of the EOC. (see checklists for more detail)

4.1   Finance and Administration Section Chief
The Finance and Administration Section Chief, a member of the EOC Management Team, is responsible for overseeing all aspects of the Finance and Administration within the EOC. This includes fulfilling the specific responsibilities of any units within the section that have not been assigned.

This position reports directly to the EOC Director and has both financial and supervisory/management responsibilities.

The Section Chief must continually monitor the activities and effectiveness of the section and make modifications to staff structures and work assignments as necessary to meet the overall objectives and/or priorities.

4.2   Time Unit
The Time Unit is responsible for tracking and reporting on personnel time and preparing/reviewing related forms, reports and statistical data.

4.3   Procurement Unit
The Procurement Unit is responsible for supporting Logistics with the acquisitions of goods and services, specifically as it relates to the development of service agreements and/or contracts and the overseeing of purchasing processes. They will initiate and follow-up on formal service agreements or contacts, in conjunction with Logistics, as needed.

4.4 Compensation and Claims Unit

The Compensation and Claims Unit coordinates the investigation and review of property/equipment damage or loss claims arising from the event.

4.5 Cost Accounting Unit

The Cost Accounting Unit is responsible for collecting all cost information, reviewing invoices/statements and other vendor documents and reporting on consolidated cost estimates.

5.0 Time Unit Activities

5.1 Time Reporting

The Time Unit is responsible for tracking, recording and reporting daily on all regular time, overtime and estimated staffing costs for all response/recovery personnel under the authority of the jurisdiction. This includes volunteer and paid personnel within the EOC and those reporting to the incident site, evacuation centre or other locations established in response to the emergency. Usually only "estimates" of time and costs are required on a daily basis. Actual costs will come later once official time records and payroll is processed.

Finance and Administration Section should ensure:
- There are provisions to identify cost account coding on the organizations official time records so that employees can capture costs for both response and recovery.
- Establish post and communicate to EOC personnel a designated time daily for the submission of Daily Time Reports and other necessary records.
- As necessary, verify Daily Time Reports to ensure they contain the names of employees and all other appropriate information. Daily Time Reports can be confirmed against EOC and Incident site staffing schedules, check-in sheets, and assignments/deployment records.
- As needed, develop a daily overtime tally sheet, to compile totals from individuals sections and site/incident operations.

5.2 EOC Daily Time Reports

Each Operations Branch Coordinator and Management Staff member will complete an EOC Daily Time Report capturing all their personnel assigned to the incident/emergency for each EOC shift (this includes site personnel). They will give the completed form to the Finance and Administration Section. Finance Section should remind everyone to fill-out the report at the beginning of their shift and ensure they are complete before they leave the EOC.

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6.0 Procurement Unit Activities

Expenditure/Signing Authority

Whenever possible the processes and tools should reflect what is currently in use in the organization. The actual financial limits/powers may need to be adjusted to reflect the emergency needs of an event.

6.1 Purchasing Instruments

The following purchasing information is outlined for general reference.

Emergency Purchase Orders

When available, purchase orders provide an immediate means for tracking and authorizing expenditures. As with all purchases the Cost Accounting Unit must receive a copy of the purchase request in order to track against the estimated response costs and appropriate cost accounting code.

Standing Purchasing Orders

When put in place prior to the event, standing purchasing orders or agreements with vendors can be easy and effective means to access resources. When used, it is important to remind vendors to separately charge response and recovery costs and not to group them in with the regular operating charges. Users of such purchasing tools must also track individual commitments/requests, much like they would with a purchasing/credit card so that daily cost estimates can be provided to the Cost Accounting Unit.

Direct Invoice

Although not the preferred method, the purchase of goods and/or services may occur through direct invoice as agreed by a vendor. When a vendor is direct invoicing, it is important to clarify the rates/fees and any relevant purchasing terms with the vendor. Whenever possible, this should occur in writing and prior to the receipt of the goods or services. If there is any complexity to the transaction/agreement then a contract or other purchasing tool should be used.

7.0 Cost Accounting Unit Activities

7.1 Expenditure Control

It is necessary to maintain overall financial accountability during response and recovery efforts. Although life-safety issues are paramount, effective expenditure controls must continue to be maintained to ensure overall accountability during an event. Whenever possible, these controls, processes and tools should reflect what is currently in use in the organization.

Expenditure Tracking

All expenditures must be tracked at the time of commitment. Cost estimates must be obtained daily in order to appropriately plan and monitor complex and

extended events. All personnel who incur expenditures must use a tracking process to capture current cost estimates.

Petty Cash
It should be reserved for small transactions. If used, expenditures must be tracked against the applicable response/recovery cost accounting codes and be provided to the Cost Accounting Unit on a daily basis.

Purchasing Cards/Credit Cards
When available, Purchasing Cards/Credit Cards is the preferred means for obtaining goods and services. Employees will be responsible for keeping their transactions receipts for all purchases for reconciling cardholder statements as per the organizations regular policy/procedure.

In addition to maintaining their regular statements, cardholders must also track all expenditures against the applicable response/recovery cost accounting codes and provide expenditure estimates to the Cost Accounting Unit on a daily basis. Photocopies of the receipts must also be forwarded to the Cost Accounting Unit for tracking purposes.

7.2   Expenditure Estimating
The Cost Accounting Unit is responsible for calculating daily estimates and total event costs.

Whenever possible, actual expenditure amounts should be used in calculating these estimates, but it is not realistic to assume that actual costs will be available during the early days or even weeks of a response effort.

Expenditure estimates should take into consideration all response and recovery costs, including, but not limited to:

- Estimated regular and overtime costs for personnel
- Estimated personnel expense costs (e.g. travel, mileage, meals, accommodation), as appropriate
- EOC activation and facility costs
- Purchased goods and services related to the response/recovery

7.3   Total EOC Daily Cost Estimate Report
Each Operations Branch activated in the EOC will need to fill out a Branch/Unit Daily Estimate Cost Report for each shift and forward to the Finance Section. These Branch/Unit Daily Estimate Cost Reports are to be recorded on the Total EOC Daily Estimate Report by Finance Section. Once completed, these reports should be given to the Section Chief, who will have them approved by the EOC Director, as necessary.

7.4   Branch/Unit Daily Estimate Cost Report

Each Branch/Unit Coordinator and Management Staff member will complete a Branch/Unit Daily Cost Estimate Report capturing all their expenditures for each EOC shift and give to the Finance and Administration Section. Finance Section should remind everyone to fill-out the report at the beginning of their shift and ensure they are complete before they leave the EOC.

7.5   Ontario Disaster Relief Assistance Program

In the event of an emergency, the municipality may be eligible to receive provincial funding to assist in covering response and recovery expenses. The Ontario Disaster Relief Program (ODRAP) is intended to assist those whose essential property has been extensively damaged as a result of a sudden, unexpected natural disaster.

Prior to making expenditures that may later be claimed as eligible costs under the Ontario Disaster Relief Assistance Program, it would be prudent to contact the Ontario Ministry of Municipal Affairs and Housing in the Provincial Emergency Operational Centre (PEOC) to determine in advance those losses and costs eligible for reimbursement.

7.6   Ad Hoc Funding

Where the municipality is not able to receive funding under the ODRAP program, it may be possible to receive ad hoc funding from the provincial government. The municipality should inquire with the provincial government to see assistance through ad hoc programs.

Should the incident be caused by an individual/company, there may be recourse for repayment of expenses incurred in the response and recovery.

In all cases, attention to detail is important to ensure accuracy of the claim. The Claims Unit will want to maximize their claim amount by including all eligible expenses and to avoid the inadvertent inclusion of ineligible items that may substantially delay the approval process.

7.7   Response Claim Procedure

Step 1 – Document Rationale for Response Expenditures

A successful request for financial assistance must include evidence that supports the claim. The Claims Unit must provide documentation that verifies several aspects of each cost item.

Step 2 – Pay Invoices
Before claiming response expenditures, the local authority must ensure that all contractors, personnel, and other suppliers have been paid.

Step 3 – Collect and Organize Documentation
Assemble and organize all documents related to response expenditures. Make copies of all paid invoices and receipts as well as documenting evidence that the goods and services used in response or recovery are paid.

Step 4 – Prepare a Response Claim
With the evidence gathered in Step 3, the Claims Unit prepares a response claim, if required. Response Claim Submissions may include:

- Summary Sheet – include a summary sheet for costs claimed on each submission.
- Invoices – Submit invoices for all goods and services being claimed, complete with a purchase requisition that includes justification why the purchase was essential to incident response.

Proof of Payment – Include financial reports (ie: general ledger detail or list of expenses claimed complete with copies of cheques issued) that verify all invoice and payroll costs

8.0 Compensation and Claims Unit Activities

8.1 General Incident or Loss Reporting
Losses may occur accidentally, through employee error or neglect, through acts of God or through illegal acts. If losses occur as a direct or indirect result of the response or recovery efforts, the Compensation and Claims Unit may be required to track, investigate and report upon these incidents or losses.

Where an illegal act is suspected the local police must be notified so as not to prejudice the ability of the organization to prosecute.

Incidents where the Compensation and Claims Unit might get involved could include:

- Losses or damages to organizational assets (including information) or property however caused, including fraud, theft, misappropriation, embezzlement, fire or flood, or where there has been a loss of assets held in trust.
- General security incidents (e.g. vandalism, forced entry etc.).
- Information and information technology security incidents.
- Any outside injury to persons outside of government.

- Losses or damage to private assets or property.

Any actions based on these types of incidents or losses must follow any relevant agency/organizational policies and procedures.

8.2   Private Property Claims Log
The Claims Unit will need to prepare and verify damage to private property with no insurance coverage using the Private Property Claims Log. This form will help determine if there is a need for ODRAP.

8.3   Municipal Property Claims Log
The Claims Unit will need to prepare and verify damage to city facilities and property using the Municipal Property Claims Log for ODRAP.

8.4   Damage Assessment Summary
The damage assessment process is the prompt and accurate assessment of damage to public and private property. The information is gathered to determine the extent of damage and impact on the community resulting from an event.

9.0   Finance and Administration Information Display

Although the Situation Unit within Planning has responsibility for the overall display of information within the EOC, each section has a responsibility to display status and operational information that is relevant to their section and to support efficient EOC operations.   Display board information for the Finance and Administration Section, may consist of:

- Section priorities, unit assignments and outstanding issues
- Names and numbers/emails of primary contacts
- Reporting/submission deadlines/timelines

THE TOWN OF FORT ERIE

STANDARD

OPERATING
GUIDELINES

Section 8

Glossary

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This Glossary contains general Incident Management Systems (IMS) emergency management acronyms, terms and definitions.

Accessible: Having the legally required features and/or qualities that ensure entrance, participation, and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

Action Plan: (See Incident Action Plan)

After Action Report (AAR): A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvement.

Agency (Agencies): An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, Red Cross, etc.) that offers a particular kind of assistance. In IMS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperation (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-Agency.)

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period based upon tactical objectives in the Incident Action Plan.

Assisting Agency: An agency directly contributing service resources to another agency.

Available Resources: Incident based resources which are ready for deployment.

Branch: The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by functional name (e.g., medical, security, etc.)

Catastrophic Incident: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions.

Chain of Command: A series of management positions in order of authority.

Check-in: An action taken by personnel to formally record/report their arrival at an event. Checking-in is one tool to ensure personnel accountability and effective personnel management.

Chemical, Biological, Radiological, Nuclear and explosive (CBRNE) incident: This is an incident that involves a chemical, biological, radiological, nuclear and/or explosive situation that may require a response by specialized teams and equipment.

Chief: The Incident Management System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration

Chief Administrative Officer: is responsible for administrative management of private, public or governmental corporations within an organization.

Chief Elected Official: A mayor or Regional Chairperson.

Command: The act of directing, ordering or controlling by virtue of explicit statutory, regulatory or delegated authority.

Command Staff: An incident command component that consists of a Public Information Officer, Safety Officer, Liaison Officer and other positions as required, who report directly to the Incident Commander.

Cooperating Agency (Agencies): providing resources and/or assistance to another agency.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Infrastructure: Systems, assets and networks, whether physical or virtual, so vital to the community that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety or any combination of those matters.

Critical Resource: Material, personnel and finances that are in short supply and are needed by more than one Incident Management Team or are needed for high priority assignments.

Demobilization: The orderly, safe and efficient return of a resource to its original location and status.

Department Operations Centre (DOC): A group of senior staff and the facility within a department who coordinates the department's activities in support of the department's responsibilities and commitment to the emergency response. DOC's interact with the overall EOC.

Declaration of Emergency: A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the Emergency Management and Civil Protection Act. This declaration is usually based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community emergency response.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Response Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Information Officer (EIO): An individual responsible for acting as the primary public and media contact for emergency information requirements.

Emergency Management Ontario (EMO): EMO is a branch within the Ministry of Community Safety and Correctional Services with overall provincial emergency management responsibility.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased and supervised withdrawal, dispersal or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

Event: See Planned Event.

Finance/Administration Section:
Section responsible for all administrative and financial considerations surrounding an incident.

Function: One of the five major activities in the Incident Command System: Command, Operations, Planning, Logistics and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Identification and Risk Assessment (HIRA): A process to identify hazards and associated risk to persons, property and structures and to improve protection from natural and human-caused hazards. HIRA serves as a foundation for planning, resource management, capability development, public education and training and exercises.

Hazardous Material (HAZMAT): Any material which is explosive, flammable, poisonours, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.

Heavy Urban Search and Rescue (HUSAR): A multi-service, multi-skilled, and multi-functional task force that is trained and prepared to locate, treat and remove persons trapped in collapsed structures.

Helibase: The main location for parking, fuelling, maintenance and loading of helicopters operating in support of an incident.

Helispot: Any designated location where a helicopter can safely take off and land.

Incident: An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, storms, tsunamis, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g.: safety plan, communications plan, map, etc.)

Incident Command: Entity responsible for overall management of the incident. Consists of the Incident Commander, either single or unified command and any assigned supporting staff.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and

complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management System (IMS): System that provides a proactive approach guiding government agencies at all levels, the private sector and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location or complexity, in order to reduce the loss of life or property and harm to the environment.

Incident Name: When multi-agencies are responding to one incident the jurisdictional agency will name the incident in clear text using a common geographical or functional reference. All cooperating and assisting agencies will use the identified incident name.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and prosecution of criminal activities (or the individual(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, provincial, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

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Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics Section: The Section responsible for providing services, and support to the incident.

Long-Term Recovery: A process of recovery that may continue for a number of months or years, depending on the severity and extent of the damage sustained. For example, long-term recovery may include the complete redevelopment of damaged areas.

Management by Objectives: This is a top-down management activity that involves a three-step process to achieve the goals. The steps are establishing the incident objectives, selecting the appropriate strategy (strategies) to achieve the objective and implementing the strategy.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of the incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during and/or after an incident.

Non-governmental organization (NGO): An entity with a common interest or focus that is not created by a government but may work cooperatively with government.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison and Public Information.

Operational Period: The period of time scheduled for execution of a given set of operational actions as specified min the incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Ontario Disaster Relief Assistance Program (ODRAP): This is an assistance program that may help municipalities, individuals, farmers, small business, and non-profit organizations when property has been damaged in a sudden and unexpected natural disaster, such as a severe windstorm, tornado, flood, forest fire or ice storm.

Operations Section: Responsible for supporting tactical incident operations.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Section: Responsible for the collection, evaluation and dissemination of information related to the incident and for the preparation and documentation of incident action plans (IAP)

Preparedness: Actions that involve a combination of planning, resources, training, exercising and organizing to build, sustain and improve operational capabilities. Preparedness is the process of identifying the personnel, training and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation or quarantine and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions or capabilities) under various specified conditions.

Provincial Emergency Operations Centre (PEOC): A facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies.

Public Information: Processes, procedures and systems for communicating timely, accurate, accessible information on an incident's cause, size and current situation; resources committed and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting and development of initiatives to mitigate the effects of future incidents.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to or recover from an incident. Resource management includes mutual aid and assistance agreements; the use of special federal, provincial, regional and municipal teams and resource mobilization protocols.

Resources: Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Under the Incident Management System, resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Risk Management: Risk Management is the process of making and carrying out decisions that will minimize the adverse effects of injuries, accidental losses and liability upon an organization.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration and Intelligence/Investigations (if established)).

Short-Term Recovery: A process of recovery that is immediate and overlaps with response. It includes such actions as providing essential public health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes and providing food and shelter for those displaced by a disaster. Although called "short term," some of these activities may last for weeks.

Situation Report: Document that contains confirmed or verified information and explicit details (who, what, where and how) relating to an incident.

Situational Awareness: The ability to identify, process and comprehend the critical elements of information about an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special Needs Population: Populations whose members may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking or who are transportation disadvantaged.

Staging Area: Any location in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines (SOG):

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialists: Personnel with special skills that can be used where required**.**

Threat: An indication of possible violence, harm or danger.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Volunteer: Any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation or receipt of compensation for services performed.

Regional Municipality of Niagara
Hazard Identification and Risk Assessment (HIRA) 2016

Town of Fort Erie

Hazard Identification and Risk Assessment (HIRA) 2016

Responsibilities of Niagara Region in a Local Municipal Emergency

Regional Emergency Planning
Integrated Community Planning Department

Niagara // **Region**
Building Community. Building Lives.

Issue Date March 2011

Table of Contents

Aim

This document will serve as an operational guideline outlining the role of Niagara Region core departments and services and how these align with local municipalities during a local emergency incident.

Emergency Plan Alignment

This document has been prepared as a single attachment to local Emergency Plans to ensure continuity across all Niagara Region area municipalities. Because conformity between regional and local Emergency Plans is a requirement of legislation, it is shared responsibility of the Niagara Community Emergency Management Coordinators to ensure proper alignments are in place.

Because Niagara Region is an upper tier municipality and acts as a service provider to twelve local area municipalities, it is essential that all local municipal Emergency Plans contain the same regional emergency responsibilities.

To that end, this document, *Responsibilities of Niagara Region in a Local Municipal Emergency*, has been prepared in partnership between all Niagara Region core departments and services with defined responsibilities during and/or in support of a local emergency. These responsibilities are contained within this single document in place of being contained within individual local municipal Emergency Plans. This measure has been taken to ensure continuity across all regional departments, services and all local area municipal Emergency Plans.

Legal Authority

The legislation that both empowers and mandates Niagara Region to prepare for, respond to and recover from emergency situations is as follows:

Emergency Management & Civil Protection Act
The Emergency Management & Civil Protection Act requires that municipalities within the Province of Ontario have both an Emergency Management Program and an Emergency Plan (Sections 2.1 and 3.1 respectively) that are empowered by municipal by-law.

<u>Ontario Regulation 380/04</u>
Ontario Regulation 380/04 sets in place the standards for both Provincial Ministry Emergency Management Programs and Municipal Emergency Management Programs. These standards describe the minimum provisions that must be provided to constitute an emergency management program at the essential level.

<u>Regional By-Law 75-2008</u>
The Council of the Regional Municipality of Niagara has empowered both the Regional Emergency Management Program and the Emergency Management Plan by Regional By-Law.

The legislation that requires the conformity of lower-tier municipal plans to upper-tier municipal plans is as follows:

<u>Emergency Management & Civil Protection Act</u>
Conformity with upper-tier plan
5. The emergency plan of a lower-tier municipality in an upper-tier municipality, excluding a county, shall conform to the emergency plan of the upper-tier municipality and has no effect to the extent of any inconsistency.

Planning Assumptions

This document is prepared based upon the following planning assumptions in support of local municipal emergency operations as follows:

<u>Normal Emergency Operations</u>
Many regional departments / services operate in response to emergency incidents are part of their core service delivery mandates. These "normal emergency operations" always remain within the management of the respective regional department / service under the provisions of their respective legislation, mandate or other normal legal authority.

<u>Single Municipal Emergency Incident</u>
This document serves as an operational guideline in the event of an emergency incident occurring within the boundaries of a single local area municipality within the boundaries of the Niagara Region. Under such incident the role of the Region is to provide support and assistance to the impacted municipality and to manage the deployment of regional emergency resources.

Rapid Escalation Incident

An emergency incident within the purview of this document may occur with little or no warning and escalate in short order. When these events occur, immediate management of the event rests with the emergency service and or department with jurisdiction over the response to the event where it occurs. Immediate control of these events and their impact on the community at large remains with the site response personnel until such a time that any local municipal and/or regional emergency plan is activated. Once activated the local municipal and/or regional emergency plan operates in support of the emergency site.   Depending on whether it is a local or regional emergency service / department most responsible at an emergency site, the incident may trigger activation of a regional emergency plan prior to activation of the local municipal emergency plan. Under such circumstances the Region is responsible for establishing liaison with the local area municipality to determine what an appropriate model for alignment of emergency operations is.

Extra-Ordinary Emergency Measures

Any emergency incident that overwhelms or threatens to overwhelm municipal emergency management capacity and that has a significant impact on the community at large will automatically precipitate the activation of the regional emergency plan. When these events occur, the provisions of this document serve as a resource for the alignment of regional support to local municipal emergency operations knowing that regional operations will be managed from within a regional emergency operations centre.

Regional Assistance to a Local Municipality

Any local area municipality responding to an emergency within their boundaries may at any time make a formal request for emergency assistance to Niagara Region as follows.

Prior to Activation of the Niagara Region Emergency Management Plan
If the request for emergency assistance (outside of normal working operations) is made prior to the activation of the Niagara Region Emergency Management Plan the request for assistance will be made through direct communications between either:

- Municipal CAO / Town Manager to the Regional CAO, or
- Local Emergency Management Coordinator to Regional Emergency Planning
- Local Fire Department to Regional Community Services (Shelter Incidents)
- Local Fire Department to Regional Public Health (Environmental Health Incidents)
- Local Emergency Information Officer to Regional Corporate Communications
- Peer Service to Peer Service (in a two-tier system i.e. Water-Wastewater and Transportation)

Once a request for emergency assistance is received, it is the responsibility of Niagara Region to determine its capability to offer the assistance requested either directly or through activation of the Regional Emergency Plan / Incident Management System.

Following Activation of Niagara Region Emergency Management Plan
If the request for emergency assistance is made following the activation of Niagara Region Emergency Management Plan, the RECG members will be tasked with evaluating the request for assistance and making any recommendations regarding the capability of the Region to offer the assistance requested.

Issue of Local Municipal Control
At any time a local area municipality makes a formal request for assistance, such a request does not imply that the municipality is requesting the Region to assume control over municipal emergency operations. Control of any single municipal emergency incident always rests with the local Municipal Emergency / Community Control Group.

Issue of Liaison Officers
However, when assistance is provided by Niagara Region to any local municipality the service / department providing the assistance will be given the opportunity to have a senior staff person

attend at the Municipal Emergency Operations Centre as the department / service Liaison Officer. The role of the Liaison Officer is to facilitate the emergency assistance requested and communicate (share information with / seek approval from) the regional Service Chief / Department Head.

Issue of Regional Control

Should any Municipal Emergency / Community Control Group request that any regional service provider conduct any emergency operations that they feel is outside of their capabilities or not appropriate to that service, Niagara Region always maintains oversight authority over regional service delivery.
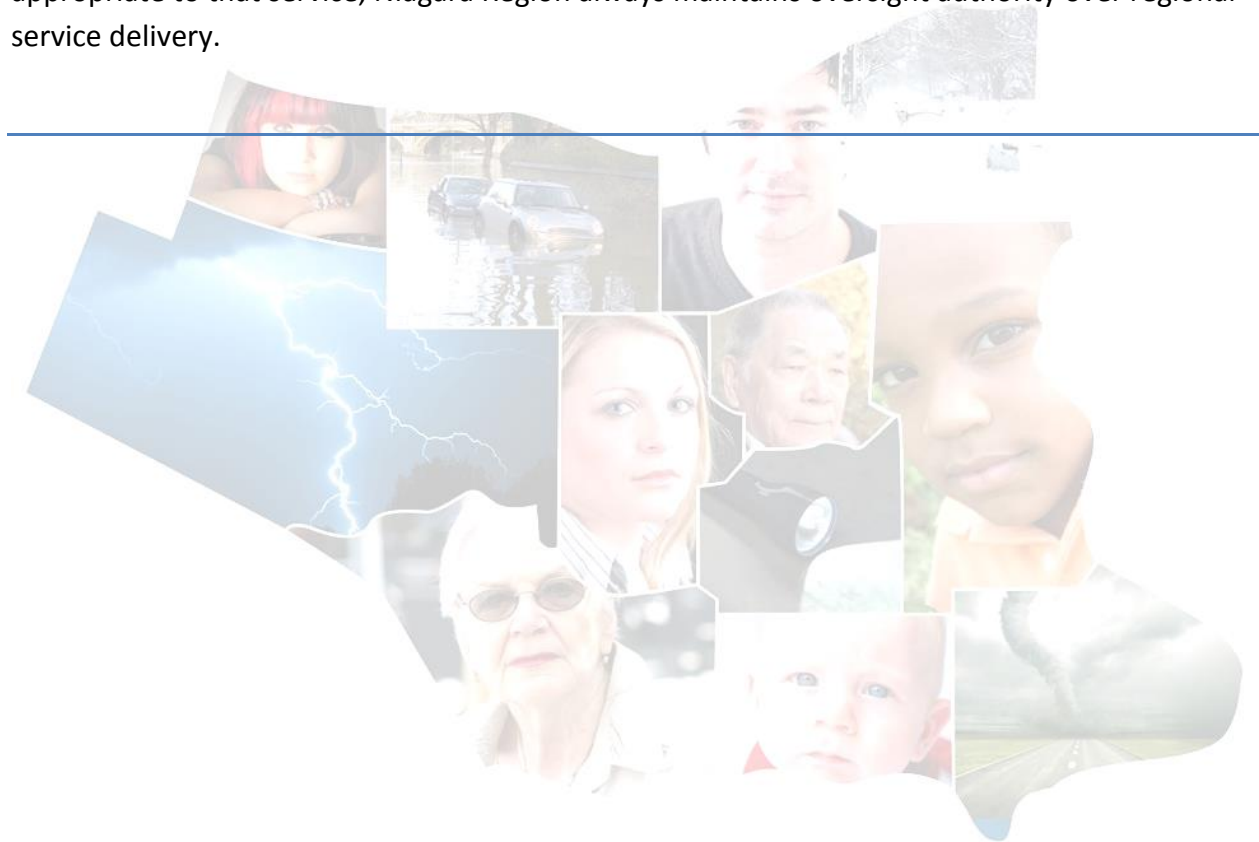
Regional Roles in a Local Municipal Emergency

The following regional departments, divisions, services and/or agencies may have a role in a local municipal emergency incident:

- Niagara Regional Police Service
- Integrated Community Planning Department (ICP)
  - Regional Emergency Planning
  - Corporate Communications
- Community Services Department
- Public Health Department
  - Emergency Services Division (Niagara Emergency Medical Services)
- Public Works Department
  - Transportation Services
  - Water and Waste Water Services
  - Waste Management Services

The roles of the above regional business units during a local municipal emergency incident are described in detail as follows:

Niagara Regional Police Service (NRPS)

Niagara Regional Police Service, in fulfilling its normal tasks is constantly engaged in responding to emergencies, and in general, will follow standard procedures.

- ***In the event of a local emergency incident Niagara Regional Police Senior Staff are notified of an event through the Police Communications Centre (Duty Supervisor)***

Responsibilities of Niagara Regional Police Service include:

- Protection of life and property and the prevention and investigation of crime
- To maintain law and order
- Protection at the scene of the disaster area
- To alert persons endangered by the effects of the disaster
- Protection of evacuated buildings and other property in the emergency area
- Establishing the inner perimeter within the emergency area
- Establishing the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- To control traffic and crowds and ensure clear entrance and exit to and from the scene of the emergency to traffic and personnel
- Providing police service in the Emergency Operations Centre, evacuee centres, morgues and other facilities as required
- Notifying the coroner of fatalities
- Ensuring liaison with other community, provincial and federal police agencies, as required
- To alert and assist other emergency agencies

Regional Emergency Planning (Integrated Community Planning)

Region Emergency Planning (Integrated Community Planning Department) in fulfilling its mandate of providing appropriate regional emergency management capacity; is engaged in ensuring alignment between the Emergency Plans of all Niagara Region municipalities and the Region. In addition, Regional Emergency Planning staff may be activated in support of local emergency operations in the role Regional Liaison Officer.

- ***In the event of a local emergency incident Regional Emergency Planning staff are notified of the event either directly (during normal business hours) or indirectly through Regional Dispatch (apart from normal business hours)***

Below is a synopsis of the roles and responsibilities of Regional Emergency Planning in a local emergency.

Responsibilities of the Niagara Region CEMC may include:

Support to a Local Municipality
- Support to a Municipal CEMC
- Support to CCG members as required
- Potentially serve as alternate CEMC as requested through mutual assistance

Regional Liaison to Municipality
- Point of contact for Regional stakeholders not present in EOC
- Access to Regional resources and equipment

Regional Liaison to Critical Infrastructure
- Point of contact for critical infrastructure stakeholders not present in EOC
- Access to critical infrastructure resources and equipment

Regional Liaison to Cross Border Stakeholders
- Point of contact for cross border stakeholders not present in EOC
- Access to cross border resources and equipment

Regional Liaison to Province of Ontario
- Access to provincial resources and equipment

Corporate Communications (Integrated Community Planning)

Niagara Region Corporate Communications (Integrated Community Planning Department) in its normal day-to-day procedures, responds to and redeploys communications specialists, web services staff, and telecommunications staff to issue accurate and speedy information to the public using various methods (website, automated phone messaging, media relations, social media, fact sheets, direct household info drops, etc.) in response to disasters.

Municipal Emergency Information Officers (EIOs) are urged to contact the Niagara Region Corporate Communications Associate Director at the start of a disaster and the neighbouring EIO for assistance and information sharing.

The Crisis Communications Plan for Issues and Incidents can be activated during any emergency incident, whether declared or an undeclared emergency. This request is made by the Mayor of a municipality, the Fire Chief or the local Emergency Information Officer designate.

- ***In the event of a local emergency incident Corporate Communications staff are notified of the event either directly (during normal business hours) or indirectly through Regional Dispatch (apart from normal business hours)***

Below is a summary of the methods available to communicate with the public and the media, which are available to the area EIOs. To access these services, the area municipal Chief Administrative Officer or Mayor contacts the Niagara Region Chief Administrative Officer. These services include:

Responsibilities of Corporate Communications:

- Media relations, including the preparation and distribution of media products (i.e.: media releases, public service announcements, fact sheets, Frequently Asked Questions document, etc.) and organizing media conferences and media interview
- An automated information line at 905-685-4225 ext. 3002 or 1-800-263-7215 ext. 3002 for pre-recorded messages, which can be updated frequently
- Web copy and content, maps, and links to relevant sites and information
- Social Media updates on the Niagara Region Facebook page and Twitter account to drive readers to the area municipal website, the Niagara Region website and newspaper websites
- A TVCOGECO news crawl that can be updated by members of the Crisis Communications Response Team to override regular programming during the disaster response

- Identification of one joint media centre and public information centres
- Development of door-to-door drop information flyers or letters

Community Services Department

Niagara Region Community Services, in its normal day-to-day procedures, supports and advances the well-being of individuals, families and communities in Niagara. The Community Services Emergency Response Plan (The Plan) can be activated during a declared emergency, or an undeclared emergency. The request is made by the Mayor of a municipality, his deputy or the Fire Chief.

- ***In the event of a local emergency incident Community Services staff are notified of the event either directly (during normal business hours) or indirectly through Regional Dispatch (apart from normal business hours)***
- ***Niagara Region Community Services Staff may also be notified of an event through the Niagara Branch of the Canadian Red Cross***

Below is a synopsis of the roles and responsibilities for Niagara Region Community Services in a local emergency.

Responsibilities of Niagara Region Community Services include:
- Provide a liaison to the impacted municipality as required by the emergency incident

Emergency Feeding
- Community Services will provide emergency food, essential to sustain life, to those affected by the emergency and shelter staff/volunteers
- Food will be provided at or as near the shelter as possible
- Food will be provided through The Salvation Army Family Services wherever possible
- Special diets and requirements will be provided wherever possible

Emergency Clothing
- Community Services will provide emergency clothing/blankets for warmth and comfort in the event of an emergency
- The Salvation Army Family Services will supply gently used clothing
- Clothing will be provided to meet basic immediate needs and not replacement of lost articles
- When possible, special requests for items of clothing will be accommodated

Emergency Shelter

- Emergency shelter will be provided to ensure the safety and comfort of displaced persons in the following priority: 1) Family and friends; 2) Commercial hotels/motels; and, 3) Group lodging facilities established in schools, churches, community halls, etc.
- The Canadian Red Cross is the responsible agency for the emergency shelter and will manage the site and registration of displaced persons
- The location of the site is determined by the Mayor of the Municipality, his/her deputy and or/ the Fire Chief (CEMC) in consultation with the Niagara Region's Community Services Department

Personal Services

- Personal services such as special care, crisis counselling and family counselling are provided by Community agencies like Niagara Victims Crisis Support Services
- Such agencies will be contacted and given resources (space) when possible to provide personal services if required

Emergency Shelter for Pets

- Pets will not be permitted inside of a group shelter, except for certified service animals
- With the assistance and coordination of the local SPCA's and Humane Societies, pets will be housed in an alternate location
- The Red Cross agreements with the local SPCA's/Humane Societies will allow the brokering of local animal kennels and boarding facilities if required

Vulnerable Populations

- Community Services will contact our Community Partners and agencies when we receive an alert of a possible emergency, or are requested to act in the event of an emergency
- It will be the responsibility of the community agencies to implement their internal plans to ensure that their vulnerable clients have been contacted and their safety assured

Special Services

- Niagara Specialized Transit may be requested to assist in the transportation of vulnerable persons, and those with mobility issues
- The Pharmacists of Niagara Association may be contacted to request assistance with medication replacements and or to complete pharmaceutical histories within a shelter
- In extreme conditions, the Canadian Forces reserves may be contacted to assist in door to door safety checks and property safety checks

Public Health Department

Niagara Region Public Health, in its normal day-to-day procedures, identifies real or potential hazards to the health of the population and takes measures, or issues such instructions, as are necessary to prevent those hazards from occurring or corrects them in the event they have occurred.

- ***In the event of a local emergency incident Public Health staff are notified of the event either directly (during normal business hours) or indirectly through Regional Dispatch (apart from normal business hours)***

Below is a synopsis of the roles and responsibilities for Niagara Region Public Health in a local emergency incident.

Responsibilities of Niagara Region Public Health include:

- Assessment of the extent of the emergency as it relates to public health
- Providing advice on any matters which may adversely affect public health
- Providing authoritative instructions on health and safety matters to the public through the EOC and Public Information Coordinator
- Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health policies
- Ensuring coordination of care of vulnerable citizens in evacuee centres during an emergency
- Ensuring coordination of all efforts to prevent and control the spread of disease during an emergency
- Ensuring liaison with the Ontario Ministry of Health, Public Health Branch
- Ensuring liaison with the Director of Public Works regarding the need for potable water and sanitation facilities
- Ensuring liaison with Niagara Regional Community Services on areas of mutual concern and health services in the Emergency Evacuation Centres
- Providing a liaison to the impacted municipality as required by the emergency incident

Niagara Emergency Medical Service

The Niagara Emergency Medical Service (Public Health Department) in fulfilling its normal tasks is constantly engaged in responding to emergencies, and in general, will follow standard procedures.

- ***Niagara EMS Senior Staff are notified of an event through the Niagara Ambulance Communications Centre***

Below is a synopsis of the roles and responsibilities for Niagara Emergency Medical Services in a local emergency incident.

Responsibilities of Niagara Emergency Medical Services include:

- Providing essential primary medical care relief at the site of an emergency, as required
- Coordinating the transportation of casualties to appropriate medical care facilities from the emergency site
- Ensuring liaison with the receiving hospitals
- Liaising with the Medical Officer of Health as required
- Assessing the need for and advising the Community Control Group of other resources, including human and material resources, which are available and/or required
- Assisting other emergency responders as required
- Providing a liaison to the impacted municipality as required by the emergency incident

Public Works Department

Niagara Region Public Works is responsible for providing essential community services within the Region of Niagara.

- ***In the event of a local emergency incident Public Works staff are notified of the event either directly (during normal business hours) or indirectly through Regional Dispatch (apart from normal business hours)***

Below is a synopsis of the roles and responsibilities for Niagara Region Public Works in a local emergency incident.

Responsibilities of Niagara Region Public Works include:

Transportation Services
- Provide information regarding impact to regional road infrastructure
- Provide assistance as able in support of traffic management activities
- Provide equipment and/or manpower in support of various road and bridge operations activities (i.e. tree removal, snow removal, etc.)
- Provide specialized transit services as able
- Provide a liaison to the impacted municipality as required by the emergency incident

Water and Waste Water Services
- Assessment of the extent of the emergency as it relates to water and wastewater
- Providing advice on any matters which may adversely affect public health and/or the environment
- Ensuring liaison with the Medical Officer of Health and the Ontario Ministry of the Environment
- Provide information regarding impact to regional water / waste water infrastructure
- Provide assistance as able in support of local municipal water/wastewater infrastructure and water quality issues
- Provide a liaison to the impacted municipality as required by the emergency incident

Waste Management Services
- Provide information regarding impact to regional waste management operations
- Arrange for Niagara Region's waste collection contractor to provide emergency waste collection services (for debris, brush, etc.) as required

- Assess the need for additional waste drop off services at Regional waste drop off facilities (e.g. extended service hours, additional staffing)
- Communicate changes of waste management collection services to the affected public
- Liaise with the Ministry of Environment on emergency amendments to Certificates of Approval for waste facilities as required
- Provide a liaison to the impacted municipality as required by the emergency incident

Awareness

This document is provided as a resource to all the Niagara Region Local Area Municipalities. Therefore in order for it to be effective all Niagara Region and Local Area Municipal Emergency Control Group / Community Control Group members must be familiar with its contents.

- *The information contained within this document is incorporated into the Niagara Community Control Group Level One Training Package*

Exercises

In addition to the above noted training linkages, regional participation in local municipal emergency exercises will serve to further clarify regional responsibilities and promote familiarity with local municipal and regional stakeholders working together prior to an actual emergency incident occurring.

- *Regional Departments / Services will endeavour to participate in standalone municipal exercises, shared municipal exercises and/or joint municipal / regional emergency exercises*

Maintenance

Responsibilities of Niagara Region in a Local Municipal Emergency is considered a living document. Therefore, it must remain current and be reviewed and updated on a regular basis to ensure operational sustainability. In addition all key stakeholders must have access to the most current document and ensure that all paper copies within their area of responsibility reflect the most current information.

Annual Annex Review and Revision
This Annex will be reviewed and updated annually by Regional Emergency Planning staff in cooperation with the emergency planning leads of the above noted regional departments / services.

Maintenance Responsibility
It is the responsibility of Regional Emergency Planning staff to maintain this Annex and to facilitate all revisions to it.

Stakeholder Responsibility

It is the responsibility of all stakeholders (regional departments / services noted above) to ensure that Regional Emergency Planning is notified of changes, revisions or additions that affect the contents of this document.

Municipal Responsibility

It is the responsibility of all Municipalities to ensure that Regional Emergency Planning is notified of changes that affect the contents of this document, including changes to identified threats or changes in response capacity. Additionally, Municipalities are encouraged to seek clarification from Regional Emergency Planning if there are questions surrounding the contents of this document.

Distribution

This document is to be distributed annually to the following members of the Niagara Community Emergency Management Coordinators Committee.

- CEMC, City of St. Catharines
- CEMC, City of Niagara Falls
- CEMC, City of Welland
- CEMC, City of Thorold
- CEMC, City of Port Colborne
- CEMC, Town of Fort Erie
- CEMC, Town of Pelham
- CEMC, Town of Grimsby
- CEMC, Town of Lincoln
- CEMC, Town of Niagara-on-the-Lake
- CEMC, Township of West Lincoln
- CEMC, Township of Wainfleet
- Golden Horseshoe Sector Community Officer, Emergency Management Ontario

Schedule "C" to By-law No. 40-2017

Emergency Management Program Committee

The following persons or the holder of the office exercising the functions performed by that person, including his or her designate, shall comprise the Emergency Management Program Committee:

Director, Planning and Development Services
Manager, Legislative Services / Clerk
Manager, Digital Services
Fire Chief / Emergency Management Program Coordinator
Director, Corporate Services / Treasurer
Chief Administrative Officer
Town Solicitor
Coordinator, Corporate Communications
Director, Infrastructure Services

Schedule "D" to By-law No. 40-2017

<u>Emergency Control Group</u>

The following persons or the holder of the office exercising the functions performed by that person, including his or her designate, shall comprise the Emergency Control Group:

Director, Planning and Development Services
Manager, Legislative Services / Clerk
Manager, Digital Services
Fire Chief / Emergency Management Program Coordinator
Director, Corporate Services / Treasurer
Chief Administrative Officer
Town Solicitor
Mayor
Coordinator, Corporate Communications
Director, Infrastructure Services
One (1) Representative from Niagara Emergency Medical Services
One (1) Representative from Niagara Regional Police Services