

# CITY OF ELLIOT LAKE

## EMERGENCY RESPONSE PLAN



# Elliot Lake

Revised 2019/06/20

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## Introduction

This plan is written in a manner that will facilitate the Community Control Group's (CCG) response to an emergency or potential emergency. Sections are ordered in which they typically occur during an emergency, beginning with the Site and ending with Recovery. Sections after Recovery are Annexes including contact lists, legislation and by-laws, history of the community, plan maintenance and distribution etc. This plan contains several annexes that may be used during an emergency response or aid in the maintenance and updating of this plan. This plan may be viewed at the municipal office at 45 Hillside Drive North, Elliot Lake, ON. However, since Annexes contain personal information such as addresses and phone numbers, Annexes will not be available for viewing and will only be distributed to approved agencies.

## Aim

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to protect public safety, health, welfare, and property, as well as environmental and economic health of the residents, businesses and visitors of the City of Elliot Lake when faced with an emergency beyond normal procedures.

This Emergency Response Plan enables a centralized controlled and coordinated response to emergencies in the City of Elliot Lake and meets the legislated requirements of the Emergency Management and Civil Protection Act (EMCPA).

Generally, the plan outlines how to effectively and efficiently utilize local resources during an emergency so that:

- There is an effective response to and overall control of an emergency situation;
- Immediate action is taken to save lives and protect property;
- Immediate action is taken to minimize or eliminate all sources of danger;
- There is an efficient evacuation of all persons considered to be in danger;
- Facilities are established for the reception and care of evacuees and casualties;
- If required, there is the provision of essential social services of evacuees;
- Information is distributed in a timely, factual and official manner to media and the public;
- Effective local government and the essential services it provides is maintained throughout the community while the emergency takes place.

## Site

An [emergency](#) may or may not be bounded by a defined site. A chemical spill or fire, for example, will have a defined site. A flood or power outage may not have a defined site. At the site, the agency which is the [authority having jurisdiction](#) for the site will generally be the [Incident Commander](#) (IC). First responding agencies will determine who the IC will be. For an emergency that has an undefined site, such as a flood, the [Community Control Group](#) (CCG) will determine the IC. Some emergencies, such as a long-term power outage, there may be no need for a site IC.

During the course of an emergency, it is not unusual for the IC to change from one agency to another. The outgoing IC will notify the CCG (if activated) of changes in IC. The CCG can also direct a change in IC if the CCG believes another agency to be better able to manage the site.

The IC will be responsible for managing the response at the site including establishing an inner and outer perimeter, notifying the CCG if required, communicating with the CCG (if activated), and requesting additional resources as required. If activated, the CCG will support the site with resources, advice and assistance; as well as managing any response required beyond the outer perimeter.

The IC should notify the CCG of the possibility of an emergency if any of the following criteria are met:

- resources assigned to the site are inadequate;
- resources available locally are inadequate;
- repercussions outside the site will have to be managed by municipal officials in a controlled manner;
- response at the site will be long term and will cause disruptions or delays in municipal services or affect other critical infrastructure;
- other support or resources will be required by the site.

If there is no defined site, the CCG should be notified of the severity of the situation as soon as possible by any of the first responding agencies.

### Notification of the Community Control Group

The [Community Control Group](#) (CCG) will be the members of the community who have an official capacity in responding to the emergency. The CCG consists of:

- Mayor as Executive Officer;
- CAO as EOC Commander;
- Fire Chief;
- Public Works;
- Social Services;
- CEMC.

Advisory groups/individuals to the CCG could include:

- OPP;
- EMS;
- Hospital;
- Health Unit.

Once the Incident Commander (IC) at the site determines the need to notify the CCG, the IC shall call the fire department, who will then activate the notification system by having the EOC Commander's Assistant call each member of the CCG listed above.

CCG members will be notified in the order listed above and if any of these members cannot be contacted, their alternate should be contacted.

A list of CCG contact numbers and CCG alternates can be found in the CCG Notification Contact List, Found in [Annex A](#).

A standardized script for the EOC Commander's Assistant to follow when calling the CCG can be found in [Annex B](#).

Where a threat of an impending emergency exists, the CCG will be notified and placed on [standby](#).

When calling each member of the CCG the following information should be provided:

- Description of the emergency;
- Which emergency operations centre to assemble at;
- When to assemble;
- Any supplies that need to be brought by member (i.e. emergency response plan, cell phone and charger, etc.).

If neither the CCG member nor their alternate can be contacted, then the caller will move onto the next CCG member on the list.

Once the caller has completed the list, the caller shall try to contact those CCG members who were not available the first time.

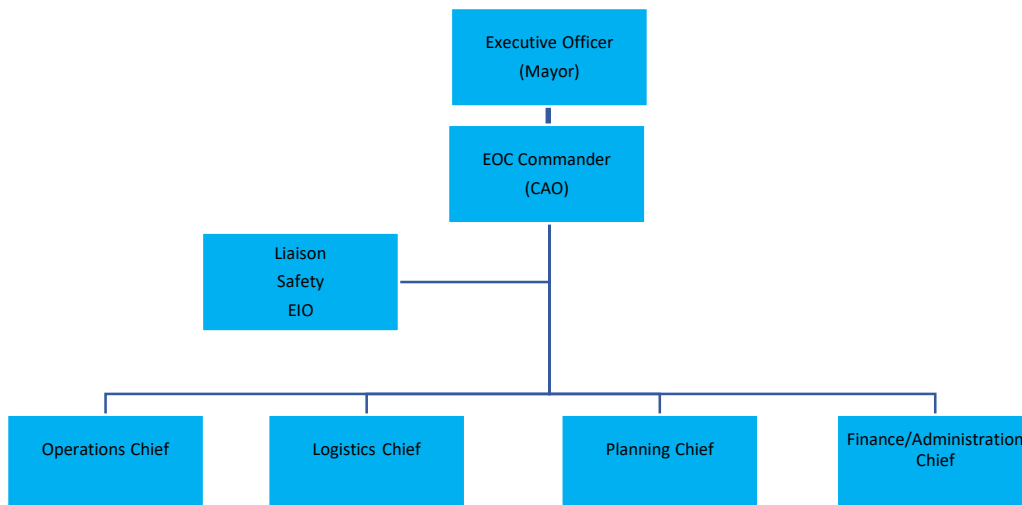
The caller and CCG member shall note the exact time contact was made.

All members of the CCG must be notified but not all members must be present for the CCG to function.

When telephones and cellphones are not working, the EOC Commander's Assistant is tasked with contacting the CCG member directly at their business or place of residence.

## Reporting Structure of CCG

The CCG will operate in the EOC under the following structure during an emergency:



The Operations Chief in the EOC would be the Authority Having Jurisdiction at the scene of the emergency. For example, if a large fire is the reason for the CCG to meet, the on-scene Incident Commander will likely be someone from the Fire Department. Therefore the Operations Chief in the

EOC will also be someone from the Fire Department. All agencies responding to the EOC would then report to the Operations Chief. The other positions would be filled as needed determined by the EOC Commander.

### Activation of the Emergency Operations Center

The [CEMC](#) should begin to set-up the [Emergency Operations Centre](#) (EOC) until the EOC Commander's Assistant is done contacting the CCG who will then complete the set-up of the EOC. Set-up of the EOC will involve the following general steps:

- Unlock either the EOC or alternate EOC;
- Ensure there are enough table and chairs for CCG members;
- Ensure materials for CCG members are available such as personal logs, emergency response plans, pens, paper, etc.;
- Set-up a sign in/sign out log;
- Ensure maps of the municipality are displayed;
- Computers are operating;
- Informational display boards are available;

The primary and secondary EOCs are located at the addresses located in [Annex C](#).

Upon arrival at the EOC, each CCG member will:

- a. Sign In;
- b. Check telephone/communications devices;
- c. Open personal log using Activity Log IMS 214 – attached as [Annex D](#);
- d. Contact their own agency and obtain a status report;
- e. Participate in the [Operations Cycle](#);
- f. Participate in determining priorities and tasks;
- g. Pass CCG decisions on to member's agencies/areas of responsibility;
- h. Continue participation in the EOC Operations Cycle.

Upon leaving the Emergency Operations Centre, each Control Group member will:

- a. Conduct a hand over with the person relieving them;
- b. Sign their personal log and give it to the EOC Commander for retention;
- c. Sign out in EOC log.

The EOC is to remain a restricted room with access granted to only the community control group and support staff.

### Operations Cycle

At the beginning of an emergency the [Operations Cycle](#) (OC) should be only one hour long. Therefore, the OC would be set-up in this manner:

- 1<sup>st</sup> 5 minutes – communicating with staff and colleagues to get latest information on the emergency;

- Next 15 minutes – Community Control Group (CCG) Meeting – discussing with the CCG members the latest information, setting priorities, and assigning tasks;
- Next 5 minutes – communicating with staff decisions made and task assigned;
- Next 35 minutes – staff complete tasks.

### Chair of CCG Meeting

The [EOC Commander](#) will Chair the CCG meeting and will:

- Set time allotments for CCG members and ensure each CCG member keeps to their allotted time;
- Ensure all tasks are assigned and prioritized;
- Status of last meeting tasks are provided by each agency responsible;
- Ensure notes of meetings are recorded and relevant information is displayed in the EOC;
- Ensure cell phones are not answered during the meeting.

### CCG Meeting

During the CCG meeting the following must be accomplished:

- Each CCG member must provide latest information or update from their agency;
- Determine as a group the tasks that must be accomplished and assign a priority to each task;
- Determine who the tasks will be assigned to.

When providing an update, CCG members must:

- Keep information concise and accurate;
- Request assistance from other agencies, if required;
- Request any resources needed to complete task;
- Provide an update on previous tasks assigned.

When holding meetings, the option of teleconferencing should be made available for those who can't make it to the EOC. The Office of the Fire Marshal and Emergency Management can assist in setting up teleconference options for the municipality.

### Tasks

During the CCG meeting, some of the tasks that should be discussed and determined if action is required are (but not limited to):

- Get an update from the site;
- Does an emergency need to be [declared](#);
- Does an [evacuation](#) need to be conducted;
- What messaging to the public and media needs to be released;
- Does the [Emergency Information Plan](#) need to be enacted;
- Does the [Emergency Telecommunications Plan](#) need to be enacted;
- Is outside [assistance](#) required;

- Are outside resources required;
- Determine the timings of the OC – longer or shorter;
- Determine if current make-up of the CCG is appropriate.

The EOC is to remain a restricted room with access to only CCG members and support staff.

## Declaration of an Emergency

### Definition of an Emergency

As per the Emergency Management and Civil Protection Act (EMCPA), an emergency is defined as ***a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.***

### Who can declare an Emergency

As per the EMCPA section 4. (1) ***The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c. E.9, s. 4 (1).***

If the head of council is not available, then the alternate head of council may declare an emergency. If the alternate is not available, then the by-law stating the succession of councillors who will act on behalf of the head of council will be followed.

Also, as per the EMCPA section 4 (3) ***The head of council shall ensure that the [Solicitor General](#) is notified forthwith of a declaration made under subsection (1) or (2). R.S.O. 1990, c. E.9, s. 4 (3).*** [Contacting the Office of the Fire Marshal and Emergency Management is considered contacting the Solicitor General]

### Action Prior To Declaration

When an emergency exists, but has not yet been declared, community employees may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the City of Elliot Lake. The subordinate plans, attached as annexes to this document, may also be implemented, in whole, or in part in the absence of a formal declaration.

### Why Declare

Listed are some reasons why an emergency may be declared in Elliot Lake:

- Has critical infrastructure failure occurred or likely to occur
  - Water Treatment Plant;
  - Waste Water Treatment Plant;
  - Electrical Grid;
  - Telephone Grid;
- Has an evacuation occurred or likely to occur;
- Is the municipal response capability strained;
- Is outside assistance or resources required;
- Is the event likely to have a long-term financial impact on the municipality, businesses or its citizens;
- Is the event attracting significant media attention?

For a full guideline on why to declare an emergency please consult the *Checklist in Consideration of a Declaration of Emergency* in [Annex E](#).

An emergency should only be declared after consideration with all Community Control Group (CCG) members. It should not be made in isolation with only one or two CCG members.

The Emergency Declaration form may be found in [Annex F](#).

In addition to notifying the Office of the Fire Marshal and Emergency Management, upon such declaration, the Mayor will notify:

- Council
- Municipal staff
- Public
- [Local MP and MPP](#) (Annex G)
- [Neighbouring municipal officials](#) (Annex G) as required

For provincially declared emergencies the EMCPA section 7.0.1 (1) Subject to subsection (3), *the Lieutenant Governor in Council or the Premier, if in the Premier's opinion the urgency of the situation requires that an order be made immediately, may by order declare that an emergency exists throughout Ontario or in any part of Ontario.* 2006, c. 13, s. 1 (4).

### Employees Protected

As per the Emergency Management and Civil Protection Act section 11 (1) *No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty.* 2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (6).

### Municipality Not Relieved of Liability

As per the Emergency Management and Civil Protection Act section 11, paragraph (3) - *Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council, as if the member were an employee of the municipality.* 2006, c. 13, s. 1 (6).

## Roles and Responsibilities

### Community Control Group

The roles and responsibilities of the Community Control Group (CCG) are as follows:

- Calling out and mobilizing their emergency service, agency and equipment;
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determining if the location and composition of the CCG and its support staff are appropriate;
- Advising the Head of Council as to whether the declaration of an emergency is recommended;
- Designating the entire community or any part of the community as an “emergency area”;
- Ensuring that an Incident Commander is appointed, and an Incident Command Post is established to ensure the flow of information between the CCG and Site Command;
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered being in danger;
- Ensuring the discontinuation of utilities or services provided by public or private concerns, i.e. hydro, water, and gas;
- Arranging for services and equipment from local agencies not under community control i.e. private contractors, volunteer agencies, and service clubs;
- Notifying, requesting assistance from and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if transportation is required for evacuation or transport of volunteers and/or supplies;
- Ensuring that information regarding the emergency is promptly forwarded to the Emergency Information Officer, for dissemination to the media and public;
- Determining the need to establish advisory group(s) and/or sub-committees;
- Authorizing expenditure of money required dealing with the emergency;
- Notifying the services, agencies or groups under their direction, of the **termination** of the emergency;
- Maintaining a log outlining decisions made and actions taken, and submitting logs to the EOC Commander when departing the emergency operations centre;
- Participating in the debriefing following the emergency.

### Log Protocols

- All members of the CCG must maintain a log.
- All members are to record all activities that they perform in the EOC in the log (ie. Phone calls, emails, decisions made, arrival and departure times etc.)
- [IMS Form 214 – Activity Log](#) (Annex D) will be used as a log.
- Each person is to have their own log.
- At the end of the day/shift each person will sign their log and give it to the EOC Commander for safe keeping.
- Do not use white-out or scratch anything out in a log.
- If a mistake is made, simply put one line through it, initial it, and then include proper information.
- If a full page is not used, put a line through the unused portion.
- Include name, position, date, time, emergency, and page # of ? on each page.
- Date shall be written as YY/MM/DD.

- Time shall be written in the 24 hour clock format.
- All comments kept factual with no sentiments.
- Always use a pen, never pencil.

## Executive Officer (Mayor)

- Activating the Community Control Group notification system;
- Declaring an emergency to exist;
- Providing overall leadership in responding to an emergency;
- Take such action and make such orders, as considered necessary and not contrary to law, in order to protect the health, safety, welfare, environment and property of residents of the City of Elliot Lake;
- Declaring that the emergency has terminated (Note: Council may also terminate the emergency);
- Notifying Office of the Fire Marshal and Emergency Management of the declaration of the emergency and termination of the emergency;
- Notify the [local MPP and MP](#), and [neighboring municipalities](#) of the declaration and termination, and kept informed of the emergency situation;
- Approving information to be released to the public and media;
- Act as [spokesperson](#) for the municipality;
- Ensuring the members of council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation;
- Maintain a log of all actions taken and following proper [log protocols](#).

## EOC Commander (CAO)

- Activating the Community Control Group notification system
- Chairing the [Community Control Group meeting](#);
- Notifying staff of the emergency and any actions that need to be taken;
- Coordinating all operations within the Emergency Operations Centre;
- Set the [Operations Cycle](#) time– ensuring an operating cycle for CCG members to gather at regular intervals;
- Approving information to be released to the public and media;
- Getting a briefing of what has happened – checking operational status of each department;
- Keeping the mayor informed of what has happened, next steps, and any issues or challenges that need further input;
- Advise the Mayor of any necessary actions that should be taken that are not covered in the emergency plan;
- Approving in conjunction with the Head of Council, major announcements and media releases, in consultation with the CCG and EIO;
- Securing all personal logs at the end of each shift/day and at the end of the emergency;
- Calling in additional support staff as needed (i.e. Master Logger)
- Maintaining a personal log of all action taken and following proper [log protocols](#).

## Operations Chief

- Responsible for the implementation of any Incident Action Plans (verbal or written) that may be used;
- Manages and assigns all resources, within the EOC, responding to the emergency;
- Liaises directly with the site through the Site Operations Chief or Site Incident Commander as necessary to determine assistance, support, and resources required;
- Informs the CCG of courses of action needed to be taken by the CCG to ensure a safe and effective response to the emergency;
- Maintain a personal log of all actions taken and following proper [log protocols](#).

## Logistics Chief

- Responsible for the locating, acquisition, and dissemination of all resources required in the EOC;
- Informs the Operations Chief, and CCG, of the status of required resources;
- Determines how resources will be returned and in what state (i.e condition);
- Liaises with outside resources providers;
- Maintain a personal log of all actions taken and following proper [log protocols](#).

## Planning Chief

- Responsible for developing Incident Action Plans, as required, for use by the Operations Chief and the CCG, within the EOC.
- Informs the Operations Chief and the CCG of plans and ensures objectives and tactics are reasonable and timely;
- Adjusts plans as per completion of previous objectives, new challenges, and changing priorities;
- Maintain a personal log of all actions taken and following proper [log protocols](#).

## Finance/Administration Chief

- Tracks all expenditures related to emergency response activities within the EOC;
- Ensures invoices are collected, paid, and collated;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## CEMC

- Begin set-up of the EOC until EOC Commander's Assistant is available
- Activate the Community Control Group notification system
- Ensure liaison with the Office of the Fire Marshal and Emergency Management;
- Ensure security is in place for the EOC and registration of CCG members;
- Ensure that all members of the CCG have necessary plans, resources, supplies, maps, and equipment;
- Provide advice and clarifications about the implementation details of the Emergency Response Plan;
- Provide advice and assistance in relation to the municipality's response to the emergency;
- Ensure flow of communication between emergency partners;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Fire Chief

- Activating the community control group notification system;
- Notifying staff of the emergency and of any actions that need to be taken;
- Act as Operations Chief when necessary;
- Providing the CCG with information and advice on firefighting and rescue matters;
- Providing an Incident Commander (IC), if required;
- Establishing an ongoing communications link with the senior fire official at the scene of the emergency;
- Informing the Mutual Aid Fire Coordinators and/or initiating mutual aid arrangements for the provision of additional fire fighters and equipment, if needed;
- Determining if additional or special equipment is needed and recommending possible sources of supply, e.g., breathing apparatus, protective clothing;
- Ensuring liaison with public utilities to disconnect any service representing a hazard and or to arrange for the provision of alternate services or functions;
- Providing assistance to other community departments and agencies and being prepared to take charge of or contribute to non-firefighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation;
- Provide the CCG with information and advice on firefighting and rescue matters;
- Maintain a personal log of all actions taken and following proper [log protocols](#).

## Ontario Provincial Police

- Activating the Community Control Group notification system;
- Notifying staff of the emergency and any actions that need to be taken;
- Act as Operations Chief when necessary;
- Media liaison in collaboration with the municipality;
- Providing an Incident Commander (IC), if it is an OPP lead response;
- Establishing an ongoing communications link with the senior police official at the scene of the emergency;
- Crowd Management;
- Traffic control at site and surrounding areas;
- Assisting in the evacuation of persons from affected area, notice to evacuate affected areas;
- Ensuring the protection of life and property and the provision of law and order;
- Investigation of Crime;
- Providing police service in EOC, evacuee centres, morgues, and other facilities, as required;
- Assist the Coroner;
- Search and Rescue;
- Vital Services Directory which is maintained annually
- Canine Cadaver Recovery Dogs
- Underwater search and Rescue
- Dangerous goods specialists;
- Maintain a personal log of all actions taken and following proper [log protocols](#).

## Emergency Medical Services

- Activation of the Community Control Group notification system
- Implementing the hospital and emergency medical services Emergency Response Plans;
- Act as Operations Chief when necessary;
- Acting as a coordinating link for all emergency health services at the CCG:
- Ensuring liaison with the Ontario Ministry of Health and Long Term Care, Public Health Branch;
- Ensuring emergency medical services at the emergency site;
- Providing an Incident Commander (IC) if it is an EMS lead response
- Establishing an ongoing communications link with the senior EMS official at the scene of the emergency;
- Obtaining EMS from other municipalities for support, if required;
- Ensuring triage at the site;
- Advising the CCG if other means of transportation is required for large scale response;
- Ensuring liaison with the receiving hospitals;
- Ensuring liaison with the Public Health Inspector, as required;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Public Works

- Activation of the Community Control Group notification system;
- Notifying staff of the emergency and any actions that need to be taken;
- Act as Operations Chief when necessary;
- Providing the Community Control Group with information and advice on Public Works matters;
- Providing an Incident Commander if it is a Public Works lead response;
- Liaison with the senior public works officers from the neighboring community(ies), if necessary, to ensure a coordinated response;
- The provision of engineering assistance;
- The construction, maintenance and repair of public roads;
- Assistance with road closures and/or roadblocks;
- Calling in additional staff as required to carry out his/her responsibilities;
- Discontinuing any public works service to any consumer, as required, and restoring these services when appropriate;
- Liaise with Electrical and Gas utilities;
- Providing public works vehicles and resources to any other emergency service, as required;
- Maintain liaison with flood environmental agencies and being prepared to take preventative action;
- Maintaining a personal log and following proper [log protocols](#).

## Social Services

- Activation of the Community Control Group notification system;
- Notifying staff of the emergency and any actions that need to be taken;
- Act as Operations Chief when necessary;
- Providing the Community Control Group with information and advice on Social Services matters;
- Providing an Incident Commander if it is a Social Services lead response;
- Assisting the Red Cross with evacuation shelters, including identifying at risk people/families, leisure activities, etc.;
- Determining which NGOs should be contacted to provide services;
- Liaison with the Algoma District Services Board;
- Calling in additional staff as required to carry out his/her responsibilities;
- Discontinuing any social service to any consumer, as required, and restoring these services when appropriate;
- Liaise with Ontario Works, Red Cross, Algoma VICARs, and other agencies as required;
- Maintaining a personal log and following proper [log protocols](#).

## Medical Officer of Health

- Coordinates public health services with various Emergency Control Group members and related agencies in the Emergency Operations Centre;
- Provides advice to the public, local health care professionals, and municipal community control group on matters which may adversely affect public health within Algoma District (e.g. toxic spills, water quality, air quality, sanitation);
- Liaises with Ontario Ministry of Health and Long-Term Care, Public Health Division and area Medical Officers of Health as needed to augment and coordinate a public health response as required;
- Coordinates the surveillance and response to communicable disease-related emergencies or anticipated epidemics according to Ministry of Health and Long-Term Care directives;
- Coordinate vaccine storage, handling and distribution across Algoma District;
- As appropriate, coordinate and support mass vaccination clinics during outbreaks of disease within affected municipalities in Algoma District;
- Initiates and implements mass vaccination clinics during outbreaks of disease within affected municipalities in Algoma District;
- Liaises with Director of Public Utilities or alternate within affected municipalities/townships to ensure the provision of potable water, community sanitation, maintenance and sanitary facilities;
- Provides inspection of evacuation centres, makes recommendations and initiates remedial action in areas of accommodation standards, and liaises with local social service agencies regarding:
  - a. sewage and waste disposal, monitoring of water supply, air quality;
  - b. infection prevention and control
  - c. overcrowding, sanitation;
  - d. food handling, storage, preparation, distribution and service;
- Advises on or orders any necessary evacuation, isolation or quarantine measures as per the Health Protection and Promotion Act;
- Provides instruction and health information through public service announcements and information networks;
- Issues orders if necessary, to mitigate or eliminate health hazards as per the Health Protection and Promotion Act;
- In the event of mass casualties, ensure early and sanitary disposition of human remains in order to minimize the spread of disease;
- Liaises with Office of the Regional Supervising Coroner to coordinate the activities of the mortuary within the community and provide assistance when necessary;
- Maintaining a personal log and following proper [log protocols](#).

## Support Staff

Support staff is required in the EOC to provide support, logistics and advice to the Control Group.

Support staff can be municipal employees or staff and experts from outside agencies.

In recognition of limited human resources within the municipality, council can assist with some support staff functions. In doing so, the councillor(s) must recognize and respect the fact they are acting as support staff or as a volunteer, and not as a councillor. Therefore the councillor(s) has no authority or influence as a councillor.

Although Support Staff work in the EOC they are not considered as part of the Community Control Group yet should follow the same protocols as the CCG does when in the EOC (i.e. signing in and out, maintaining logs, etc.).

Not all support staff need to be contacted and/or utilized during an emergency. For support staff please refer to [Annex A](#) and councillor contact information please refer to [Annex H](#). Support staff can vary greatly from one emergency to another, but in general, the following positions are usually required in an EOC:

### EOC Commander's Assistant

Filled by City Clerk

- Call members of the Community Control Group as per the [notification system protocols](#)
- Unlock the EOC and set it up ensuring space for each CCG member along with logs, pens and paper, maps, display boards, etc.;
- Initiating the operation and staffing of telephones at the community offices, as the situation dictates;
- Ensuring there is a log for all emergency operations centre staff to sign in and out of the EOC;
- Providing Identification cards to CCG members and support staff, if required;
- Assisting the Mayor as required;
- Assisting the EOC Commander as required;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

### Master Logger

Filled by City Clerk or City Staff

- Taking minutes of CCG meetings
- Ensuring pertinent information is displayed for all to see;
- Ensuring that maps and status boards are kept up to date;
- Ensuring all information is collated chronologically and kept secured for future use (i.e. debriefings and after action reports)
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Emergency Information Officer

Filled by Admin Assistant to the Director of Finance

- Liaising with the Community Control Group to obtain up to date information for media releases, drafting media releases for approval, coordinating interviews and organizing press conferences;
- Activating the [Emergency Information Plan](#) and opening the [Emergency Information Centre](#) when necessary;
- Developing media releases and ensuring that the media releases are approved by the Mayor before dissemination and distributing hard copies;
- Monitor social media and correcting false information;
- Establishing a regular communication link with the CCG and any other media coordinators, i.e. provincial, federal, public or private industry, involved in the emergency and ensuring that all information released to the media and public is consistent and accurate;
- Scheduling Mayor and/or official visits (MPP/MP), to the emergency site, evacuation centers, etc;
- Coordinating with the site media spokesperson for site visits by the media, arranging for transportation of media to the site;
- Ensuring that the following are advised of telephone numbers of the EIC;
  - Media
  - Control Group
  - Town Hall
  - Site media Spokesperson
  - Neighboring Municipalities
  - Any other appropriate persons, agencies or businesses;
- Coordinating with the CCG in providing self-help information to the public;
- Providing direction and regular updates to the General Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public;
- Monitoring news coverage and correcting any erroneous information;
- Setting up registration of media;
- Maintaining copies of all media releases and newspaper articles pertaining to the emergency;
- Maintaining a personal log and following proper [log protocols](#).

## Evacuation Coordinator

[Red Cross](#) to fill this role

- Ensuring or arranging for the care, feeding and temporary shelter of evacuees;
- Management of reception and evacuation Centre;
- Liaison with the Medical Officer of Health in areas regarding public health in evacuation centers;
- Liaison with the public and separate school boards regarding the use of school facilities for reception and evacuation Centre;
- Liaison with Canadian Red Cross if required;
- Liaison with local volunteer groups regarding care of citizens at local reception or evacuation Centre;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Finance Officer

Filled by Director of Finance

- Providing information and advice on financial matters as they relate to the emergency;
- Liaison, if necessary, with the treasurer(s) of neighbouring communities;
- Ensure records of expenses are maintained for future claim purposes;
- Ensure prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Donations Management Officer

Filled by City Staff or NGO Alliance of Ontario

- Co-ordinating and processing requests for donations;
- Under the direction of the Community Control Group, co-ordinating offers of, and appeals for donations;
- Selecting the most appropriate 3<sup>rd</sup> party agency for the management of financial donations;
- Ensuring records of financial donations are maintained;
- Arranging for the proper storage of donations of material goods;
- Ensuring specific details of material goods requests are provided to the media via the EIO;
- Arranging for proper distribution system of material and financial donations;
- Maintaining a personal log of all actions taken and following proper [log protocols](#).

## Requests for Assistance

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. Such requests can be done by contacting the [Office of the Fire Marshal and Emergency Management](#) 24/7/365 – Annex G.

Assistance from neighbouring municipalities or industry may be made by direct contact.

When making any request for assistance the following information should be relayed to the agency providing assistance:

- Exactly what type of assistance is needed, i.e.;
  - Generators – what type, size, gas or diesel etc
  - Personnel – what certification or licensing is required
  - Sand bags – how many
- How soon is the assistance required;
- How long the assistance is required for;
- What quantities of resources will be needed;
- Who will transport resources to emergency;
- Where resources will be delivered;
- Who is responsible for feeding/sheltering personnel resources;
- Who is responsible for care and maintenance of resources.

**Military assistance** - All requests for military assistance must be made via the Office of the Fire Marshal and Emergency Management. Do not contact the military directly for assistance.

## Termination of Declaration

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

The Emergency Termination form may be found in [Annex I](#).

In addition to notifying the [Office of the Fire Marshal and Emergency Management](#) (Annex G), upon such termination, the Mayor will notify:

- Council
- Municipal staff
- Public
- [Local MP and MPP](#) (Annex G)
- [Neighbouring municipal officials](#) (Annex G) as required

## When to Terminate Declaration

When deciding to terminate a declaration, the following should be considered:

- Have all evacuees returned home;
- Have all outside resources returned;
- Does the municipality need any further outside assistance;
- Has a semblance of normalcy returned to the municipality;
- Have all outstanding invoices been paid;
- Has all damage been repaired;
- Is all critical infrastructure in place and working properly;
- Has all money donated/promised by other levels of government been received;
- Do other municipalities or levels of government still have declarations in place;
- Are any special instructions directed to the public still in place;
- Are there any benefits to keeping the emergency declaration in place?

## Recovery

Recovery is the process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

Recovery can occur simultaneously with response and will likely last long after the emergency is over.

What needs to be recovered will depend on who, what, and how people and things were affected by the emergency.

## Critical Infrastructure

Identify the essential services that will be needed to ensure the health, safety and well-being of the public. If any of these services were compromised during the emergency steps will need to be taken to restore these services as soon as possible.

Basic services required would be – water, electricity, shelter (permanent or temporary), food supply, and basic health services (EMS).

In an evacuation, any essential services lost will need to be re-established before people can return to the municipality and their homes.

Other services to be considered when restoring are fuel (for vehicles and homes), building and home supplies (especially if homes have been damaged), telephone, and internet.

## Social Services

[Algoma District Services Administration Board](#) should be contacted to assist with the provision of social services after an emergency.

Services that may need to be started or expanded include:

- Ontario Works (for those that lost employment, homes etc.);
- Employment Insurance (for those that lost employment);
- Mental health services for victims;
- Personal support services.

## Landfill and Recycling

If the emergency has caused a great amount of damage to homes and personal belongings the landfill site may be filled quickly, with years taken off its life expectancy. Proper steps need to be taken to ensure:

- minimal waste is sent to the landfill;
- debris and waste is not left in homes or yards for long periods promoting rodents and other infestations;
- as much material as possible is recycled or repurposed.

Tipping fees at landfills could be waived for a limited time after the emergency along with extended landfill hours.

Collection of hazard materials will need to be managed including building materials that may contain asbestos.

Debris from trees and other plant material can be diverted to another location where it can be shredded and used as mulch or cut into firewood for use by the public.

Steel and other metal material should be separated and recycled.

Concrete, cement and blocks can be separated and crushed to be used later as road base or fill.

If power has been out for multiple days, fridges and freezers will need to be discarded or properly ensuring Freon is captured. Food waste will need to be discarded properly according to public health guidelines.

If sandbags have been used ensure the sand and bags are disposed of properly. Sand that may have been contaminated with fecal matter should be used only where direct human contact will not occur. Unused sandbags can be emptied and used in playgrounds, landscaping etc. The bags can be kept for future use or given away.

### [Municipal Disaster Recovery Assistance Program](#)

The Municipal Disaster Recovery Assistance program helps municipalities that have incurred extraordinary costs because of a natural disaster.

Eligible expenses may include capital costs to repair public infrastructure or property to pre-disaster condition, and operating costs over and above regular budgets that are necessary to protect public health, safety or access to essential services.

Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred.

#### **Program activation and delivery**

The Minister of Municipal Affairs and Housing makes the decision to activate the program based on evidence demonstrating that the event meets the eligibility criteria for Municipal Disaster Recovery Assistance. The minister considers both the cause and extent of damage, along with the initial claim and supporting documentation provided by the municipality.

If the program is activated, the province and municipality enter into a grant agreement. All payments under the grant agreement are based on eligible costs actually incurred by the municipality as a result of the natural disaster.

#### **Eligibility Requirements**

In order to be eligible for the program, a municipality must have:

- Experienced a sudden, unexpected and extraordinary natural disaster.
- Incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three per cent of the municipality's Own Purpose Taxation levy.
- Passed a resolution of council and submitted an initial Municipal Disaster Recovery Assistance claim (with supporting documentation) within 120 calendar days of the date of the onset of the disaster.

## How to Apply

Municipalities can request Municipal Disaster Recovery Assistance guidelines, claim forms, and additional documentation from their Municipal Services Office.

More information can be found at [www.ontario.ca/disasterassistance](http://www.ontario.ca/disasterassistance) (must have internet connection for link to work).

## Disaster Recovery Assistance for Ontarians

Disaster Recovery Assistance for Ontarians is designed to provide financial assistance in the aftermath of a natural disaster that causes costly, widespread damage to eligible private property.

The Minister of Municipal Affairs and Housing may activate the program for areas affected by natural disasters. Applicants within an area for which the program has been activated can apply to be reimbursed for basic, necessary costs related to the disaster.

Homeowners, tenants, small owner-operated businesses, farmers, and not-for-profit organizations are eligible to apply for financial assistance through Disaster Recovery Assistance for Ontarians. The program does not provide assistance for costs covered by insurance.

## How to Apply

Applicants are strongly encouraged to read the “Disaster Recovery Assistance for Ontarians” program guidelines. The guidelines contain important eligibility information and include easy-to-follow checklists that may help you with completing your application.

More information can be found at [www.ontario.ca/disasterassistance](http://www.ontario.ca/disasterassistance) (must have internet connection for link to work).

## Donations Management

People from across the municipality, province or country may want to donate goods, services or money. It is important early in the recovery phase to establish with the public what exactly is needed. It is **strongly recommended** that if a message for donations is sent to the public, that **only financial donations are requested**. Financial donations are much easier to manage logistically, and donations can be made from around the world. The money can then be used to purchase exactly what is needed or given to victims in the form of gift cards. It is also recommended that a third party non-government organization be utilized to manage financial donations such as Red Cross or the Salvation Army. Any remaining funds when the emergency is over can be donated to local volunteer charity.

If material goods must be requested, please ensure the following:

- be very specific about goods requested
  - for example, if asking for clothes include information such as size, gender, age and season;
- Food donations must be professionally packaged with security seals intact and prior to expiration dates;
- **Absolutely no personally prepared food donations accepted;**

- Food donations from restaurants, caterers, church groups, etc. must have been prepared in facilities pre-approved by the public health unit;
- Proper refrigeration will be required for food donations
- Warehousing and security of all donations must be considered;

Distribution of goods will need to be planned in advance. Some items can be boxed as packages for each person and/or family. Other goods can be arranged so that people can choose what they need. The distribution centre will need to be readily accessible and large enough to contain all donated goods. Also, a distribution system for those who are not mobile will need to be considered. Local volunteer groups such as Meals on Wheels may be able to provide this service.

### Debriefing and After-Action Report

A [debriefing](#) should take place with all stakeholders as soon as possible after the emergency. The idea of the debriefing is to identify what went well during the emergency and what the challenges were. The debriefing is not to place blame or to voice opinions regarding actions taken or not taken.

The debriefing will be chaired by the EOC Commander and follow a structured format where each phase of the response and recovery is discussed and participants are allowed to provide input on what they did or did not do.

Input from participants must be based on facts and void of speculation, presumptions and hearsay.

Minutes and notes from the debriefing will be gathered by the EOC Commander's Assistant. The information will then be written into an [After Action Report](#) (AAR) that will detail changes that need to be made to the emergency response plan or the municipality's emergency management program. The AAR will feature who is responsible for implementing changes and timelines for those changes. Once complete, the AAR will be presented to the emergency management committee and/or council who will then decide on any changes requiring budget approvals, by-law amendments, etc.

### Critical Incident Stress Management

[Critical Incident Stress Management](#) should be considered for the public and for staff whenever there is a traumatic event. It will help with the personal recovery process and help prevent post-traumatic stress.

CISM resources can be found under [Emergency Resources – Annex M.](#)