

EMERGENCY RESPONSE PLAN



THE CORPORATION OF THE MUNICIPALITY OF BROOKE-ALVINSTON

Revised: December 2021

THE CORPORATION OF THE MUNICIPALITY OF BROOKE-ALVINSTON
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INTRODUCTION

In order to protect residents, businesses and visitors, the municipality requires a coordinated emergency response by a number of agencies under the direction of the Community Control Group (CCG). These are distinct arrangements and procedures from the normal, day-to-day operations carried out by emergency services.

The Emergency Management Program Committee of the Municipality of Brooke-Alvinston developed this Emergency Response Plan in accordance to the Community Risk Profile. Every official, municipal department and agency listed in the Emergency Response Plan must be prepared to carry out assigned responsibilities in an emergency. The Emergency Response Plan has been prepared to provide key officials, agencies and departments important emergency management information related to:

- arrangements, services and equipment
- roles and responsibilities during an emergency

For this Emergency Response Plan to be effective, all participating agencies and departments must be familiar with its provisions and procedures. The information contained within this plan must be reviewed, tested and maintained on a regular basis in order for it to remain effective, appropriate, and up-to-date as municipal officials, corporate structures and the nature of emergencies change over time.

It is important that residents and businesses be made aware of the Plan's provisions. Copies of the Municipality of Brooke-Alvinston Emergency Response Plan may be viewed at the Municipal Office. For more information, please contact:

Community Emergency Management Co-ordinator (CEMC)
Municipality of Brooke-Alvinston
3236 River Street; P.O. Box 28
Alvinston, ON N0N 1A0
Phone: 519-898-2173 Fax: 519-898-5653
Email: firechief@brookealvinston.com

AIM

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to safeguard property and the health, safety and welfare of the inhabitants of the Municipality of Brooke-Alvinston when faced with an emergency.

AUTHORITY

The Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 is the legal authority for this emergency response plan in Ontario.

The Emergency Management and Civil Protection Act states that: "*The Head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency response plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.*"

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As enabled by the Emergency Management and Civil Protection Act, this Emergency Response Plan and its elements have been:

- issued under the authority of Municipality of Brooke-Alvinston By-Law # 67 of 2016 and filed with Emergency Management Ontario

DEFINITION OF AN EMERGENCY

The Emergency Management and Civil Protection Act defines an emergency as:

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

For the purpose of this plan, an emergency may be defined as a situation or the threat of an impending situation, abnormally affecting the health, safety, welfare and property of the residents of the Municipality of Brooke-Alvinston, which by nature of its magnitude, requires a controlled and coordinated response by multiple agencies, under the direction of the Community Control Group (CCG). Emergencies are distinct from the normal daily routine carried out by municipal first response agencies/departments such as fire, police, EMS, health, etc.

When an emergency exists but has not yet been declared to exist, 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 Municipality. The subordinate plans attached as Appendices to this document, may also be implemented, in whole, or in part in the absence of a formal decision.

MAINTENANCE AND REVIEW

Internal Procedures: Each department, service or agency (i.e. Red Cross, OPP) involved or identified in this plan shall be responsible for preparing their own emergency operating procedures and shall be responsible for training their staff on the emergency procedures and expectations during an emergency.

Annual Review: At a minimum, this plan will be reviewed annually for accuracy by the Brooke-Alvinston Community Emergency Management Program Committee (EMPC). The plan will be reviewed for effectiveness through emergency exercises on an annual basis, testing the plan in whole or in part. The CEMC and the Emergency Management Program Committee (EMPC) will make the appropriate changes to the plan as a result of these reviews and tests.

Amendments: Major amendments to the plan require formal Council approval. Formal Council approval is not required for the following:

- Changes or revisions to the Appendices
- Minor editorial changes, i.e. editorial changes to text, section numbering, reference changes, or changes to references to Provincial status

Flexibility: No Emergency Response Plan can anticipate all of the varied emergency situations that may arise in a community. During the course of implementation of this plan in an emergency situation, members of the Community Control Group (CCG) in the course of conducting their assigned roles and responsibilities may exercise flexibility. To

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ensure that the public health, safety and welfare of the community are of utmost priority in the emergency response, minor deviations from the Emergency Response Plan may be permitted.

COMMUNITY CONTROL GROUP (CCG)

Composition - Emergency operations will be directed and controlled by the elected and appointed officials listed hereunder who will assemble for this purpose at an Operations Centre. This group will be known as the Community Control Group (CCG) and will be composed of:

- a) Mayor or designated Alternate;
- b) Administrator-Clerk or Alternate;
- c) Community Emergency Management Coordinator or Alternate;
- d) Fire Chief or Alternate;
- e) Public Works Manager or Alternate;
- f) Medical Officer of Health (as required);
- g) Canadian Red Cross Sarnia-Lambton Branch (as required);
- h) Manager of Lambton Emergency Medical Services or Alternate (as required);
- i) Lambton O.P.P. Inspector or Alternate (as required);
- j) Emergency Information Officer

The CCG may be expanded to include other representatives or additional personnel (i.e. OFMEM, Ministry of the Environment, St. Clair Region Conservation Authority, secretarial assistance, etc.) depending on the nature of the emergency.

Assistance may be requested from County of Lambton agencies at any time by contacting the County Warden. The request shall not be deemed to be a request that the county assume authority and control of the emergency.

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting Emergency Management Ontario.

Initial Contact - In the event of a real or potential emergency requiring the activation or notification of the Community Control Group, the lead agency (OPP, EMS, or Fire etc.) will contact the Community Emergency Management Coordinator (CEMC). Any member of the Community Control Group may also initiate the activation procedure by contacting the CEMC. If time permits, the CEMC will contact the Head of Council to discuss the situation and determine if the Community Control Group should be activated.

Notification/Activation - If it has been determined that the Community Control Group should be activated, or to be put on stand-by, the CEMC and Mayor will contact any remaining members of the Community Control Group.

All calls should be prefixed "This is a Brooke-Alvinston Emergency Alert", followed by personal identification, nature of the emergency, plus directions stating where and when to report. The caller delivering this message must record the date and time each member (or alternate) of the CCG was contacted, and response received from the person they were calling.

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The Community Control Group may function with only a limited number of persons depending upon the nature of the emergency.

On receipt of the emergency alert call, each member of the Community Control Group will:

- Alert their own department as required, ranging from a warning, to stand-by to complete participation.
- Bring any required items, including a copy of the Emergency Response Plan, extra clothing, phone list, cell phone ID, etc.
- Proceed immediately to the identified Emergency Operations Centre and report to the Chair of the Emergency Control Group of the status of their organization and resources.

Upon declaring an emergency, the Mayor will notify EMO, the Ministry of Community Safety & Correctional Services, Council, the County Warden, neighbouring community officials as required, MPP and MP.

Operation Cycle - Members of the Community Control Group will gather at regular intervals to inform each other of actions taken and/or problems encountered. Each member will report on the following:

- New information on threats, progress and results during last operation cycle meeting, and recommendations for new or continued mitigation strategies,
- Present threats in order of severity and the plan to limit threats according to priority for the next operation cycle meeting, and
- Schedule for team meetings.

Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities. The Emergency Operation Centre Recording Secretary will keep minutes of these meetings and maintain a status board. The Incident Commander on-site needs to assure that decisions about actions at the site are consistent with the Community Control Group decisions. Consistency is achieved by means of regular communications and consultations between the Incident Commander and the Administrator-Clerk.

Emergency Operations Centre - The locations of the primary and alternate Emergency Operation Centres are detailed in Appendix B.

ROLES AND RESPONSIBILITIES

Community Control Group

The role of the CCG is that of long term contingency planning, policy making and most importantly, support for the emergency site team. The members of the Community Control Group are likely to be responsible for the following actions or decisions:

- Coordinate all emergency support operations during and after the emergency;
- Ensure there is no interruption in the provision of emergency services and essential services in unaffected areas outside the emergency site;

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- Call out and mobilize their emergency services, agencies and equipment;
- Coordinate and direct their service and ensure that any actions necessary for the mitigation of the effects of the emergency are taken provided they are not contrary to law;
- Ensure adequate emergency service provisions are maintained outside and separate from those responding at the emergency site;
- Determine if the location and the composition of the Community Control Group are appropriate;
- Advise the Mayor as to whether the declaration of an emergency is recommended and what area(s) should be designed as an emergency area;
- Advise the Mayor on the need to designate all or part of the community as an emergency area;
- Ensure that an Incident Commander is appointed at the emergency site;
- Ensure support to the Incident Commander by offering equipment, staff and resource as required;
- Order, coordinate and/or oversee the evacuation of inhabitants considered to be in danger;
- Arrange to have utilities or services provided by public or private concerns, i.e. hydro, water, gas discontinued;
- Arrange for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs;
- Notify and request assistance from, and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determine if appeals for volunteers are warranted;
- Determine if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensure that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer (EIO) for dissemination to the media and public;
- Determine the need to establish advisory groups and or subcommittees/working groups for any aspect of the emergency including recovery, and if so, determine the chair and composition of that committee(s), along with reporting structure;
- Authorization of expenditures required dealing with the emergency;

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- Notify the service, agency or group under their direction, of the termination of the emergency;
- Maintain a log outlining decisions made and actions taken, and submitting a summary of the log to the CEMC for preparation of a report;
- Participation in post-emergency debriefing;
- Consider entering into the Recovery Phase if needed
- Consider making application for ODRAP and make arrangements as required.

Mayor / designated Alternate

Upon learning of a declared or potential emergency, the Mayor or designated Alternate will consider the possible need for activation of the Emergency Response Plan and if warranted, he/she should trigger the alert system. He/she will then report to the Emergency Operations Centre to sit as a member of the CCG and to perform the following functions and responsibilities:

- Provide overall leadership in responding to an emergency
- Chair the Community Control Group
- Declare an emergency within the designated area
- Declare that the emergency has terminated (Note: Council may also terminate an emergency). When terminating an emergency, notification should be given to the Council, Warden, public, neighbouring communities, MPP and MP.
- Notify the Office of the Fire Marshal and Emergency Management (OFMEM), Ministry of Community Safety and Correctional Services, of the declaration of the emergency, and termination of the emergency
- Make decisions, determine priorities and issue operational direction with assistance from the department heads
- Request assistance from the County of Lambton or other levels of government, if required
- Ensure the members of Council, the MP and MPP are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation
- Maintain a personal log of all actions and participate in the post-emergency debriefing
- Act as the Media Spokesperson and conduct media briefings, as arranged and prepared by the Emergency Information Officer

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- Establish a communication link and regular liaison with the Emergency Information Officer (also CEMC) at the Emergency Operations Centre
- Maintain a personal log of all actions taken.

Administrator-Clerk / Alternate

The Administrator-Clerk is also the Alternate CEMC for the Municipality of Brooke-Alvinston. The Administrator-Clerk may also assume the role of the Emergency Information Officer. The Administrator-Clerk is responsible to perform any or all of the following functions:

- Manage and coordinate all operations within the Emergency Operations Centre, including establishing the operating cycle
- Acts as the Emergency Information Officer (EIO)
- Ensure an Incident Commander has been appointed at the emergency site
- Ensure that a communication link is established between the Community Control Group and the Incident Commander
- Ensure liaison with the OPP regarding security arrangements for the Emergency Operation Centre
- Advise the Mayor on policies and procedures and all administration matters, as appropriate
- Approve, in conjunction with the Mayor, major announcements and media releases prepared by the Emergency Information Officer, in consultation with the Community Control Group
- Appoint a Citizen Inquiry Supervisor as required by the nature of the emergency
- Call out additional municipal staff to provide assistance, as required
- Ensure the opening, staffing and operation of the Municipal Office, including telephone operators, as required during an emergency
- Direct all actions taken to assist municipal emergency response efforts, and conduct post emergency recovery efforts
- Ensure that a record of issues and problems identified, resolved and yet to be resolved, is maintained throughout the emergency
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

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Community Emergency Management Coordinator / Alternate

Upon learning of a declared or potential emergency, the Community Emergency Management Coordinator (CEMC) should consider the possible need for activation of the Emergency Response Plan, and, if warranted, he/she should trigger the alert system. He/she will then report to the Emergency Operation Centre to sit as a member of the CCG and to perform the following functions and responsibilities:

- Acts as a resource to the Community Control Group
- Activate and arrange the Emergency Operations Centre
- Ensure that security is in place for the Emergency Operations Centre
- Ensure that all members of the Community Control Group have necessary plans, resources, supplies, maps and equipment
- Provide advice and clarification about the implementation details of the Emergency Response Plan
- Ensure all outside agencies, neighbouring municipalities, ministries, etc. are advised of the declaration
- Liaise with OFMEM representatives either at the local or Provincial level
- Provide guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or any other location as required by the Community Control Group
- Ensure liaison with community support agencies (e.g. Canadian Red Cross) as required by the Community Control Group
- Assist the Incident Commander as required by the Community Control Group
- Address any action items that may result from the activation of the Emergency Management Plan and keep the Community Control Group informed of implementation needs
- Maintain the records and logs for the purpose of the debriefs and post-emergency reports; prepare debriefs and reports
- Maintain a personal log of all actions taken
- Coordinate the post-emergency debriefing
- Prepare a post-emergency report for Council

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Lambton OPP Inspector / Alternate

Upon learning of a declared or potential emergency, the OPP Inspector or Alternate should consider the possible need for activation of the Emergency Response Plan, and, if warranted, he/she should trigger the alert system. He/she will then report to the Emergency Operations Centre if requested to sit as a member of the CCG and to perform the following additional functions and responsibilities:

- Advise the Community Control Group regarding the protection of life, property, the provision of law and order, and conducting evacuations
- Establish a site command post with communications to the Emergency Operations Centre
- Provide an Emergency Site Manager if required, depending on the nature of the emergency
- Liaise with the EMS and provide an estimated number of casualties where required; and address safety concerns at the site
- Notify necessary emergency and community services, as required
- Notify the Coroner regarding fatalities
- Coordinate all policing functions in support of the emergency site
- Advise the Community Control Group regarding the most effective use of police resources in support of the emergency response at the emergency site and external to the emergency site
- Establish the inner perimeter within the emergency area
- Establish the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- Provide traffic control staff to facilitate the movement of emergency vehicles at the emergency site
- Alert persons endangered by the emergency and coordinating evacuation procedures
- Provide police service in the Emergency Operations Centre, evacuation centres, morgues, and other facilities as required
- Ensure liaison with other community, provincial and federal police agencies, as required
- Establish physical security at the Emergency Operations Centre
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

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Fire Chief /Deputy Fire Chief

Upon learning of a declared or potential emergency, the Fire Chief or Deputy Fire Chief shall consider the need for possible activation of the emergency response plan, and, if warranted, he/she should trigger the emergency alert system. He/she will then report to the Emergency Operations Centre to sit as a member of the CCG and perform the following additional functions and responsibilities as required:

- Provide the Community Control Group with information and advice regarding all operations associated with fire suppression, fire prevention, hazardous materials response, and fire search and rescue
- Appoint a Fire Incident Commander or Coordinator as required
- Establish an ongoing communications link with the Fire Incident Coordinator at the scene of the emergency
- Inform the County Fire Co-ordinator and / or initiate mutual and arrangements for the provision of additional manpower and equipment if needed
- Determine if additional or special equipment is needed and recommending possible sources of supply, i.e. breathing apparatus, protective clothing
- Provide assistance to other community departments and agencies and be prepared to take charge of or contribute to non-fire fighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation
- Advise the Community Control Group regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Public Works Manager / Alternate

Upon learning of a declared or potential emergency, the Public Works Manager should consider the need for possible activation of the emergency response plan, and, if warranted, he/she should trigger the emergency alert system. There upon he/she should report to the Emergency Operations Centre to sit as a member of the CCG and perform the following additional functions and responsibilities as required:

- Advise the Community Control Group regarding the efficient and effective use of transportation, infrastructure, road maintenance, road clearing, road construction, sanitation resources, and any other engineering and public works matters
- Appoint a Public Works Incident Commander or Coordinator as required
- Open the reception centre, if needed
- Provide for maintenance of the municipal water system if required

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- Ensure construction, maintenance and repair of municipal roads
- Ensure liaison with the Fire Chief concerning emergency water supplies for fire fighting purposes
- Provide for emergency potable water, supplies and sanitation facilities to the requirements of the Medical Officer of Health
- Determine the need for any special equipment or resources and recommend sources of supply to the Community Control Group
- Provide for specialized transportation and response equipment in support of the emergency site
- Ensure liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Provide for public works vehicles and equipment as required by any other emergency services
- Ensure liaison with the Conservation Authority regarding flood control, conservation and environmental matters and being prepared to take preventative action
- Ensure that barricades and flashers are delivered to the emergency site to establish traffic control points and emergency perimeters, as required
- Maintain access and egress to emergency site for emergency vehicles
- Prioritization of roads which will be restored and of which access will be maintained
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Lambton Emergency Medical Service (EMS) Representative

Upon learning of a declared or potential emergency, the EMS Representative should consider the need for possible activation of the emergency response plan, and, if warranted, he/she should trigger the emergency alert system. He/she will then report to the Emergency Operations Centre if requested to sit as a member of the CCG and perform the following additional functions and responsibilities:

- Advise the Community Control Group on all aspects of emergency medical treatment, triage and transportation of the injured
- Appoint an EMS Incident Commander
- Establish ongoing communications link with the EMS Incident Coordinator at the scene of the emergency
- Obtain EMS from other municipalities for support, if required

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- Ensure appropriate triage at the site
- Advise the Community Control Group if other means of transportation is required for large scale response
- Ensure liaison with the receiving hospitals
- Ensure liaison with the Medical Officer of Health, as required
- In conjunction with the EMS Incident Coordinator, assess the need and initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, and forwarding these requests to the Central Ambulance Communications Centre (CACC)
- Assist with the organization and transporting of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required
- In conjunction with the Central Ambulance Communications Centre, provide the main communication link through dispatch among health service, and notifying and requesting assistance of the Ontario Ministry of Health and Long-term Care, Emergency Health Services branch
- Ensure that first aid supplies are available at the emergency site(s) and the evacuation centre(s)
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Medical Officer of Health (MOH)

Upon learning of a declared or potential emergency, the MOH should consider the need for possible activation of the emergency plan, and, if warranted, he/she should trigger the emergency alert system. He/she will then report to the Emergency Operations Centre if requested to sit as a member of the ECG and perform the following additional functions and responsibilities:

- Assess the impact of the emergency situation on the health of the public
- Act as a co-ordinating link for all emergency health services at the CCG
- Assess the impact of the emergency situation on the health of the public
- Advise the public on matters concerning public health, through communication channels established by the Emergency Control Group
- Coordinate the response to disease related emergencies or anticipated emergencies such as epidemics, according to pandemic policies

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- Provide advice on the health and safety aspects of emergency water supplies, sanitation, shelters, food supplies, mass feeding, garbage and sewage disposal
- Assist in response to stress reactions to the emergency (immediate and long term)
- Notify other agencies and senior levels of government of health matters relating to the emergency
- Ensure co-ordination of all efforts to prevent and control the spread of disease during an emergency
- Notify the Public Works Manager regarding the need for potable water supplies and sanitation facilities
- Ensure liaison with voluntary and private agencies (Canadian Red Cross) as required, for augmenting and coordinating public health resources
- Coordinate the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health and Long term Care policies
- Ensure liaison with the Director of Social Services on areas of mutual concern regarding health services in evacuee centres
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Social Services Representative (Canadian Red Cross)

A social services representative shall upon Municipal request, report to the Emergency Operations Centre and sit as a member of the CCG and perform the following additional functions and responsibilities:

- Ensure the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, feeding, registration and inquiries and personal services due to the emergency
- Supervise the opening and operation of temporary and/or long-term evacuee centres, and ensuring they are adequately staffed and maintained
- Establish a communications link between the Emergency Operations Centre and the Emergency Evacuation/Reception Centre(s)
- Arrange for assistance from other organizations and agencies such as Children and Family Services, Victim Services etc.
- Liaise with the Medical Officer of Health on areas of mutual concern regarding operations in evacuee centres

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- Ensure that a representative of the district school boards are notified when facilities are required as evacuee reception centres, and that staff and volunteers utilizing the school facilities take direction from the Board representative(s) with respect to their maintenance, use and operation
- Ensure liaison with nursing homes, homes for aged, and rest homes as required
- Ensure coordination of care of bed-ridden citizens and invalids at home and in evacuee centres during an emergency
- Make arrangements for meals for the staff / volunteers at the Emergency Operations Centre and at the site of the emergency
- Arrange for the emergency purchase of food, clothing, bedding, and supplies that cannot be obtained any other way
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Lambton Roads Department

The Lambton County General Manager, Infrastructure and Development Services or alternate shall upon municipal request for involvement:

- Notify members of the County Roads Department when notified of a municipal emergency situation;
- Report to the Emergency Operations Centre to provide advice to the Mayor on County road-related matters;
- Maintain, clear and control County Roads;
- Assist with traffic control, and evacuations by clearing emergency routes, marking obstacles, providing road signs for County and/or local roads as appropriate;
- Provide engineer materials, supplies, equipment (including communication-equipped vehicles) and manpower as necessary to assist local municipalities.

Emergency Information Officer (EIO)

The Treasurer will assume this role. The EIO is responsible for performing the following functions:

- Advise the Community Control Group on all matters related to information to be presented to the public through the media, the monitoring of information being presented from the media, and taking direction from the Community Control Group

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- Establish a communication link with the Media Spokesperson and any other media coordinator(s), i.e. provincial, federal, private industry, etc., involved in the incident, ensuring that all information released to the media and public is timely, full, accurate and approved
- Ensure that the Emergency Information Centre (EIC) is set up and staffed and a site Emergency Information Centre is set up, if required. The Alvinston Legion Br. 249 shall serve as the EIC.
- Ensure liaison with the Community Control Group to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences
- Organize media briefings and preparing the Mayor and other members of the Community Control Group prior to each media briefing, as required
- At the direction of the Community Control Group, communicating information regarding the emergency to the public through the media using media kits, news releases, press briefings, public service announcements, flyers, telephones, the internet, and public meetings, as required
- Ensure that the following are advised of the telephone number of the media centre:
 - Media
 - Community Control Group
 - Switchboard (County and Emergency Services)
 - Media Spokesperson
 - OPP Communications Officer
 - Citizen Inquiry Supervisor
 - Neighbouring Communities
 - Any other appropriate persons, agencies or business
- Ensure that the media releases are approved by the Community Control Group, prior to dissemination, and distributing hard copies of the media release to the Emergency Information Centre, the Community Control Group, and other key persons handling inquiries from the media
- Monitor news coverage and correct any erroneous information and prepare appropriate responses
- Maintain copies of media releases and newspaper articles pertaining to the emergency
- Coordinates with 211 Ontario during an emergency
- Coordinate media site tours with the Incident Commander and the on-site Media Spokesperson
- Attend all Community Control Group meetings in accordance with the operating cycle

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- Coordinate media photographs sessions at the site when necessary and appropriate
- Coordinate on-site interviews between the emergency services personnel and the media
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

Emergency Operations Centre Scribe

The Alternate CEMC or Office Assistant shall act as the Scribe. The duties of the Scribe shall be to:

- Ensure all important decisions made and actions taken by the Community Control Group are recorded
- Ensure that maps and status boards are kept up-to-date
- Provide a process for registering Community Control Group members and maintaining a member list
- Notify the required support and advisory staff of the emergency, and the location of the Emergency Operations Centre
- Post Community Control Group objectives and priorities
- Post action items and mark off what has been completed
- Arrange for printed material as required
- Coordinate the provision of clerical staff to assist in the Emergency Operations Centre, as required
- Upon direction by the Council, ensure that council is advised of the declaration and termination of the declaration of the emergency
- Upon direction by the Mayor, arrange special meetings of council, as required, and advise members of council of the time, date, and location of the meetings
- Maintain a personal log of all actions taken

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Overall Responsible Operator (ORO)

The municipal water system is managed through the Ontario Clean Water Association

The Overall Responsible Operator is responsible for the following operations:

- Complete oversight of the entire water distribution system and the Quality Management Systems (QMS)
- ORO provides and/or obtain resources for the QMS and necessary infrastructure and resources to operate and maintain the drinking water system safely and effectively
- Ensure that the system is operated in accordance with all applicable legislation and regulations
- Lead for management reviews Communications with mayor and council about the QMS and the water distribution system
- Emergency response planning and training

Other Services or Agencies

Agencies that might be called upon to support the Municipality in an emergency could include Provincial Ministries, Churches, Optimists, St. Clair Region Conservation Authority and the Lambton-Kent District School Board.

Hydro One & Bluewater Power

Hydro One & Bluewater Power are responsible for continued operation, maintenance and repair of all systems under their control for the generation, transmission and distribution of electric power

The Bluewater Power & Hydro One Representative is responsible for:

Bluewater Power generally looks after the Alvinston area & Hydro One looks after the Inwood area and former Brooke Township area.

- Monitoring the status of power outages and customers without services
- Providing updates on power outages, as required;
- Ensuring liaison with the public works representative;
- May provide assistance with accessing generators for essential services, or other temporary power measures;
- Maintaining a personal log of all actions taken.

Lambton-Kent District School Board

The School Board is responsible for the school population, buildings, facilities and school busses in the emergency area. Brooke Central Public School is located at 7989 Brooke Line in Alvinston.

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EMERGENCY RESPONSE PLAN

Annual Review

The Community Emergency Management Coordinator and or Alternate CEMC will ensure that this plan is reviewed annually and, where necessary, revised at a meeting(s) of the CCG. Each time this plan is revised, it must be forwarded to Council for approval of major changes. However, revisions to the Appendices and minor administrative changes can be made without re-submitting the plan to Council.

It is the responsibility of each person, agency, service or department named within this Emergency Response Plan to notify the Community Emergency Management Coordinator forthwith, of any revisions to the appendices or administrative changes.

In particular, the plan will be sent to the County of Lambton so that the County may update its central registry of local emergency response planning information, and also ensure that the appropriate County officials are listed as contacts in this Plan.

DECLARATION OF AN EMERGENCY

Declaration of an Emergency

The Mayor or designated Alternate of the Municipality has the legislative authority, under the provisions of the Emergency Management and Civil Protection Act, and is responsible for declaring an emergency. This decision is usually made in consultation with other members of the Community Control Group. When considering whether to declare an emergency, a positive response to one or more of the following criteria may indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

- Is the situation an extraordinary event requiring extraordinary measures?
- Does the situation pose a danger of major proportions to life or property?
- Does, or might, the situation require assistance from the Federal Government (e.g. military equipment)?
- Does the situation involve a structural collapse?
- Is the situation a large-scale or complex chemical, biological, or natural gas incident?
- Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals (livestock) from the municipality?
- Will Brooke-Alvinston be receiving evacuees from another municipality?
- Are volunteers assisting?
- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?
- 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?
- 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?
- Does, or might, the situation require Provincial support of resources?

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- Does the situation pose a threat to the provision of essential services (e.g. energy, potable water, and sewage treatment/containment, supply of goods or medical care)?
- Does the situation threaten social order and the ability to govern?
- Is the event attracting significant media and/or public interest?
- Has there been a declaration of emergency by another level of government?
- Might legal action be taken against municipal employees or councillors related to their actions during the current crisis?
- Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?
- 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?
- Is it possible that a specific person, corporation, or other party has caused the situation?

Upon declaring an emergency, the Mayor or designated Alternate will complete the Declaration of an Emergency Form and will notify:

- Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services (*by fax; follow-up with telephone call*)
- Municipal Council
- Municipal residents
- County of Lambton
- Neighbouring community officials, if required
- Local Member of the Provincial Parliament (MPP), if required
- Local Member of Parliament (MP), if required
- Ministry of Municipal Affairs, if required

An emergency declaration is not required prior to any municipal personnel taking actions under this plan to protect the lives, health, safety, and property of the inhabitants of the Municipality. An emergency declaration, however, can often encourage greater public compliance, and the understanding of the severity of an emergency situation.

Termination of an Emergency

A community emergency may be terminated at any time by:

- The Mayor or designated Alternate
- Municipal Council
- Premier of Ontario

When terminating an emergency, the Mayor or designated Alternate will complete the Termination of a Declared Emergency Form by fax, and follow-up with a telephone call, and will notify the same agencies that were notified of the emergency.

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EMERGENCY RESPONSE PLAN

Requests for Assistance

1. County of Lambton Assistance

The County of Lambton has a substantial emergency response capability in terms of equipment and manpower and will provide assistance to local municipalities in the event of an emergency.

The County of Lambton will provide assistance based on the needs of the Municipality. Assistance may range from the provision of a single piece of equipment to direct co-ordination of all emergency response between the County of Lambton and the Municipality of Brooke-Alvinston.

Assistance may be requested from the County at any time by contacting the County Warden, the CAO or any other member of the County Control Group. The County Control Group member who receives the formal request will contact the County Emergency Management Coordinator to advise the remainder of the County Control Group should be notified to assemble as per the telephone call-out protocol.

The request shall not be deemed to be a request that the County assume authority and control of the emergency. The County of Lambton is neither empowered to declare an emergency nor to direct the activities of lower tier municipalities in responding to an emergency, unless the municipality involved requests the assistance.

2. Provincial Assistance

Assistance may also be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting OFMEM. If an emergency is declared, OFMEM will normally deploy a Field Officer to the local Emergency Operations Centre to assist the community with the emergency response. The Field Officer will be the link between the municipality and the Province for both Provincial, and if necessary, Federal assistance.

3. Mutual Aid/Assistance Agreements

Mutual aid/assistance agreements ensure that there is aid available to effectively manage an emergency. Aid provided may include services, personnel, equipment and materials. Mutual aid/assistance agreements enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Municipalities requesting and providing assistance are therefore not required to negotiate the basic terms and conditions of the request at the time of an emergency and may request, offer or receive, assistance according to the predetermined and mutually agreeable arrangements. The Municipality of Brooke-Alvinston has a mutual aid / assistance agreement with the Township of Dawn-Euphemia.

(Please see Appendix F-Mutual Aid / Assistance Agreements)

The request or response to a request of a neighbouring municipality is the responsibility of the Administrator-Clerk. The request to execute the County of Lambton Fire Mutual and Automatic Aid Plan and Program will be the responsibility of the municipal Fire Chief or County Fire Coordinator. The request for such assistance and execution of a mutual assistance agreement will be made in consultation with the Emergency Control Group.

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EMERGENCY RESPONSE PLAN

EMERGENCY RESPONSE

Incident Management System (IMS)

A standardized approach to emergency management ensures a consistent, coordinated and controlled approach to decision-making, identifying objectives, establishing incident priorities, integrated response, managed resources and provides life-safety for responders and the community. The organizational structure of an Incident Management System should be adaptable to any incident regardless of type or complexity. Any Incident Management System used during an emergency must be expandable and easily applied to small routine incidents up to and including large multi-agency operations.

Common Terminology: In order for an IMS structure to succeed, terminology for the organizational elements must be standard and consistent. Common names for all resources should be used within IMS and any resource that varies in capability must be clearly identified. The Command post, incident base and staging areas should all have common identifiers.

Modular Organization: The IMS organizational structure builds from the top down with responsibility and performance placed initially with the Incident Commander. As the need exists, three to four separate sections can be developed, each with its own responsibilities, i.e. Operations, Planning, Logistics, and Administration. If one individual can manage all the areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

Integrated Communications: All communication between organizational elements at an incident should be in plain English.

Unified Command Structure: Unity of Command exists within a unit, i.e. EMS Incident Coordinator reports to the First Responder Lead who reports to the Operations Chief. Incidents can be multi-jurisdictional requiring cooperation of several agencies under a single command. The unified command structure enables single directional objectives and maximum resource utilization.

Consolidated Action Plans: Every incident requires an action plan when:

- multiple-agency resources are used
- multiple jurisdictions are involved
- the incident is large and requires staging and triage
- there will be changes in equipment or personnel

The emergency site team decides on mitigation strategies and tactics to limit the threat to people, property and the environment at the emergency site.

Manageable Span-of-Control: Each individual should supervise a maximum of seven personnel; however an ideal ratio is 5:1. The nature of the incident, hazards, and distances between IMS elements influences control. Anticipate change and be prepared.

Incident Facilities: Incident facilities include the following:

- Emergency Operations Centre
- On-site Command Post

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- Staging areas
- Triage area
- Resource storage
- Morgue

Comprehensive Resource Management

Resource management, consisting as a single unit or a team, ensures maximum resource utilization while minimizing the response of private citizens. It allows for consistent tracking and evaluation, ensures safety and minimizes risk, and supports effective communication.

Operations:

- Conducts front line/tactical operations to carry out the plan
- Develops tactical objectives
- Organizes and directs resources

Planning:

- Assess immediate impact of the emergency
- Collects and evaluates information and intelligence
- Maintains resource status
- Address long-term consequences of the emergency
- Establishes plans for recovery/return to normal operations

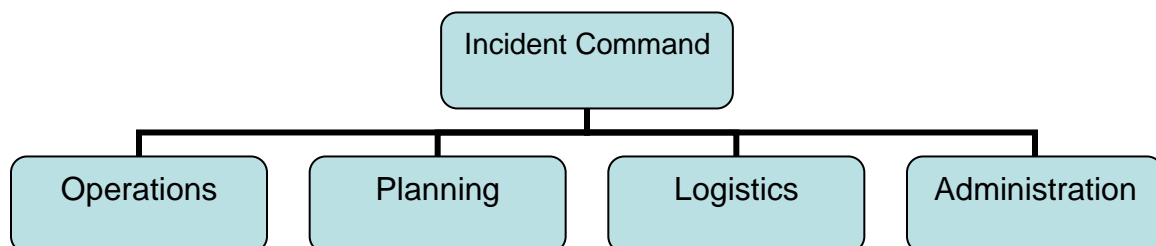
Logistics:

- Supports Operations
- Coordinate resources and services to meet the needs of the incident and the organization

Administration/Finance:

- Monitors costs related to the incident
- Provides accounting
- Procurement
- Time recording and cost analyses
- Administrative support for the IMS organization
- Seek disaster financial assistance

IMS Key Management Organization



Incident Command Appointment: The Incident Commander is appointed by the Community Control Group, and is usually the Incident Coordinator from the lead emergency response agency. Once appointed, he/she assumes responsibility for overall coordination of all operations at the emergency site, but no longer command of any

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specific response organization. Each emergency response organization will have a Chief or Incident Coordinator at the emergency site, which will then liaise with the Incident Commander.

Transfer of Command: To relieve the Incident Commander, the Community Control Group or Incident Commander will appoint the Second in Command as the Incident Commander, as required.

Authority of the Incident Commander:

- Call meetings of the Chiefs or Incident Coordinators to share information, establish common goals, objectives and prioritize limited available resources where required
- Mediate conflicts between emergency responders and contact the Administrator-Clerk / Alternate at the Emergency Operations Centre if they are unable to resolve the issue
- Request assistance from responding organizations and/or the Community Control Group for communications, resources and other site management tools
- Request additional resources for the Emergency Site through the Administrator-Clerk and other members of the Community Control Group

Responsibilities of the Incident Commander:

- Assess the situation
- Ensure that objectives, priorities, tasks and tactics are established to contain and mitigate the emergency situation
- Establish an incident command post
- Consult and coordinate with Chiefs to establish an inner and outer perimeter around the emergency site as required
- Ensure that all are aware of personnel, material and human resources available to mitigate the emergency situation
- Ensure the health and safety of all persons at the emergency site
- Maintain a communications link with the Administrator-Clerk at the Emergency Operations Centre
- Coordinate the activities of the Chiefs or Incident Coordinators
- Coordinate with key personnel and officials
- Appoint an On-site Media Spokesperson upon consultation with the Senior Municipal Officer and the Community Control Group, as required
- Appoint a scribe as needed
- Ensure that all responsible organization commanders meet on a regular basis to update each other on individual organization actions and progress made, to share information, to set common objectives and determine what additional resources may be required
- Understanding the laws and policies that may be considered during management of recovery of the emergency

Emergency Site Set-Up

All response operations within the outer perimeter are the responsibility of the emergency site team.

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All response operations outside the outer perimeter are the responsibility of the Community Control Group.

Upon implementation of the Emergency Response Plan, it is crucial to ensure that timely and accurate communications are established between the emergency site and the Emergency Operations Centre. Also, communications may be required at various locations including evacuation centres, hospitals, and other key responding agencies.

Radio communications are least susceptible to damage or interruption in time of emergency. A radio relay dispatch system set up between the emergency site and the operations centre as well as radio communication with other communities will ensure that outside agencies will be well informed of the status of the emergency.

Telephone landlines may be used as a means of communication but the Emergency Operations Centre will require a number of lines and instruments to ensure good information flow and to protect against possible system failures.

In addition, the Amateur Radio Emergency Services (AERS) may be available to provide support communications or emergency communications should other forms fail.

Other forms of telecommunication such as cellular phones, fax machines, email, and internet may be used to supplement or enhance emergency telecommunications between the Emergency Operations Centre, the emergency site, outside agencies, and other communities. Care will be required when using alternate forms of communication to ensure security of information being disseminated. Cell phones are not recommended as a form of emergency communication. However, if cell sites are operating and functional, this form of telecommunications may be used to enhance emergency operations. It should be noted that this form of communication is not very secure.

Each agency in the Emergency Operations Centre communicates with its respective coordinator/supervisor at the emergency site. Although the coordinators/supervisors maintain open communication with their dispatch centre, strong channels are developed between the site coordinators/supervisors and the Community Control Group.

COORDINATION WITH OTHER AGENCIES

Provincial Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE) Response Team and Heavy Urban Search and Rescue (HUSAR) Team:

Teams may be activated through the County Fire Coordinator, subject to the following conditions being met:

- The local municipality has responded but has insufficient resources or capability to effectively deal with or resolve the situation
- Appropriate resources available throughout the County are also insufficient to effectively deal with or resolve the situation
- The Fire Coordinator, or alternate, for the County has verified that the two conditions above have been met
- The municipality has declared an emergency, or is in the process of doing so

A "significant emergency" is defined as:

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- A large-scale or complex natural or human caused chemical, biological, radiological, nuclear, natural gas or explosion emergency, or
- A large-scale or complex natural or human emergency caused by heavy urban search and rescue emergency

To request the assistance of the teams, the Fire Coordinator contacts the Provincial Operations Centre and provides information about the emergency, including the exact location.

Once it has been determined by the Provincial Operations Centre that the incident in question is a “significant emergency” and that the conditions listed above have been met, appropriate approval will be given to deploy the resources of one or more of the teams to the scene.

Concurrently, the Provincial Operations Centre will contact the Ontario Fire Marshal to request that its support personnel and equipment be deployed. The Provincial Operations Centre will also deploy the Provincial Emergency Response Team (PERT) to provide advice and assistance to community officials. If necessary and appropriate, the OPP Provincial Emergency Response Team will also be deployed.

A fire department may have to respond to incidents that are not “significant emergencies” but that nonetheless are beyond the fire department’s capabilities and require additional resources. In these situations, the Fire Coordinator may contact the Ontario Fire Marshal to request technical and/or equipment support in order to potentially resolve the situation.

The Ontario Fire Marshal may in turn request specialized technical expertise from the memorandums of understanding partners or other sources of assistance to help the local response.

The Provincial Emergency Operations Centre (PEOC) can be reached by calling – **1-866-314-0472** or by Email at peocdo01@ontario.ca

Emergency Medical Assistance Team (EMAT)

The Emergency Medical Assistance Team can provide the services of a 20-bed, acute care field unit in any community in which the local healthcare system is unable to manage a large number of patients due to a health emergency caused by a severe respiratory illness. It can be deployed within 24 hours to any community in the province with road access if the set of conditions and criteria below are met:

Conditions to be met prior to requesting EMAT:

- Emergency is focused on a severe respiratory illness
- Code Orange invoked by hospital
- Municipal Emergency Response Plan implemented
- Efforts to transfer patients out of hospital/region as appropriate have been, or will rapidly become, inadequate
- Resolution of emergency is predicted to be greater than 6 hours + EMAT response and travel time

Criteria for deployment of EMAT:

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- Local hospital and regional acute care resources overwhelmed by emergency defined by:
- Labour availability inadequate to meet requirements
- Physical resources overwhelmed
- Other mitigating factors
- Single hospital community
- Length of emergency and impact on local health services and resources
- Community infrastructure unable to meet demands
- Local hospital and regional acute care resources physically incapacitated by emergency and unable to care for current and/or anticipated in-hospital acute care patients
- Volume of patients cannot be managed

Process for Implementation: Local hospital contacts the Ministry's OFMEM 24 hour hotline: **1-866-212-2272**

Spills Action Centre:

The Spills Action Centre, staffed on a 24-hour basis, receives and records province-wide reports of spills and coordinates appropriate responses.

Spills are defined as releases of pollutants into the natural environment and to the municipality when they cause or are likely to cause any of the following:

- Impairment to the quality of the natural environment – air, water, or land
- Injury or damage to property or animal life
- Safety risk
- Making property, plant, or animal life unfit for use
- Loss of enjoyment of normal use of property
- Interference with the normal conduct of business

If there is a spill or other environmental emergency, the Spills Action Centre can be reached at: **1-800-268-6060**

CANUTEC – Canadian Transport Emergency Centre Technical Support:

CANUTEC staff does not go to the site of an incident regarding the transportation of dangerous goods. Advice and information are provided by telephone regarding:

- Chemical, physical and toxicological properties and incompatibilities of the dangerous goods
- Health hazards and first aid
- Fire, explosion, spill or leak hazards
- Remedial actions for the protection of life, property and the environment
- Evacuation distances
- Personal protection clothing and decontamination

The CANUTEC 24 hour emergency support centre can be reached at: **613-992-4624**

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Public Safety and Emergency Preparedness Canada:

All federal resources, military equipment, aircraft, services, and activation of emergency plans and procedures must be requested via the Provincial Emergency Operations Centre (PEOC).

Ontario Disaster Relief Assistance Program (ODRAP) – Ministry of Municipal Affairs and Housing:

ODRAP is intended to alleviate some of the hardship suffered by private homeowners, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged during a sudden and unexpected natural disaster. ODRAP provides funds to those who have sustained heavy losses for essential items such as shelter and “necessities of life”. ODRAP provides assistance when damages are so extensive that they exceed the financial resources of affected individuals, the municipality or community at large, but does not cover damages to privately owned, non-essential property, nor to essential property where private insurance is normally available.

The Minister of Municipal Affairs and Housing is authorized to declare a “disaster area” for the purposes of the ODRAP program. The municipal council asking for assistance under the ODRAP program must adopt a resolution outlining the following:

- The municipality’s request for a disaster area declaration.
- Whether all or a specified portion of the municipality is to be declared a disaster area.

The request for a disaster area declaration must be submitted to the Minister of Municipal Affairs and Housing within 14 working days of the date of the disaster. Further ODRAP information, procedures and application documentation is available from the CEMC.

Neighbouring Municipalities:

Neighbouring municipalities to the Municipality of Brooke-Alvinston have and are ready to implement their emergency plans, as required.

Canadian Red Cross:

Emergency Evacuation Centres may be set up and managed by the Canadian Red Cross – Sarnia-Lambton Branch.

The Canadian Red Cross will be responsible for:

- Registration and Inquiry
- Personal needs
- Food and Beverage Centre
- Clothing & Lodging Centre

211 Ontario:

211 Ontario is a telephone and website service that provides information to the public about community and social services in Ontario. The service operates 24/7/365 and is available in 175 languages. This service has been available to Lambton residents since 2011.

Additionally, some 211 Call Centres also serve as municipal Public Inquiry Centres during emergencies. The ability of 211 to effectively handle non-emergency inquiries

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from the public about such topics as emergency shelters, assistance, donations and volunteering, has been proven during several major events.

Authorized municipal representatives wishing to activate 211 during an emergency will contact the appropriate Call Centre in accordance with the protocols set out by 211 Ontario, and detailed in the **211 Emergency Activation Protocol**. 211 should only be activated for significant events that threaten public safety and are likely to generate numerous telephone inquiries from the public.

The decision to activate 211 during a municipal emergency will require the approval of either the Community Control Group, Mayor, Deputy Mayor, or the Administrator-Clerk. With that approval, the Emergency Information Officer (or Alternate) or Community Emergency Management Coordinator (or Alternate) will formally request that 211 Ontario activate emergency protocols to handle non-emergency inquiries from Brooke-Alvinston residents. The EIO (or designate) will typically be responsible for coordinating with 211 Ontario during the course of the emergency.

In an emergency, the municipality will have the authority and responsibility to contact 211 and to provide all required information and messaging.

In an emergency managed by the Municipality of Brooke-Alvinston, information and messaging will be coordinated by the Township, in consultation with affected stakeholders. The Township may also request that the County assist with managing emergency information.

Victim Services:

Victim Services is a community based service, which is dedicated to providing short term emotional support, practical assistance and community referral to victims of crime, trauma and tragic circumstances in partnership with community and emergency services. Community volunteers provide for the victim's immediate needs and supply referrals to existing community services if longer term care is required.

Victim Services will be contacted through local emergency services (police, fire or ambulance).

Amateur Radio Emergency Service (ARES):

ARES can provide radio links between the Emergency Operations Centre, Evacuation Centres and the Emergency Site, as well as locations such as local hospitals that may be affected by land-line and/or cell phone system failure. Since communications are such a critical part of a successful response, ARES should be contacted immediately if conventional communications are not available. Their contact information can be found in Appendix A – Confidential).

St. Clair Region Conservation Authority (SCRCA):

The SCRCA office is located in Strathroy and they manage the Sydenham River watershed and 13 smaller watersheds draining directly in Southern Lake Huron, the St. Clair River and Northeastern Lake St. Clair.

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The Conservation Area implements programs to reduce the risk to life and property from flooding and erosion; water and land stewardship; forestry; wildlife habitat creation and outdoor recreation.

VOLUNTEER MANAGEMENT

Definition – Community Volunteers are people not attached or associated with a formal organization or recognized support group such as the Red Cross, St. John Ambulance or the Salvation Army.

Community Volunteers and Additional Resources – Under certain circumstances it may be necessary to issue appeals to the public for volunteers with certain skills to assist in controlling an emergency. This should not be done until all available municipal personnel or members of recognized support groups with similar skills have been called upon, and then only under the authority of the Head of Council.

The Community Control Group will determine the number of volunteers required, their skills, tools to be brought, and the assembly point to which they are to report. The appeal is written by the Emergency Information Officer in consultation with the Community Control Group to be provided to the media in a clear and consistent manner.

The Emergency Information Officer will also write a cancellation broadcast as soon as the required number of volunteers has enrolled. All volunteers must register for insurance coverage purposes and to be dispatched to the area where they are required.

PUBLIC SAFETY

Evacuation – takes place when it is determined by the Community Control Group that there is an absolute need to evacuate an area, usually on a large-scale, possibly for a long period of time (i.e. more than 24 hours). Municipal employees/incident commanders would recommend mandatory evacuation to the Community Control Group when there is an absolute need to evacuate an area on a large scale, or for a long period of time during an emergency.

When to Evacuate – The logistics of evacuating a segment of the community is usually overwhelming. The Community Control Group must evaluate the following criteria before making the decision to conduct an evacuation:

- In there enough time to evacuate the affected area? This includes notifying the citizens, setting up a reception centre, activating additional resources.
- Is the problem likely to escalate?
- What would the impact be if it does?
- Are toxic gasses involved?
- How long is the incident likely to continue?
- What are the existing resources?

Public Notification – The Municipality may utilize a phone fan-out process which builds on community ties to inform as many people as possible within the community of an Evacuation. Additionally, door to door canvassing by means of loud microphones on both police and fire vehicles and knocking on doors will be conducted to direct people as to what to do and where to go.

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How to Evacuate – The following evacuation steps should be completed by the Community Control Group:

1. Assess the situation
2. Consider possible escalation of the situation
3. Make the decision to evacuate
4. Decide what the evacuation parameters are
5. Determine which pre-approved Emergency Evacuation Centres are going to be used.
6. Activate the Emergency Plan to set up the Evacuation Centres
7. Establish communication with the Evacuation Centres
8. Prepare a Public Notification news release
9. Notify the local radio and TV stations to broadcast the Public Notification News Release
10. Conduct follow-up actions

Roles and Responsibilities of the Community Control Group – In addition to the roles and responsibilities described in this Emergency Response Plan, the Emergency Control Group is also responsible for the following in regards to an evacuation:

- Advise the Mayor as to whether the declaration of an emergency and a mandatory evacuation is recommended
- Arrange for services and equipment from local agencies, service clubs, etc.
- Decide to evacuate buildings or sections within an emergency area which are themselves considered to be dangerous or in which the occupants are considered to be in danger from some other source
- Arrange for accommodation and well-being, on temporary basis, of any residents who are in need of assistance due to displacement as a result of the emergency
- Determine if additional transport is required for evacuation of transport of persons and/or supplies
- Ensure pertinent information for dissemination to the media and public
- Establish a reporting and inquiry call-in centre to handle individual requests for information concerning any aspects of the emergency
- Advise the Mayor when and why to terminate an emergency /evacuation order

Evacuation Centre Operation – The Evacuation Centre will be set up and managed with assistance from the Canadian Red Cross. When a decision is made to open the Evacuation Centre, the Administrator-Clerk will require the following information:

- The nature and extent of the disaster
- The anticipated number of evacuees
- The location of the Evacuation Centre
- The expected duration of the evacuation

Essential services provided at the Evacuation Centre may include:

- Registration and Inquiry
- Personal needs
- Food and Beverage Centre
- Clothing & Lodging Centre
- First Aid & Security

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The media will not be allowed in the Evacuation Centre for the sake of privacy and security of the evacuees. Media will be directed by the Emergency Information Officer to an appropriate media conference site.

Shelter-in- Place

When to order Shelter-in-Place – Shelter-in-Place should be ordered when:

- The situation will be short lived, such as a toxic vapour cloud passing over the community
- The law of averages suggests loss of property and life will be less if people are not centralized, such as during a tornado
- Time is not available
- The velocity of the wind is high and the direction is well defined

How to Shelter-in-Place – The following instructions should be provided to the public during a shelter-in-place order:

- Go indoors and stay there
- Close all outside doors and every door inside the building
- Close all windows
- Seal the cracks around the doorways with wide tape and a rolled damp towel at the floor space
- Tape a piece of plastic over the window to seal it
- Do not use bathroom or kitchen vents
- Set thermostats to ensure that air conditioners, furnaces and hot water heaters will not turn on
- Do not use fireplaces; close all dampers
- Do not operate clothes dryer
- Shelter in an inside room away from the windows and doors, if possible
- Stay tuned to local television or radio stations for information
- Do not leave the building until told to do so
- Do not use the telephone; you may tie up the phone lines

EMERGENCY INFORMATION

Introduction – Upon implementation of the Emergency Response Plan, it will be important to coordinate the timely release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests for, or reports on, information concerning any aspect of the emergency. In order to fulfill these functions during an emergency, the following Emergency Information Team will be established as required:

- Emergency Information Officer (Treasurer)
- On-site Emergency Information Officer (to be appointed by the Community Control Group as required)
- Media Spokesperson
- On-site Media Spokesperson (to be appointed by the Incident Commander as required)

The Lambton OPP has a designated Media Relations Officer that will be available on request. Other assistance may be available from OFMEM.

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Approval of Emergency Information – New releases, media advisories, and updates regarding the emergency will be drafted by the Emergency Information Officer. All media information must have final approval from the Community Control Group before distribution. Technical information (i.e. fact sheets) does not require pre-approval from the Community Control Group. However, hardcopies or emails of this documentation must be provided to the Emergency Information Officer to be forwarded to the Community Control Group and other stakeholders for their information.

Audiences – During an emergency there are a number of internal and external audiences that will require information. The following is a listing of those audiences that may require specific information during an emergency. It is important to consider the audience that is to be targeted when preparing and disseminating information.

Internal Audiences:

- Incident Commander
- First Responders
- Council & Staff

External Audiences:

- Evacuation centres, shelters, Family Information Centres
- Provincial government – OFMEM
- County/other municipalities in Lambton
- Members of Parliament and Provincial Parliament
- Families of Municipal staff and first responders
- General public
- Media
- Local business
- Non-government agencies and volunteer organizations

Communications Flow -

- **Internal Communication Flow** – It is the responsibility of the Community Control Group to provide information to Incident Commanders with respect to decisions being made in the Emergency Operations Centre and to ensure that the Incident Commander is aware of the information that is being sent out to the external audiences. Each member of the Community Control Group is responsible for ensuring that decisions and actions being made and taken by the Community Control Group are conveyed to their staff both at the site and off site.
- **External Communication Flow** – A primary function of the Community Control Group is to gather and manage information during an emergency. Information will be gathered during Operation Cycle meetings at the Emergency Operations Centre, from the site, and by monitoring media reports to ensure that the information being conveyed is accurate. Where necessary, the general public will be notified by a press conference or news release. Note that all senior officials must clear all news releases regarding death or criminal activity from the Ontario Provincial Police.

Distribution of Emergency Information – Emergency information products and practices that can be used to distribute information to the media and public include:

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Media Advisories – brief messages or announcements, such as the time and location of an upcoming news conference.

- News Releases – key information about the incident or emergency.
- Fact Sheets – pre-written detailed information provided about the Municipality's Emergency Management Program, the history of emergency events in the area, etc.
- Websites - an excellent means to update a large portion of the public in a minimal amount of time.
- Citizen Inquiry Line – provides members of the public with a phone number to call in order to get more information.
- Media scrums – informal briefings provide to the media by the Media Spokesperson.
- News Conferences – formal and moderated meeting between key officials/Media Spokespersons and the media.
- Newsletters – direct mailings to the public.
- Information Phone Line – Citizen Inquiry Phone Line established to directly answer the public's questions.

Emergency Information Centre – Emergency information related to routine or non-complex incidents can generally be handled from an emergency site or other municipal offices by the Emergency Information Officer. However, large-scale and or complex incidents and emergencies may necessitate establishing an Emergency Information Centre, directed by the Emergency Information Officer. Depending on the full scope of the emergency, there will possibly be a need to establish two Emergency Information Officers, and the other will be near, but not at the Emergency Operations Centre.

EMERGENCY RECOVERY PLAN

Introduction – It is the responsibility of the Community Control Group to establish a Post- Emergency Recovery Committee, of which its role is to return the community and its citizens to its pre-emergency state as much as possible. The Emergency Recovery Plan will be activated at the direction of the Community Control Group, consistent with the Emergency Response Plan, normally occurring once the immediate response to the emergency has been completed. It is possible to be undertaking emergency response and recovery measures simultaneously. Recovery efforts may be initiated while a state of emergency is still in effect. Generally, the lead agency of the emergency will remain the lead agency of the recovery. Recovery shall be addressed by Human Needs, Infrastructure, and Financial. Subcommittees will be formed to address these issues, as required.

Responsibilities of Post-Emergency Recovery Committee – Roles and responsibilities of the Post-Emergency Recovery Committee are as follows:

- Appoint a Committee Chair
- Establish the following subcommittees:
 - Human Needs
 - Infrastructure
 - Financial
- Establish a committee operating cycle
- Ensure that Municipal elected officials and the public are informed of the status and activities of the recovery process

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- Ensure that Senior Municipal Officials from neighbouring municipalities are kept abreast of recovery activities that may have an impact on those municipalities, or other municipalities whose resources may be required
- Receive information from, and providing direction to the Recovery subcommittees to ensure necessary services are provided and being coordinated
- Provide recommendations to Council concerning expenditure of funds, new by-laws or changes to existing by-laws and such other matters as may require Council approval
- Ensure continuity of mandated services to those residents not affected by the emergency
- Decide on the termination of recovery activities and the wind-up of Recovery subcommittees
- Prepare a final report on the recovery phase of the emergency for submission to Council
- Make recommendations for amendments to this recovery plan

Human Needs Subcommittee

Human needs will be addressed by the establishment of the Human Needs Subcommittee, lead by Administrator-Clerk. Other members of the Human Needs Subcommittee could include representatives from Public Health, Business Development Centre and Red Cross. Roles and responsibilities of the Human Needs Subcommittee are as follows:

- Assist displaced citizens to located housing and have utilities connected
- Coordinate storage and distribution of donated materials
- Ensure special needs of the population are met
- Ensure health standards are maintained throughout the community
- Coordinate counselling
- Work with business/industry to ensure that employment opportunities are restored soon as possible
- Ensure mail services to those within affected area
- Provide secure storage for residents' property as required
- Assist with transportation coordination in an appropriate manner
- Coordinate with other recovery committee activities
- Maintain financial records for committee activities
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

Infrastructure Subcommittee

Infrastructure requirements will be addressed by the establishment of the Infrastructure Subcommittee. The Community Control Group will appoint a subcommittee lead as appropriate to the nature of the emergency. Members of the Infrastructure subcommittee could include representatives from Public Works, Lambton Public Health, Emergency Site Team, County Building Department and the County Roads Department. Roles and responsibilities of the Infrastructure Subcommittee are as follows:

- Determine (based on Engineering advice) the extent of damage to municipal buildings, roads, bridges and utilities
- Upon request (with Engineering and/or Chief Building Official advice) provide information to property owners regarding extent of damage to homes and property

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- Ensure (with police) that access to unsafe areas is restricted
- Expedite demolition permits where appropriate
- Ensure residents are given opportunity to secure and/or remove personal property from damaged locations, when safe to do so
- Ensure traffic controls (lights and signage) are restored
- Ensure appropriate removal of debris and arranging for sorting and recycling as much as possible
- Ensure proper sanitation measures taken
- Recommend (if appropriate) the waiving of tipping fees at municipal landfill sites
- Ensure the safety of workers in the damaged area including volunteers
- Continue to work with utilities to permanently restore services
- Coordinate the use of volunteer labour to assist residents with clean up on private property
- Maintain financial records for committee activities
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

Financial Subcommittee

Financial requirements will be addressed by the establishment of the Financial Subcommittee. The Community Control Group will appoint a subcommittee lead as appropriate to the nature of the emergency. Members of this subcommittee may include the Finance Manager, and Council Members. Roles and responsibilities of the Financial Subcommittee are as follows:

- Maintain accurate records of all emergency related expenditures
- Coordinate the required committees if ODRAP will be required
- If required, arrange to advance funds to those in need and arrange for recovery of these funds
- In the event of a human caused emergency, prepare and submit claim(s) against the individual or entity that caused the emergency
- Prepare claim for provincial and/or federal funding
- Analyze the impact of the emergency on the municipal budget
- Prepare insurance claims on behalf of the municipality
- Prepare report on activities, together with recommendations for amendments to the Emergency Management Plan and the Emergency Recovery Plan

Provincial and federal financial assistance should be sought through OFMEM.

Public Information

This plan assumes that the role with respect to Public Information and Media Coordination will continue during the recovery phase. It is vital that accurate and up-to-date information be provided regularly to residents throughout the recovery phase. During recovery, it is the responsibility of each Committee and Subcommittee Chair to ensure that information flows between the Post-Emergency Recovery Committee and its subcommittees to the Emergency Information Officer.

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POST EMERGENCY DEBRIEFING AND REPORT

The following multi-step debriefing process should begin once the emergency is terminated and the public has been informed.

1. Individual Organization Debriefing

The individual organization debriefing should be held as soon as possible after the termination of an emergency (within one-two weeks). Each municipal, provincial, federal, volunteer organization and others should conduct a debriefing with their own staff that participated in the emergency response. The debriefing should include a cross section of representatives from all branches within the organization as well as varying levels of seniority. A report should be prepared based on information shared at the meeting. Some of the points that should be covered in the report are listed in Section 3. below.

2. Joint Debriefing

The joint debriefing should be within one to two weeks of the individual organization debriefing. All key organizations involved in the emergency response should participate. All members of the Community Control Group should be invited. Each organization should make their report based on their debriefing ensuring the following points are covered in their report.

- a. Report by _____;
- b. How the response was organized/managed by the individual organization;
- c. Issues/Problems/Concerns/Lessons Learned/Positive Lessons and Experiences;
- d. Recommendations/Actions Required;
- e. Follow-up Action Assigned to _____;
- f. Summary / Conclusions.

3. Post-Emergency Report

Once the debriefings are completed, a report combining the individual organization and joint debriefing comments and recommendations should be compiled considering the following topics.

- a. Introduction;
- b. Overview of the emergency and how it affected your organization “The facts”
- c. A description of your emergency management organization (including reporting, structure, who was in charge, etc.);
- d. Roles and responsibilities for key participants;
- e. Telecommunications;
- f. Emergency public information;
- g. Common problems/ issues/ lessons learned (including positive lessons)
- h. Recommendations/ actions required/ Who is assigned to take necessary actions;
- i. Summary / Conclusions;
- j. Suggested Annexes – newspaper clippings, media releases, reports from individual organization and joint debriefings, list of participants.

4. Follow-Up Meeting to Debriefing

This meeting should be held within two months following the Joint Debriefing in order to review the progress on the recommendations identified in the debriefings and the

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report. Such meetings should be held until such time as all issues have been satisfactorily addressed.

5. Emergency Plan Update

This Emergency Response Plan should be updated after any emergency to reflect any recommendations from the above reports.

6. MOST IMPORTANT OF ALL!!!

THANK ALL WHO PARTICIPATED IN THE EMERGENCY. A formal written Thank You should be sent to each individual and group.