



The Corporation of Norfolk County

By-Law 2017-126

Being a By-Law to Adopt the Emergency Management Program and Norfolk County Emergency Response Plan.

WHEREAS Section 2.1 of the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, as amended, requires every municipality to develop and implement an Emergency Management Program including the adoption of an Emergency Response Plan;

AND WHEREAS Ontario Regulation 380/04 of the Act sets out the municipal standards of an Emergency Response Plan;

AND WHEREAS Norfolk County's Emergency Response Plan adopted by By-Law 2016-04 has had a number of minor amendments and the Council of The Corporation of Norfolk County now deems it necessary to update the Emergency Response Plan.

NOW THEREFORE the Council of The Corporation of Norfolk County hereby enacts as follows:

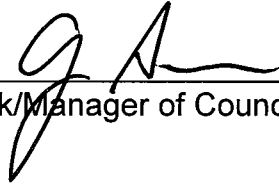
1. That an Emergency Management Program be developed and implemented in accordance with the municipal standards in Ontario Regulation 380/94 .
2. That the Norfolk County Emergency Response Plan attached hereto as Schedule "A" of this By-Law is hereby adopted;
3. That the Head of Council or designated alternate, as provided in the Plan, be empowered to declare an emergency and implement the Norfolk County Emergency Response Plan;
4. That certain appointed officials or their designated alternates, as provided in the approved Norfolk County Emergency Response Plan are empowered to cause an emergency notification to be issued to members of the Emergency Control Group, and to respond to an emergency in accordance with the Norfolk Emergency Response Plan where an emergency exists but has not yet been declared to exist;
5. That the Emergency Management Program Committee will cause the emergency management program to be reviewed annually and to recommend changes to the program as considered appropriate and refer recommendations to Council for further review and approval.

- 6. That Norfolk County By-Law 2016-04 is hereby repealed in its entirety.
- 7. That the effective date of this By-Law shall be the date of passage thereof.

ENACTED AND PASSED this 12th day of December, 2017.



Mayor



Clerk/Manager of Council Services



EMERGENCY RESPONSE PLAN

Schedule 'A' to By-Law # 2017-126

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DEFINITIONS AND RELEVANT TERMS

NOTE: In all cases, unless specifically noted otherwise, persons/positions identified with specific responsibilities in this or associated plans do include that persons/position's designated alternate.

Acceptable Down Time

The period of time a function or activity can be disrupted without significant impact to essential services, production, customer service, revenue, or public confidence. The amount of Acceptable Down Time will vary depending on the municipal or business sector affected and is best identified by the affected sector. a.k.a. Maximum Allowable Recovery Time.

Approved

Acceptable to the Authority Having Jurisdiction.

Authority Having Jurisdiction

The organization, office, or individual responsible for approving equipment, materials, a facility, or a procedure. In some cases this is defined by statute, for example the Chief Fire Official or Chief Building Official.

Biological Agents

These are pathogens and toxins that cause disease, sickness and/or mortality in humans; for example Anthrax and Ebola.

Buffer Zones

These zones are intended to separate the public and other facilities from the consequences of an incident involving dangerous goods or hazardous materials. These zones could be established as part of the municipality's official plan or on an emergency basis during an incident.

Business Continuity Program

An ongoing process to ensure that necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and to ensure continuity of services.

CBRNE

An acronym that references (generally) intentional threats involving Chemical, Biological, Radiological, Nuclear, and Explosive devices or incidents.

CCAC

An acronym for Haldimand-Norfolk Community Care Access Centre. The H-N Community Care Access Centre is able to identify medically fragile clients in the community.

CEMC

An acronym for Community Emergency Management Coordinator. The Emergency Management and Civil Protection Act requires the statutory appointment of an Emergency Management Program Coordinator. This position is responsible for coordinating the Emergency Management Program in the municipality. The municipal employee appointed to this position is the primary person responsible and accountable for the Emergency Management Program. In this Norfolk County Emergency Response Plan this position is referred to as the “Community Emergency Management Coordinator” (CEMC).

Citizen Inquiry Service

A service established by the Municipal Clerk to respond to and redirect inquiries and reports from the public.

Critical Infrastructure

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

Declared Emergency

A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the provisions of the Emergency Management and Civil Protection Act.

Designated Senior County Official

An elected official designated by only the Mayor or Deputy Mayor or Acting Mayor to participate on the Emergency Control Group, in place of the Mayor or Acting Mayor.

Emergency

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; in some or in all portions of the County or to a significant number or to all members of the public.

Emergency Area

That portion of Norfolk County in which a State of Emergency has been declared to exist. An emergency area may include any portion or portions, or all of the County as may be appropriate.

Emergency Control Group (ECG)

The group of individuals responsible for directing those services necessary for mitigating the effects of the Emergency. The County Manager or designate acting

as the Committee Chair is responsible for co-ordinating the operations within the Emergency Operations Centre and chairing all meetings.

Emergency Management Program

A program that is based on a hazard identification and risk assessment process and that leads to a comprehensive emergency management program that includes the four core components of mitigation/prevention, preparedness, response, and recovery.

Emergency Management Program Committee EMPC

The critical management team that oversees the development, implementation and maintenance of the community's Emergency Management Program.

Emergency Operations Centre (EOC)

A location designated for the use of the Emergency Control Group. For brevity, the Emergency Operations Centre may be referred to as the **EOC**.

Emergency Site Manager

The Person appointed by ECG to facilitate:

- a unified command structure
- communication with EOC
- site media relations
- facilitate inner and outer perimeter
- sets up logistics, operations, planning & finance at the site

Emergency Support & Advisory Staff

A group of staff members who will provide administrative, logistical, clerical and other support, advice, and information to the Emergency Control Group.

Evacuation Centre

An evacuation centre is a facility used to provide care or shelter to persons displaced by the Emergency. The location of such centres will be designated by the ECG.

Hazard

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

Incident Commander

The person responsible for implementing the incident action plan, strategy, tactic, hazard risk analysis and health and well-being of his/her agency.

Norfolk County Emergency Response Plan (NCERP)

This document that is intended to provide key officials, agencies, utilities, and County Divisions with a guideline and directions for responding to, mitigating, and recovering from any emergency that might occur in Norfolk County.

Risk

A chance or possibility of a hazard resulting in a danger, loss, injury, or other consequences.

Reception Centre

A reception centre is a facility used to register persons displaced by the Emergency. The location of such centres will be designated by the ECG.

Terrorism

Is the unlawful and intentional use of force against persons or property to intimidate or coerce a government, a civilian population or any segment thereof, in the furtherance of political or social objectives.

Threat

Any event that has the potential to disrupt or destroy critical infrastructure, or any element thereof.

Vulnerability

The degree of susceptibility and resilience of the community and environment to hazards, as well as the characteristics of a community or system in terms of its capacity to anticipate, cope with, and recover from events.

INTRODUCTION

Legislation in Ontario mandates municipalities to be prepared to respond to emergencies in their communities through the establishment of an Emergency Management Program. As part of this mandate a Norfolk County Emergency Response Plan (NCERP) is required and has been developed.

This Plan provides key officials, agencies, utilities, and County Divisions with guidelines and specific directions for responding to, mitigating, and recovering from any emergency that might occur in Norfolk County. It is a working document.

Another purpose for the Norfolk County Emergency Response Plan is to inform the public of how the municipality intends to deal with emergencies in the County.

For this Plan to be effective, it is important that all key officials, and designated employees of the affected agencies, utilities, and County Divisions be well aware of all general provisions of this Plan and also of their specific roles and responsibilities so that they are well prepared to carry out their assigned functions and responsibilities in an emergency.

There are a number of supporting documents to the Emergency Response Plan. These documents contain important information to be used by County Staff and others in an emergency. They are Confidential and not available for public release.

Regardless of any procedures or plans contained in the Norfolk County Emergency Response Plan and supporting documents; during an Emergency instructions and decisions originating from the Emergency Control Group will be superior.

LEGISLATIVE AUTHORITY AND OBLIGATION

Emergency Management and Civil Protection Act

The Emergency Management and Civil Protection Act is the Legislation requiring all Ontario municipalities to develop an emergency management program. In part, the Act states the following:

- 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
- (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
 - (d) any other element required by the standards for emergency management programs set under section 14
- (3) In developing its emergency management program, every municipality shall identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies
- 3.0 (1) Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan
- (5) Every municipality shall conduct training programs and exercises to ensure their readiness of employees of the municipality and other persons to act under the emergency plan
- (6) Every municipality shall review and, if necessary, revise its emergency plan every year

The Act defines an Emergency as:

"a situation or 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."

Section 4(1) of the Act further states that:

"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 may

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 the property, and the health, safety and welfare of the inhabitants of the emergency area".

SCOPE AND AIM

While “emergencies” may and do occur daily within Norfolk County, such emergencies are limited in scope or affect. Normal response of police, fire, ambulance, public works or other public and private resources are adequate to effectively resolve these events.

The application of this Norfolk County Emergency Response Plan (ERP) is to prepare for and mitigate the effects of large or prolonged incidents that constitute a danger of major proportion to a significant proportion of the citizens or area of Norfolk County. This is the context for the use of the term “emergency” in this plan and its associated by-laws.

In accordance with legislated responsibilities Norfolk County has developed this Norfolk County Emergency Response Plan.

The aim of the Norfolk County Emergency Response Plan is to devise in advance a coordinated and effective means for ensuring, to the extent reasonably possible, that there is an efficient and effective deployment of Norfolk County resources; and of public and private agencies, utilities and corporations; as well as the efforts of individual citizens; such that at the earliest practical time and by the most appropriate means that there shall be an effective response to an emergency in the County; so that collectively we may:

- protect and preserve life, property and prosperity in the County
- minimize the social, health, and economic effects to the residents of the County
- maintain and restore essential services

Norfolk County has the responsibility for providing the initial and the sustained response to any emergency in the community. Assistance from other municipalities, from the Provincial Government, or from the Federal Government are also possible under specific circumstances. Such circumstances are detailed in this ERP.

This Norfolk County Emergency Response Plan guides the provision of essential services during an emergency including the procedures and actions of county employees and others. The Norfolk County Emergency Response Plan is somewhat generic and allows a flexible approach for the efficient response to most emergencies. Specific types of emergencies are addressed in supporting documents to the plan.

This ERP identifies the location and function of the Emergency Operations Center(s); identifies the members of the Emergency Control Group; and provides methods of notification in the event of an Emergency.

Sections of this Plan indicate the legislative authority with which county employees may govern their actions according to municipal, provincial, and federal laws.

The Norfolk County Emergency Response Plan provides direction to divisional general managers and divisional managers and other officials on how to develop and maintain Divisional Emergency Plans. Such divisional plans provide more detailed guidance for individual municipal employees in an emergency and are considered supporting documents to the ERP.

This ERP will eventually (as part of the comprehensive program) contain a more detailed incident wind-up and recovery guideline to help direct activities after the incident. The Emergency Control Group is expected to advise Council regarding recovery efforts.

This Plan contains requirements for annual review of the contents of the ERP and for its revision if necessary. The Plan also sets requirements for annual exercises and training programs for employees and for others who have duties or responsibilities in this Plan.

PLAN ACTIVATION

Activation of the Norfolk County Emergency Response Plan may be appropriate when:

- The emergency requires a coordinated and controlled response from a number of agencies and county Divisions
- The emergency affects a significant number of inhabitants or area of the County or
- The emergency requires extraordinary actions or expenditure of monies for the protection of life and property or
- The aforementioned situations are reasonably expected due to reliable information such as weather reports
- A situation of unknown consequences i.e.; Chloropicrin release, is occurring and input from all Divisions could bring pertinent information forth to develop a course of action

Activation of the Norfolk County Emergency Response Plan does not necessarily require the Declaration of a State of Emergency. The provisions contained in this document should be used regardless of whether or not a State of Emergency will or will not be made.

Any member of the Emergency Control Group or their designate is authorized to initiate the Notification Procedure when, in their judgement, it is required to assemble the ECG in order to make decisions pertaining to the mitigation of an emergency or potential emergency.

The Emergency Control Group (or their designates) will meet at the Emergency Operations Centre designated by the initiator of the notification. Thereafter all actions

taken by the Emergency Control Group will be in accordance with the provisions of this plan.

NOTIFICATION PROCEDURE

Preliminary

Any member(s) of the Emergency Control Group (ECG) may be contacted and consulted on a peer basis by any other member of the Group, without requiring the activation of the entire ECG. The Answering Service shall not be used for this purpose. The practice of partial ECG meetings shall **only** be used as a measure to assist in making a decision on the need to call-in the entire ECG and **not** as a substitute means of managing an Emergency that requires the entire ECG to be notified.

Initial Activation (Stage 1)

The contracted provider of notification services, i.e. the Answering Service, shall be contacted by the Emergency Control Group member who initiates a call-in of the ECG. The member initiating the call-in shall provide the Answering Service with the level of call-in required, and the location of the Emergency Operations Centre to which the ECG members should report. A time to report shall also be specified. A brief description to allow the ECG members to take precautions if necessary when responding to the EOC.

The Answering Service shall ensure that all ECG members or their alternates are contacted and advised to meet at the designated Emergency Operations Centre.

Full Activation (Stage 2)

The contacting of any Support Group Personnel will be done by the Division requiring additional support.

Drills

In the case of drills (exercises) all call-in messages shall be prefixed with the message: **"THIS IS A DRILL"**.

Declaration of Emergency

If the Mayor, Deputy Mayor or Acting Mayor decides, in consultation with the ECG, to declare a State of Emergency, then they are required to initiate the notification list for Declaring a State of Emergency. The Clerk shall be directed to implement the State of Emergency Notification List. A complete record of all notifications shall be kept in accordance with established procedures. Declaration of an emergency can be by a senior provincial official.

Termination of Emergency

If the Mayor or Deputy Mayor or Acting Mayor decides, in consultation with the ECG, to declare that the State of Emergency no longer exists then they must initiate the Notification List for Terminating a State of Emergency. The Clerk shall be directed to implement the Termination of State of Emergency Notification List. A complete record of all notifications shall be kept in accordance with the established procedures.

Evacuation

When required for public safety, the ECG in coordination with the Emergency Site Manager may issue evacuation notices to all or portions of the County as may be required. The Clerk shall be instructed to initiate the Notification List for Evacuation in accordance with the information provided by the ECG and the procedures set out in the Social Services divisional plan

ECG Notification Lists

The member name and contact information lists used for call-in of members of the Emergency Control Group and their alternates are kept up to date by the Community Emergency Management Coordinator.

List Maintenance

It is the responsibility of each member of the Emergency Control Group and of each member of the Support Group to immediately notify the Community Emergency Management Coordinator of any and all changes to their contact information.

Divisional Lists

Each Division General Manager shall maintain an up-to-date contact list of all personnel within their Division. These lists shall be maintained as part of each Division's Emergency Plan. The Division shall use this information as part of a developed fan-out procedure for notifying all employees when required. A copy of all such contact lists shall be maintained in all designated Emergency Operations Centres and with the Community Emergency Management Coordinator. The Community Emergency Management Coordinator will be responsible for distributing such lists to the various EOCs.

Other Notification Lists

Notification lists required for other official notifications, other than those listed above, will be kept up-to-date by the Community Emergency Management Coordinator.

DECLARATION OR TERMINATION OF A STATE OF EMERGENCY

Action Prior to Declaration

When an Emergency is not yet determined to exist and has not yet been declared to exist, senior County officials may take such action(s) recommended under this Norfolk County Emergency Response Plan as may be necessary to protect the lives and property of the inhabitants of Norfolk County. Such actions may include the following:

- Pre-notification of members of the Emergency Control Group (ECG)
- Calling together the members of the ECG
- Opening up and use of resources at an Emergency Operations Centre (EOC)
- Briefing and consulting with County officials and with others as required
- Utilizing the resources and planning contained in any response plan
- Make media releases as required to inform or advise the public

However, no attempt shall be made to manage a bona-fide emergency, as defined in this plan, without taking all the necessary steps to invoke the emergency management provisions of this plan which includes initiating the Emergency Control Group notification process, possibly leading to a Declaration of a State of Emergency.

Authority: Declaration of a State of Emergency

The Mayor, Deputy Mayor or Acting Mayor as the Head of Council has the authority to declare that a State of Emergency exists within all or any portion of Norfolk County. This decision shall be made in consultation with other members of the Emergency Control Group.

- Declaration of an emergency can be by a senior provincial official

When a decision has been made to declare a State of Emergency then the appropriate mandatory notification procedure shall be initiated.

Authority: Termination of a State of Emergency

A declared emergency in Norfolk County may be terminated at any time by any one of the following:

- The Mayor, the Deputy Mayor or Acting Mayor only
- Norfolk Council, by resolution
- The Premier of Ontario

The decision to terminate the State of Emergency shall be made in consultation with the Emergency Control Group.

When the decision has been made to terminate a State of Emergency then the appropriate mandatory notification procedure shall be initiated.

Declaration of a Provincial State of Emergency

Section 7.0.1(1) of the Emergency Management and Civil Protection Act provides that the Premier may declare that an emergency exists throughout Ontario or in any part thereof. Such a declaration might only occur if sufficient municipalities are in turn declaring their own states of emergency, or in the case of wide-spread emergency such as a pandemic.

A provincial state of emergency declaration will open up avenues for funding and resources that might not otherwise be available.

Guide For Determining if a State of Emergency Might Exist

Any decision to declare a State of Emergency should consider the following list of criteria. This list is presented as a guide only to assist in decision making by the ECG and the Mayor.

The list is grouped by category. References are made to the Emergency Management and Civil Protection Act (EMCPA) where appropriate.

General and Government:

- **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) EMCPA, permits a head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law” during an emergency.]
- **Does the situation pose a danger of major proportions to life or property?** [Section 1 EMCPA, definition of an emergency]
- **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?** [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]
- **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council’s ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) EMCPA, provides for extraordinary measures, not contrary to law. Section 55 (1) of the Police Service Act provides for the creation of special policing arrangements during an emergency.]
- **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an “emergency” is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under our Norfolk County Emergency Response Plan.]
- **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., provincial, federal) may indicate that declaration of an emergency within our municipality is appropriate. In some cases a declaration of emergency by a higher level of government may by itself provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

- **Might legal action be taken against municipal employees or councillors related to their actions during the current crisis?** [Section 11 (1) EMCPA, provides protection from action in that 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, a minister of the Crown or a Crown employee for doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency. Section 11 (3) of the EMCPA, however, states “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.”]

- **Are volunteers assisting?** [The Workplace Safety and Insurance Act provides that persons who assist in connection with a declared emergency are considered “workers” under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) EMCPA, permits the head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan.” Section 13 (3) EMCPA, empowers a municipal council to “make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency.”]
- **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) EMCPA, states that the “council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency.”]
- **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) EMCPA, provides for mutual assistance agreements between municipalities.]
- **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Emergency Control Group, can greatly facilitate multi-agency and multi-government response.]
- **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) EMCPA, authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, make agreements with the Crown in right of Canada and with the Crown and

right of other provinces for the provision of any personal services, equipment or material during an emergency to enter into mutual assistance agreements with the federal government.

- **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources must be made through the Haldimand-Norfolk Area Fire Coordinator who is the Norfolk County Fire Chief. Approval for the dispatch of the HUSAR team comes from the Commissioner of Public Security by contacting the Provincial Emergency Operations Centre (PEOC).]
- **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario has three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment must be made through the Haldimand-Norfolk Area Fire Coordinator who is the Norfolk County Fire Chief. Approval for the dispatch of CBRN teams comes from the Commissioner of Public Safety.]
- **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from the municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the Workplace Safety and Insurance Act related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 EMCPA, may provide municipal councillors and employees with certain protections against personal liability.]
- **Will the municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to the municipality accepting evacuees.]

Economic and Financial:

- **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]
- **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]

- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that “where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost.”]
- **Will it be necessary to apply for funding to assist with recovery after the emergency?** [The availability of recovery funding such as the Ontario Disaster Recovery Assistance Program (ODRAP) is contingent on certain conditions. Some of the conditions are more easily met with declaration of an emergency.]

REQUESTS FOR PROVINCIAL ASSISTANCE

Request Procedure

Under certain circumstances it may be necessary or advisable to request assistance in the form of material, advice, or other resources from the Province of Ontario. The need for such requests shall be routed through the Emergency Control Group unless they are of a routine nature and are requested by senior staff through an established pattern that is used in non-emergencies.

Requests for Provincial assistance shall be routed through the Provincial Emergency Operations Centre (PEOC).

Routine Requests

In general any routine requests that may or may not be routed through the ECG and that are made during a declared or undeclared Emergency shall be structured clearly and shall be delivered in terms that will **not** be deemed or construed as a request by Norfolk County that the Government of the Province of Ontario, or that any agency or ministry, is expected or requested to assume authority and/or direction for the management of any component of the emergency. However, it should be noted that some activities of provincial agencies may through legislation take precedence over that of local municipal authorities (e.g. serious fire investigations and death). These situations must be clarified at the time with the agencies involved.

Assumption by Province

Only the Emergency Control Group in consultation with the Mayor, Acting Mayor or designate shall make any requests for provincial assumption of management authority or direction of an emergency.

The Role of Ontario Fire Marshal Emergency Management (OFMEM)

Ontario Fire Marshall Emergency Management (OFMEM) is an agency of the Ministry of Community Safety and Correctional Services. The role of OFMEM is to monitor and provide guidance in an emergency whether declared or not declared. OFMEM is also the regulatory enforcement agency for the Emergency Management and Civil Protection Act.

During an Emergency OFMEM will in most cases provide an officer to attend ECG meetings and to provide a liaison with the PEOC. The attendance of the OFMEM officer may free-up other county officials from having to liaise directly with the PEOC. It is also advantageous to notify OFMEM in advance of any actual declaration of a State of Emergency since it may:

- speed up the provision of Provincial resources when required
- provide the Province with a wider perspective on events
- if other municipalities do like-wise, provide an information resource to Norfolk County (through the PEOC) on the potential scope of a wide spread emergency
- assist in having a provincial state of emergency declared if warranted

Once a State of Emergency is declared, OFMEM **must** be notified; and therefore OFMEM is on the mandatory notification list.

Requests For Federal Assistance

Requests for federal assistance must come through the provincial government. Such assistance is generally not available unless the municipality first declares a State of Emergency.

EMERGENCY CONTROL GROUP (ECG)

Once the Norfolk County Emergency Response Plan is activated, and the Emergency Control Group (ECG) is called into action, the overall co-ordination and deployment of resources required to mitigate the effects of the emergency will be the responsibility of the Emergency Control Group who will operate in accordance with the provisions of this plan and the accompanying by-law.

Decisions and the resulting action taken by the ECG to mitigate an emergency, whether declared or not declared, will be based on the best information available at the time and will in general be developed with the consensus of the Emergency Control Group.

In the event that after due consideration and discussion there is a failure on the part of the ECG to achieve consensus, the majority opinion of the ECG members with voting rights shall prevail. In the event of a deadlock the ECG chair shall make the decision.

Control of activities at the site of the Emergency is accomplished through the use of an Emergency Site Manager (ESM) who reports to the ECG. Additional resources are available to the ECG through the appointment of emergency specific Support Group members and the utilization of support staff as required.

The ECG operates from one of the pre-established Emergency Operations Centres (EOC).

ECG Members

The Emergency Control Group includes those individuals who hold the following positions as listed below. These are the “voting rights members” of the ECG. In the

absence of the ECG member their designated alternates, as listed below, shall have equal authority as the ECG member. For the purposes of sustainability over the course of an extended emergency it is expected that the ECG member and the designated alternate will rotate duties on a sustainable schedule.

- **Mayor**
 - Alternate: Deputy Mayor or Acting Mayor
- **ECG chair : General Manager, Community Services or Designate**
 - County Manager: Alternate
- **CEMC for Norfolk County: Fire Chief**
 - Alternate CEMC: Community Safety Officer/ Deputy Fire Chief
- **Norfolk County Ontario Provincial Police (OPP) Detachment Commander**
 - Alternate: Staff Sergeant, Operations
- **Fire Chief –Deputy Fire Chief**
 - Alternate: Assistant Chief
- **Paramedic Services Chief**
 - Alternate: EMS Deputy Chief
- **General Manager, Public Works**
 - Alternate: Manager Roads
- **General Manager: Health and Social Services**
 - Alternate: Manager of Health
- **Manager, H-N Social Services and Housing**
 - Alternate: Ontario Works Supervisor
- **General Manager: Employee and Corporate Services**
 - Alternate: Manager of Corporate Support Services
- **General Manager, Treasurer, CFO: Financial Services**
 - Alternate : Deputy Treasurer, Manager Accounting Services
- **Medical Officer of Health**
- **Clerk/Manager Council Services** attends as a “non-voting” ECG member.
 - Alternate: Deputy Clerk
- **Emergency Information Officer** attends as a “non-voting” ECG member.
 - Alternate: Deputy Information Officer
- **Community Safety Officer** when not acting as the alternate CEMC or alternate Fire representative attends as a “non-voting” member

ECG Scribe

The County Clerk, Manager of Council Services, shall attend all official meetings of the ECG as the official recorder of all activities and for other duties as defined in the responsibilities for this position.

Emergency Information Officer

The appointed Emergency Information Officer shall attend all official meetings of the ECG in order to develop an appropriate strategy for communicating with the public and for other duties as defined in the responsibilities for this position.

Emergency Support Group Members

Other municipal officials or representatives of key agencies may become part of an Emergency Support Group to the Emergency Control Group if and when required. Such Support Group shall assist the ECG in making decisions as required in accordance with the circumstances of any particular emergency, whether declared or not.

The Emergency Support Group should not be confused with support staff which assist in the operation of the EOC.

ECG Contact Procedure

The procedures for contacting the members of the ECG are contained in the Notification Procedures section as a Stage 1 Notification.

The procedure for contacting other municipal officials or representatives of key agencies is contained in the Notification Procedures section as a Stage 2 Notification.

ECG Operation

The Emergency Control Group may function and meet its mandate during a declared or non-declared Emergency even though not all members are in attendance. However, when the ECG is assembled, or will be assembled, all ECG members, or their alternates, will be notified in accordance with the Notification Procedure and will be requested to attend at the Emergency Operations Centre (EOC).

The County Manager/General Manager of Community Services or designate will chair all meetings conducted by the Emergency Control Group. The ECG Chair is responsible for command in the EOC.

ECG Responsibilities

It is expected that all members of the Emergency Control Group will continue to meet the routine responsibilities of their regular positions within Norfolk County where possible. Therefore, those regular responsibilities are not specifically identified as responsibilities under this Emergency Response Plan.

This Plan focuses on the ECG members' specific responsibilities and areas of mutual concern where efficient, effective, and safe interaction between Divisions, agencies and groups is essential to attain the aim of mitigating the consequences of an Emergency.

The ECG will function in an IMS system using Command, Operations, Planning, Logistics and Finance sectors to attend to the necessary processes of addressing the event.

The ECG chair will ensure that the 5 main incident response roles within the IMS system are established.

The members of the Emergency Control Group individually and collectively have the following responsibilities:

- Declarations:
 - Advise the Mayor, the Deputy Mayor or Acting Mayor on whether or not to declare a State of Emergency or to terminate an existing State of Emergency
 - Initiate mandatory notifications
 - Designate any or all areas within the County as an emergency area
- Communications:
 - Develop media releases and prepare major announcements
 - Ensure that pertinent information regarding the Emergency is promptly forwarded to the media, to Council, community stakeholders/partners/agencies and to the public
- Decision Making:
 - The ECG Chair will establish the frequency of meetings and the agenda items
 - Meet at regular intervals to inform each other of any actions taken and any problems encountered
 - Participate in a consensus decision making process
 - As a guiding principle, ECG meetings will be kept as brief as possible in order to allow sufficient time for ECG members to carry out their individual responsibilities
 - Determining the need to establish advisory group(s) and/or sub-committees
- Record Keeping:
 - Maintain suitable written and other records of all meetings, decisions, actions, directions, and activities during the course of the event
 - Authorize and track the expenditure of money required for the Emergency
 - Submit an initial report of the major activities of the ECG to Council within one week of the termination of the Emergency
- Directing Resources:
 - Appoint an Emergency Site Manager
 - Mobilize their divisional or agency resources in accordance with their divisional emergency plans and as directed by the ECG
 - While coordinating and directing their own resources shall ensure that any actions necessary for the mitigation of the effects of the Emergency are taken; these actions shall not be contrary to law
 - Track and manage volunteer workers
 - Ensure the tracking and the coordination of evacuation, the provision of transportation, and the provision of shelter to affected residents
- Securing Resources:
 - Determine if the EOC and composition of the Emergency Control Group are appropriate and add such support group members as are deemed necessary
 - Determine if additional staff is required and if appeals for volunteers are warranted
 - Arrange for the discontinuation or provision of utilities or services provided by public or private concerns, for example: hydro, water, gas, retail outlets

- Arrange for all other services, equipment, and supplies as required
- Request assistance from and/or liaison with various levels of government and any public or private agencies as required
- Recovery:
 - Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required
 - Initiate the formation of the Recovery Management Committee
 - If required, initiate the Recovery Plan (Future endeavour)
 - Participate in formal debrief/critique sessions following the conclusion of the Emergency

The ECG will function in an IMS system using Command, Operations, Planning, Logistics and Finance sectors to attend to the necessary processes of addressing the event.

The ECG will ensure that the 4 main incident response roles within the IMS system are established.

Incident Support	›	The provision of resources and/or strategic guidance, authorizations, and specific decision-making support to an Incident Management Team at a site or EOC.
Incident Command	›	The direct management of an incident response.
Area Command	›	The provision of incident management and oversight to multiple incidents.
Critical Services / Functions	›	Ensuring that critical services and functions are maintained, including continuity of operations.

These checklists may be used for each of these response roles, with specific functions and tasking customized to each role, as required.

Separate checklists have been developed for each ‘Command’ function:

- EOC Commander (in charge of Incident Support)
- Incident Commander (in charge of Incident Command)
- Area Commander (in charge of Area Command).

All other positions may be activated in any role, with specific tasking’s customized as required. Each level of Command may also exercise responsibility for continuity of operations, based on individual circumstances/jurisdictions.

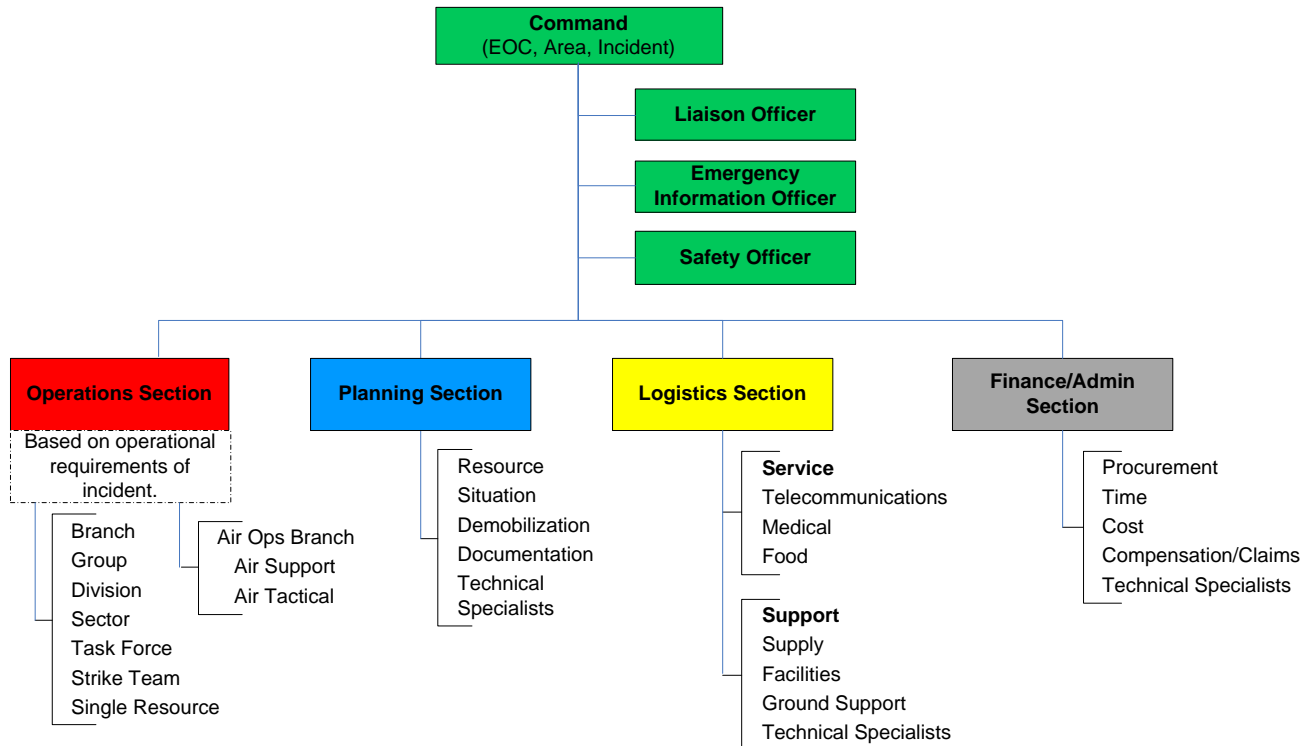
Additional details may be referenced in the table, in addition to the IMS Doctrine (Chapter 3) and Guidelines for the Application of IMS at EOCs.

IMS Response Roles and Applicable Position Checklists*

No.	Response Role	Description	Location/ Facility ¹	Person in Charge	Applicable Checklists
1.	Incident Support	The provision of resources and/or strategic guidance, authorizations, and specific decision-making support to an Incident Management Team at a site or EOC.	EOC	EOC Commander	<ul style="list-style-type: none"> ▪ EOC Commander checklist ▪ All other checklists (as required) ▪ Specialist checklists (as required)
2.	Incident Command	The direct management of an incident response.	Incident Command Post (at site or EOC)	Incident Commander	<ul style="list-style-type: none"> ▪ Incident Commander checklist ▪ All other checklists (as required) ▪ Specialist checklists (as required)
3.	Area Command	The provision of incident management and oversight to multiple incidents.	Area Command Post (may be co-located with EOC)	Area Commander	<ul style="list-style-type: none"> ▪ Area Commander checklist ▪ All other checklists (as required) ▪ Specialist checklists (as required)
4.	Critical Services/ Functions	Ensuring that critical services and functions are maintained, including continuity of operations.	EOC, Incident Command Post, Area Command Post	EOC, Incident or Area Commander	<ul style="list-style-type: none"> ▪ All Checklists, as required

¹ In some instances, an Area Command Post or Incident Command Post may be co-located with an EOC (i.e. in different rooms at the EOC facility), or staff may assume dual functions. The options for activating and staffing these facilities are dependent on the needs of specific incidents and availability of resources.

Expanded Standard IMS Organization Chart*

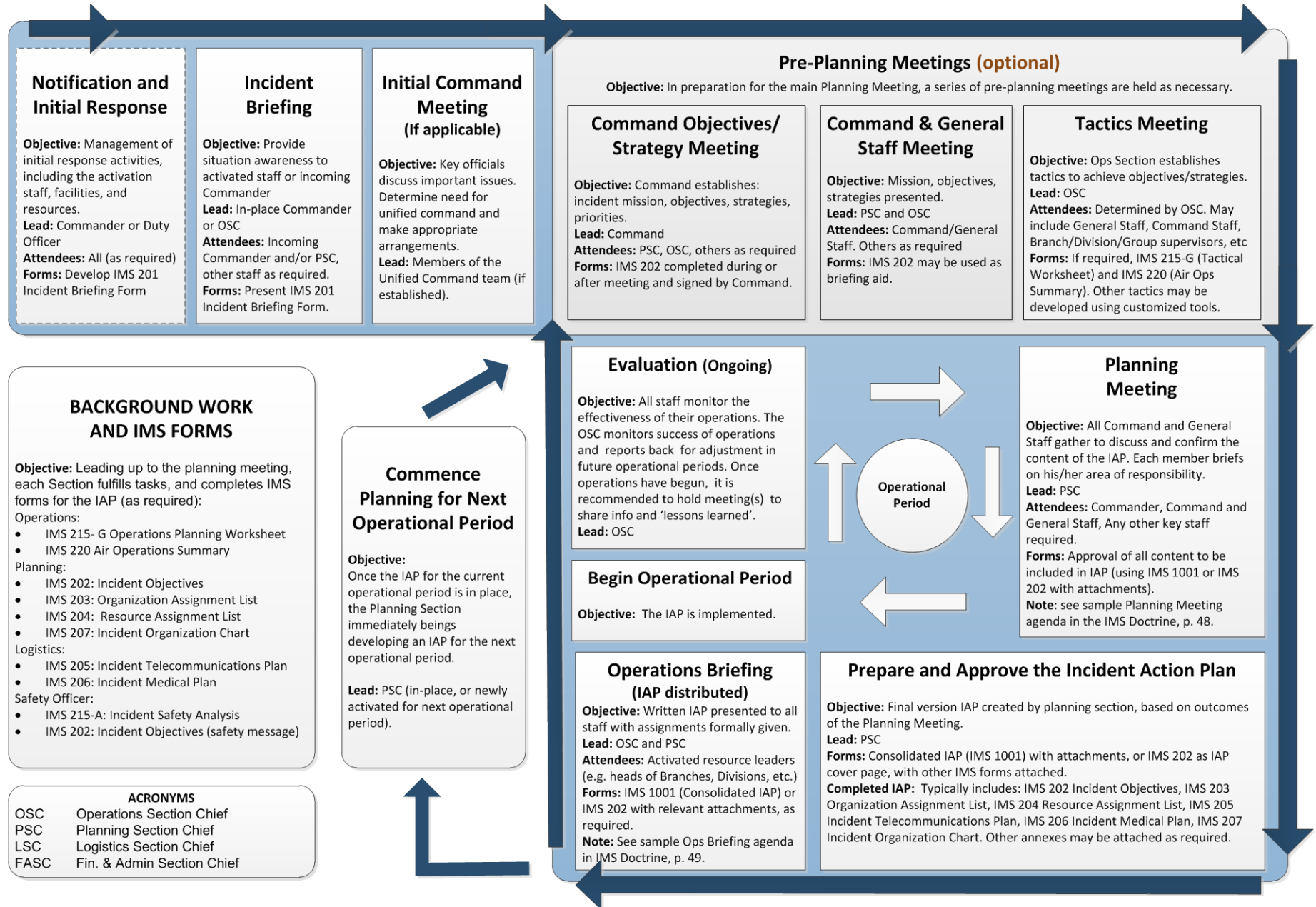


* It is not necessary activate all IMS positions for every incident

** One individual may perform multiple IMS functions/positions

*** Speciality functions may be added to standard IMS functions, as required by individual organizations (e.g. technical specialists)

IMS Planning Cycle – General



ECG MEMBER SPECIFIC RESPONSIBILITIES

The individual responsibilities listed in this section are in **addition** to those listed under the ECG Section which applies to the ECG as a whole.

In this section, where a responsibility is listed as a specific responsibility of the incumbent holding that particular position, the responsibilities shall apply equally to the Designated Alternate for that position unless specifically stated otherwise.

Mayor or Deputy Mayor or Acting Mayor

The Mayor or the Deputy Mayor or Acting Mayor is specifically responsible for the following:

- If required, activating the Emergency Notification System
- Declaring a State of Emergency exists
- Declaring the Termination of a State of Emergency
- Participating in the Emergency Control Group
- Ensuring that councillors are advised of the declaration and termination of any State of Emergency, and that they are kept apprised of the Emergency situation
- Advising area MPP(s) and MP(s) of the Emergency situation
- Announcements and media releases

General Manager of Community Services or County Manager or Acting County Manager

The General Manager of Community Services or County Manager or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating in the Emergency Control Group
- Advising the Mayor on municipal policies and procedures, as appropriate.
- Coordinating all operations within the Emergency Operations Centre
- Scheduling and chairing regular meetings of the Emergency Control Group during an Emergency
- Ensuring the provision of support staff to assist the Emergency Control Group with the co-ordination, collection and dissemination of information relative to the Emergency
- Ensuring that a communication link is established between the ECG and the Emergency Site Manager
- Ensuring that the preparation of reports on the Emergency and post-Emergency debriefing, are completed as required
- Ensuring that the mandatory notifications occur as required
- Ensuring that any other individuals, groups, agencies or ministries are notified to attend meetings of the Emergency Control Group when required
- Refer to the IMS Command "P" on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC

Norfolk O.P.P. Detachment Commander or Designate

The Norfolk O.P.P. Detachment Commander or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a policing plan for the continued protection of life and property and the provision of law and order
- Advising the Emergency Control Group on all matters relating to police responsibilities, resources, and requirements
- The provision of police services in establishing emergency site perimeters, evacuation centres, morgues, and other facilities, as required
- Enforcing evacuation orders as required
- Notifying the coroner of fatalities and acting as an agent for the Chief Coroner of Ontario
- Liaison with other municipal, provincial and federal police agencies, as required
- Obtaining required police and security resources from other jurisdictions.
- When required, providing the Emergency Site Manager as appointed by the Emergency Control Group
- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC
- Have the OPP Site Commander use the IMS Command “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance when in that role at the site

Fire Chief or Designate

The Fire Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Development of a fire and/or rescue tactical plan for the area affected by the Emergency
- The protection of life, property and the environment through the provision of fire, rescue and when required emergency medical services
- Advising the Emergency Control Group on all matters relating to fire protection services, technical and other rescues, and hazardous materials response
- Liaison with other municipal and provincial officials concerned with fire protection services
- Obtaining required fire and rescue resources from other jurisdictions.
- When required, providing the Emergency Site Manager as appointed by the Emergency Control Group
- Initiate Radio Operators to manage the radio system for communication with site
- Initiate radio message runners to ensure messages are delivered to and from the EOC to the radio operator

- Have the Fire Site commander use the IMS Command “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance when in that role at the site.
- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC.

Paramedic Services Chief or Designate

The Paramedic Services Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing of an EMS tactical plan for the area affected by the Emergency
- The protection of life through the provision of emergency medical services
- Advising the Emergency Control Group on all matters relating to EMS response
- Liaising with other municipal and provincial officials (including the MOHLTC CACC) concerned with emergency medical services
- Obtaining required EMS resources from other jurisdictions
- When required, providing the Emergency Site Manager as appointed by the Emergency Control Group
- Liaising with hospitals regarding the distribution of injured
- Have the EMS Site commander use the IMS Command “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance when in that role at the site
- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC

General Manager, Public Works or Designate

The General Manager, Public Works or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participate as a member of the Emergency Control Group
- Developing a plan for the continued operation of storm and sanitary sewers systems, road infrastructure, potable and firefighting water systems, solid waste management, and general engineering matters
- Developing a plan for the continued operation of all essential county vehicles.
- Developing a plan to provide heavy or specialized equipment and services support as required
- Security of county facilities
- Advising the Emergency Control Group on all matters relating to county infrastructure protection and operations
- Liaising with other municipal and provincial officials with respect to environmental and infrastructure issues
- Obtaining required engineering, public works or environmental services from other jurisdictions as required
- When required, providing the Emergency Site Manager as appointed by the Emergency Control Group

- Have the PW Site commander use the IMS Command “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance when in that role at the site
- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC

General Manager, Health & Social Services or Designate

The General Manager, Health & Social Services or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a plan for the coordination of responsibilities and activities of all divisions within the Health and Social Services Division
- Advising the Emergency Control Group on all matters relating to Health and Social Services
- Coordinating with the Medical Officer of Health regarding matters of public health
- Liaison with other municipal and provincial officials with respect to Health and Social Service matters
- Obtaining required assistance for the provision of Health and Social Services from other jurisdictions or Agencies as required
- Coordinating the operations of emergency reception centres and evacuation shelters
- Have the H&SS Site commander use the IMS Command “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance when in that role at the site
- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role in the EOC

Medical Officer of Health or Designate

The Medical Officer of Health or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Coordinating with the General Manager, Health and Social Services regarding the Divisions’ role in the emergency
- If the emergency situation permits, acts as a coordinating link for all health services at the EOC
- Advising the Emergency Control Group on all matters which may adversely affect public health
- Coordinating response to disease related emergencies of anticipated emergencies such as epidemics, according to MOHLTC policies and the Health Unit plan
- Ensuring coordination of all efforts to prevent and control the spread of disease during an emergency

- Refer to the IMS Operations or Planning “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role

General Manager, Treasurer/CFO, Financial Services

The General Manager, Treasurer/CFO Financial Services or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Advising the Emergency Control Group on all matters relating to finances
- Developing a plan for the coordination of responsibilities and activities of all divisions within the Financial Services Division
- Advising the Emergency Control Group on all matters relating to financial matters
- Tracking the ongoing costs related to an emergency
- Liaising with other municipal and provincial officials with respect to financial matters
- Refer to the IMS Financial “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role

Clerk/Manager, Council Services or Designate

The Clerk or designate is specifically responsible for:

- Participating as a non-voting member of the Emergency Control Group.
- Creating and maintaining a permanent record of all significant events, decisions, actions, and outcomes of the ECG
- Coordinating and directing, as required, the creation and maintenance of permanent records by all other county staff or other persons assigned to record keeping during the management of the Emergency
- Advising the Emergency Control Group on all matters relating to creation and maintenance of permanent records related to the management of the Emergency.
- Performing official notifications as directed by the ECG

Information Officer or Designate

The Information Officer or designate is specifically responsible for:

- Participating as a non-voting member of the Emergency Control Group
- Identifying staff assistance as may be required for managing information during an emergency
- Maintaining current information on pertinent public issues related to the management of the Emergency
- Developing public information releases in accordance with direction from the ECG
- Coordinating public information releases with the Emergency Site Information Officer

- Meeting with members of the media to provide briefings in accordance with direction from the ECG
- Establishing and operating a briefing and work room for the media
- Advising the Emergency Control Group on all matters relating to media relations, information release, and public relations
- Establishing and maintaining clear communication pathways both internally and externally to all parties involved in handling the emergency as well as partners and stakeholders
- Refer to the IMS EIO “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role

Community Safety Officer

The Community Safety Officer or designate is specifically responsible for:

- Acting as a liaison officer in the EOC
- Organizing and conducting the training of the ECG, their alternates and other support staff of the ECG
- Act as an alternate to the CEMC
- Refer to the IMS “P” on the SharePoint page (EOC Documents, Placemats) and use it for assistance with the role

CEMC Appointment

The Fire Chief is hereby designated as the Community Emergency Management Coordinator for Norfolk County with the Deputy Fire Chief, and the Community Safety Officer being designated as the CEMC alternates.

CEMC Authority and Responsibility

The Community Emergency Management Coordinator has the authority and responsibility to:

- Coordinate the development and implementation of the Norfolk County Emergency Management Program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and organizations outside government that are involved in emergency management
- Maintain and publish the Norfolk County Emergency Response Plan and supporting documents and coordinate all revisions thereto
- Ensure that complete and up-to-date copies of all Norfolk County Emergency Response Plan components are placed and maintained in each of the Emergency Operation Centres identified in the Plan
- Complete the training that is required by the Chief, Ontario Fire Marshall Emergency Management
- Report to the Emergency Management Program Committee on his or her work

EMERGENCY SITE MANAGER (ESM)

ESM Appointment

When required, an Emergency Site Manager (ESM) will be appointed by the Emergency Control Group. In some circumstances an Emergency may not have a defined site, for example a pandemic emergency, and therefore the ECG may determine that the appointment of an ESM is either not required, or that more than one ESM for more than one site is required.

In general, the lead agency involved in the specific type of emergency will normally provide the ESM but the ECG may choose another person who is better qualified, more available, or who is better positioned to site-manage the expected long term direction of an incident.

In most cases of a fast paced emergency, by the time the ECG is assembled and able to appoint an ESM, an official from one of the responding emergency agencies will already have been established as the incident commander. Alternatively a unified command system may have already been established through mutual consensus of the various agencies operating together at the location of the Emergency. Should an agency incident commander be appointed an ESM, they will be required to relinquish command in order to fill the position of ESM.

If it chooses to do so the ECG may confirm the above situation by appointing the incident commander as the ESM, and the ECG is generally encouraged to do so. However, the ECG must also consider the following criteria when making this decision:

- Availability of a suitable person and approval of their agency
- Sustainability for 24/7 operations (i.e. is there a qualified alternate?)
- The person's training and field experience with similar emergencies
- The person's knowledge of other responding agency responsibilities and capabilities
- The person's team management skills

If an ESM is not appointed the IC should implement an Incident Management System utilizing the principles of integrated incident management as shown in the authority and responsibility of the ESM.

ESM Reporting

Once appointed, the ESM will no longer exclusively direct the operations of his/her agency, but will instead appoint another senior and competent member of their agency to assume direct command of that agency's resources at the Emergency Site. Thereafter, the ESM shall, to the extent practical, deal with their own Agency at "arms-length" as one of several Agencies at the site.

The ESM reports to the ECG through the Chair.

ESM Authority and Responsibility

The Emergency Site Manager has the authority and responsibility to:

- Represent the authority of the ECG at the emergency site
- Understand that outside the emergency area the Emergency Control Group and other staff are endeavouring to manage and sustain day-to-day operations in the community
- Implement an Incident Management System utilizing the principles of integrated incident management and including the following major functions
- Establish an Operations function at the site
- Liaise with all responding agency resources regarding the direction of operations
- Ensure that overall site operations, conditions, and outcomes are monitored and in consultation with other responding agencies provide corrective direction where appropriate
- Mediate conflicts between agencies and contact the Emergency Control Group Chair should he/she be unable to satisfactorily resolve matters
- Establish a Planning function at the site, that may include:
 - Establish an inner and outer site perimeter and a site plan that will include a staging area, a command post area, a media reception area, and site access points.
 - Regular chair and ad-hoc meetings with the responding agency commanders to share knowledge and information, establish objectives, prioritise resources, coordinate activities, and delegate tasks.
 - Ensure that priorities, tasks, tactics, and contingencies have been established to contain the problem.
 - Understand laws and policies that must be taken into consideration during the management of the Emergency.
 - The conservation of limited resources where appropriate.
 - A Plan to sustain operations over a prolonged or escalating emergency.
 - Ensure an orderly and safe downscale of efforts as the emergency progresses.
 - Ensure the compilation and the maintenance of a chronological log and details of all significant decisions, actions, outcomes, and meetings.
- Establish an incident safety function at the site that may include:
 - Evaluate hazards and risks associated with the management of the incident
 - Establish exclusion zones where public evacuation is required
 - Ensure that incident safety guidelines followed as appropriate
- Establish a Logistics function at the site that may include:
 - Establish a resource staging area
- Maintain a communication link with the ECG Chair and provide a flow of accurate information, advice, and resource requests required for managing the emergency
- Request assistance from responding agencies for communications and other emergency site management tools
- Establish an inner and outer site perimeter and a site plan that will include a staging area, a command post area, a media reception area, and site access points

- Regular chair and ad-hoc meetings with the responding agency commanders to share knowledge and information, establish objectives, prioritise resources, coordinate activities, and delegate tasks
- Ensure that priorities, tasks, tactics, and contingencies have been established to contain the problem
- Understand laws and policies that must be taken into consideration during the management of the Emergency
- The conservation of limited resources where appropriate
- A Plan to sustain operations over a prolonged or escalating emergency
- Ensure an orderly and safe downscale of efforts as the emergency progresses
- Ensure the compilation and the maintenance of a chronological log and details of all significant decisions, actions, outcomes, and meetings
- Ensure that responding agencies are aware of human and material resources that are available to mitigate the Emergency
- Ensure that responding agencies address the needs of their staff with regards to stress, fatigue, food, shelter, and relief in order to achieve sustainable operations
- Exercise foresight as to likely future events in the management of the emergency such as additional resource requirements, weather, lighting, etc.
- Establish an Administration/Finance function at the site that may include:
- Collect and process on-duty time for all site personnel, including volunteer and agency representatives
- Maintain financial records for the response and the recovery throughout the event. Keep the EOC Administration/Finance Section Chief aware of the current fiscal situation
- Ensure that all financial records are maintained throughout the event or disaster
- In consultation with the EOC Administration/Finance Section Chief determine any spending limits, if any
- Establish a Site Information Officer whose function is to:
- Establish and maintain a communications link with the EOC
- Be the principle point of contact for representatives from other agencies arriving at the site
- Ensure that communications with the appropriate external non-represented agencies (such as utilities, transportation, volunteer organizations, private sector etc.) is established and recorded
- Be the principle spokesperson for media releases at the site
- Assist the ESM with the coordination of meetings (business cycle)

ECG SUPPORT GROUP

Most emergency situations will have a unique set of circumstances. The number of persons and agencies required to respond as well as any needed areas of expertise to successfully manage an emergency will vary with each emergency.

The Emergency Control Group shall utilize any and all Norfolk County staff that is required to mitigate the emergency. Where necessary they should request additional resources from other agencies as may be appropriate.

Support Group Members

In particular the following staff may be required to provide support, logistics, and advice directly to the Emergency Control Group and for that purpose may be requested to attend at the EOC or other specified location.

- **Manager of Employee and Corporate Services**
 - Alternate: Manager, Organizational Health & Wellness Programs
- **Manager of Planning**
 - Alternate: Chief Building Official
- **Manager of Revenue and Taxation Services**
 - Alternate: Manager of Financial Planning and Reporting
- **Manager of Fleet**
 - Alternate: Manager
- **Manager of Environmental Services**
 - Alternate: Manager of Engineering
- **Manager of Information Technology**
 - Alternate: Applications Database Support Coordinator
- **Manager, Haldimand Norfolk Health Unit**
 - Alternate: Program Coordinator, Healthy Environment Team
- **Supervisor of Haldimand Norfolk Social Services & Housing**
 - Alternate: Supervisor of Ontario Works
- **Manager of Corporate Support Services**
- **County Solicitor (contract)**
 - Alternate: 2nd County Solicitor
- **CEO Norfolk General Hospital**
 - Alternate: Manager, Facilities, Norfolk General Hospital
- **Manager of Watershed Services Long Point Region Conservation Authority (LPRCA)**
 - Alternate: Water Resources Analyst. LPRCA

Support Group Responsibilities

The specific responsibilities and activities of the Emergency Support Group are specified in their corresponding Divisional Emergency Plans.

Support Group Contact Procedure

Support group members shall be contacted selectively in accordance with the directions of the ECG. The procedure for contacting the members of the Support Group is contained in the Notification Procedures Section as a “Stage 2” Notification. Any Support Group Personnel will be contacted by the Division requiring additional support.

EMERGENCY OPERATIONS CENTRE (EOC)

The Emergency Operations Centre (EOC) is the collective name for the series of rooms and/or other facilities that serves as the main centre of activity for the Emergency Control Group.

Establishment

The EOC is identified, established, and equipped for the intended purpose, in advance of any emergency and in accordance with the provisions and requirements in this plan. Several EOCs are specified in order to provide alternatives as might be required by circumstances.

Despite the establishment and equipping of EOCs in advance of any emergency, it may be necessary due to unforeseen circumstances to establish the EOC in a location other than that identified in this plan. In that case all efforts shall be made to set up such unplanned EOC such that it meets the requirements as described in this plan.

Activation

In the event of an emergency, whether declared or not, an Emergency Operations Centre (EOC) will be opened and activated. The Emergency Control Group, the Support Group and any assigned support staff will congregate and work together at the Emergency Operations Centre that is specified at the time of the activation of the ECG. At least initially, the designated EOC shall generally be the primary EOC.

Other Activities Prohibited

No other activity shall be established either in or adjacent to an activated EOC during an emergency that might compromise or interfere with the effective and efficient operations of the EOC or with the ECG or other staff assigned to the EOC. This may mean the partial or complete suspension of non-emergency activities that are normally conducted in the facilities designated as the active EOC.

The media shall not be permitted to access the EOC except directly to and from the media briefing and media work room(s) as are identified in the plan.

In general, members of the public shall not be permitted to access the activated EOC except directly to or from the reception area and/or the citizen inquiry and registration room(s) as are identified in the plan.

EOC Facilities

Each EOC identified in this plan shall be provided and equipped with the Norfolk County Emergency Response Plan and Supporting Documents. Any EOC that might be established at the time of an emergency shall, to the extent possible, be equipped with the minimum essential facilities.

Location of Emergency Operation Centres

Primary:

The primary Emergency Operations Centre is located at Gilbertson Administration Offices at 12 Gilbertson Drive, Simcoe. The media room is the Social Services Board Room.

First Alternate:

The first alternate Emergency Operations Centre is located at Langton Administration Building, 22 Albert Street, Langton. The media room is the meeting room on the upper level.

Second Alternate:

The second alternate Emergency Operations Centre is located at County Administration Building, 50 Colborne Street South, Simcoe. The media room is tbd.

TESTING AND MAINTENANCE OF THE PLAN**Responsibility**

The Norfolk County Emergency Response Plan and supporting documents shall be maintained and published by the Community Emergency Management Coordinator (CEMC) for Norfolk County. All members and alternates of the Emergency Control Group will participate in any formal plan review.

Divisional Emergency Plan(s) (DEP) shall be developed by the General Manager to which the DEP belongs. The completed DEP will be forwarded to the Community Emergency Management Coordinator, to be included with the supporting documentation of the Norfolk County Emergency Response Plan.

Revisions to all Divisional Emergency Plans, including revisions to any notification or contact lists contained in the DEP shall be the responsibility of the appropriate General Manager. All revisions shall be forwarded as they occur to the Community Emergency Management Coordinator who will publish them.

The Community Emergency Management Coordinator will ensure that complete and up-to-date copies of all Norfolk County Emergency Response Plan components are placed and maintained in each of the Emergency Operation Centres identified in this plan.

All General Managers are responsible to ensure that all members of their staff receive sufficient orientation and training on their individual duties and responsibilities as identified in the Norfolk County Emergency Response Plan and their Divisional Emergency Plan.

All General Managers are responsible to ensure that all members of their staff are provided with the resources necessary to execute their duties and responsibilities during an Emergency.

Formal Revision Procedure

All components of the Norfolk County Emergency Response Plan and all supporting documents will be formally reviewed at least once annually.

The Community Emergency Management Coordinator is responsible for the review of all supporting documentation. The review of the documentation shall consist of a circulation for input to all members and alternates of the Emergency Control Group, to all General Managers, the County Manager, and to the Mayor. This review

circulation will happen in September of each year. All review input shall be received within thirty (30) days of circulation.

Divisional Managers are responsible for the review of their DEP. The formal review of all Divisional Emergency Plans shall consist of a circulation for input to all Divisional Managers of the applicable Division and to other key staff positions that have specific responsibilities in the DEP. Each DEP shall also be circulated to the Community Emergency Management Coordinator for comment. This review circulation will happen in September of each year. All review input shall be received within thirty (30) days of circulation.

All review input received will be collected and collated by the Coordinator within two (2) weeks of the end of the review circulation period and thereafter a meeting of the ECG will be called. All proposed revisions that are of a substantive nature will be discussed and agreed upon by the ECG members. Any changes proposed to any particular Divisional Emergency Plan will be evaluated for impact both within and without the applicable Division. Agreement of the ECG will be required for substantive changes to be finalized.

Revisions to all the supporting documentation and minor administrative changes to any portion of the Norfolk County Emergency Response Plan may be made without the approval or review of Council or of the ECG if such revisions do not change the intent or authority of the Plan and are not considered substantive. The Community Emergency Management Coordinator shall evaluate all proposed changes for such purposes. Revisions that are not of a substantive nature may be made at any time and distribution of revised documents shall be made.

Unscheduled Revision

If circumstances or information indicates the urgent need for a substantive revision to any portion of the Norfolk County Emergency Response Plan, then such urgent substantive revision may be proposed and evaluated without the need to await a formal revision period. Such urgent substantive revision shall be reviewed by the ECG in the normal manner. Urgent substantive revision proposals shall be forwarded to the Community Emergency Management Coordinator who will bring them to the ECG.

Council Approval

Any substantive revisions arising from a revision procedure are subject to the review and approval of Council for a change to the By-Law Schedule. The Community Emergency Management Coordinator will prepare a suitable report to Council recommending the adoption of the revisions accepted by the ECG.

Exercises of the Plan

In accordance with legislated requirements and guidelines regular exercises will be conducted in order to test the overall effectiveness of this emergency plan and to provide training to the Emergency Control Group and other support staff. The following exercises are required.

- Twice annually test the communications process by performing both a Stage 1 (ECG) and Stage 2 (Support Group) Notification exercise

- Annually conduct a table-top exercise that includes all members of the ECG, alternates, and support personnel as required. The scenario shall be determined by the Community Emergency Management Coordinator

Any recommendations for revisions to the Plan that arise from such exercises shall be brought forward for discussion as part of the formal revision procedure.

Maintenance of Communication Equipment

As part of the annual exercise or as a separate test all communications equipment, services, and specific communications provisions shall be thoroughly tested. This includes testing of all equipment in the EOCs and in other facilities as the case might be.

Any problems detected from notification or communications equipment tests shall be resolved as soon as possible.

Records of Tests and Plan Maintenance

Thorough records of all tests of equipment, procedures, or exercises shall be kept. These records shall include the names of participants, chronological logs, results, problems, and the name of the tester. Problems encountered shall be rectified and a record of these resolutions maintained.

Records of all tests and exercises will be recorded on the provided forms. The Community Emergency Management Coordinator will forward copies of all exercise records to the Province. The Community Emergency Management Coordinator shall develop testing records and shall maintain all completed records resulting from such testing.

BUDGETING AND FINANCIAL CONSIDERATIONS

In accordance with legislated requirements the Council for the Municipality of Norfolk County shall annually budget sufficient funds for all required aspects contained in this plan, including the following:

- Review and maintain the Norfolk County Emergency Response Plan
- Establish and maintain the primary and alternate(s) Emergency Operations Centres
- Provide training to staff in their duties and responsibilities
- Conduct the required exercises and testing as specified in this plan
- Provide the necessary equipment, supplies, and resources required for being prepared to respond to an emergency as designed in this Norfolk County Emergency Response Plan
- Provide provincially required public awareness to Norfolk County residents

EMERGENCY WIND-UP AND RECOVERY

ECG Step-Down

The ECG shall continue to evaluate every emergency with a view to determining when the State of Emergency should be terminated and at what point the ECG may be formally stepped-down and operations may be returned to normal procedures.

The formal termination of the State of Emergency does not usually or necessarily signify the need for the ECG to stop operating in its intended capacity. Neither does it signify the point at which the provisions of the Norfolk County Emergency Response Plan cease to be followed. For clarity, the ECG shall continue to meet and to direct the mitigation of the emergency as long as the ECG feels it is relevant to do so.

After the ECG ceases to direct the mitigation of the emergency, or at any point prior to that occasion, an Emergency Recovery Committee shall be formed to direct the recovery of social stability and the economic health of the community.

Recovery Plan

Norfolk County Council if required will initiate the Recovery Plan in accordance with the provisions contained in that specific plan.

DIVISIONAL EMERGENCY PLAN (DEP) REQUIREMENTS

Responsibility

All Norfolk County Divisions shall prepare a detailed Divisional Emergency Plan (DEP) in accordance with the responsibilities assigned the Divisional under the Norfolk County Emergency Response Plan. These plans must coordinate and compliment the Norfolk County Emergency Response Plan, and must also complement the Emergency Plans of other Divisions.

Each Division's General Manager shall designate a specific member of staff to maintain and revise its Divisional Emergency Plan.

Divisional Emergency Plans will contain a number of components designed to ensure that all staff members of a Division and its divisions know what their duties and responsibilities will be during an Emergency.

In many cases these staff members will be required to do tasks that are not part of their normal daily routine. In these cases, those staff members will require orientation and training well before any Emergency occurs. Each manager is responsible for ensuring that staff is prepared to execute their duties under the plan.

Plan Components

Each Divisional Emergency Plan shall address all items contained in the following list. For consistency, all Divisional Emergency Plans shall be arranged in the same order as this list.

- Organizational chart during an Emergency
 - this may differ significantly from normal operations
 - connections to other Division resources must be shown
- Overall responsibilities of the Division during an Emergency
 - this is expanded from the Emergency Control Group list or

- alternately, is stated for the first time if not a member of that group
- Expanded responsibilities and duties list with persons assigned
 - grouped by identified responsibility or operational areas
- Detailed duties plan with specified actions and checklists
 - group into sections as desired
 - develop forms and other cheat sheets as required
- Staff Contact and Notification List
 - identify alternates
 - include all contact information
 - follow standard format provided
 - log all contacts
- Resource plans
 - identify people, facilities, equipment, skills, sources, and maintenance
 - include contact information
- List of “upstream” dependencies
 - cross-divisional impact **on** the division
 - other Division or agency actions that will affect your emergency operations
 - other Division or agency operations that the Division will report to
- List of “downstream” dependents
 - cross-divisional impact **by** the Division
 - Division actions that will affect another Division’s emergency operations
 - other Division or agency operations that you will be controlling
- Communications and accountability plan
 - how to keep in contact with your staff (radio, phone, fax, meeting places)
 - back-up provisions
 - where and when to meet (initially, regular schedule, emergency)
 - update intervals (when to report, how, where)
 - which facilities to staff
 - how to track your people and resources
- Record Keeping
 - logging of significant events, decisions, activities
- Sustainability plan
 - staff rotations
 - food and accommodations (coordinate with Resource Sector)
 - staff’s family needs are considered
- Provision of standard forms (list for determination on standardization)
 - for declaring an Emergency
 - event logging, purchasing
 - use of facilities
 - use and tracking of resources
 - manpower (employee and volunteer)
 - tracking of evacuees, etc.
 - coordination of form design and development will avoid duplication of effort
- Contingency plans if unable to fulfill obligations

- who will fill gaps (contractor, other Division, volunteers)
 - impact if fail to meet obligations
- Wind-down of operations
 - down-staffing
 - getting back to normal

VOLUMES 1 AND 2 OF SCHEDULE 'A' (EMERGENCY RESPONSE PLAN) TO
BYLAW 2017- CONTAIN CONFIDENTIAL REFERENCE INFORMATION.