

# **City of Kawartha Lakes Emergency Response Plan**

Emergency Response Plan approved by the Council of the Corporation of the City of Kawartha Lakes Schedule A to By-law XXXXXX dated XXXX XX XXXX.

This Emergency Response Plan is a public document with the exception of all appendices, which are deemed CONFIDENTIAL (See Section 2 – Authority)

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# **Emergency Response Plan**

## **Foreword**

Emergencies and disasters – either natural or manmade – can happen anywhere at any time. Sometimes prior warning is provided, but many times this is not the case. The result can cause disruptions in normal operations and channels of communication, and may stretch available resources for response and recovery.

The City of Kawartha Lakes is committed to providing leadership and guidance to meet the challenges associated with emergency management. This includes preparation and planning to safeguard the health, safety, and welfare of citizens; the protection of property and the environment; and the provision of effective and timely response and recovery operations as much as reasonably possible.

The City of Kawartha Lakes Emergency Management Framework is based on a continuous improvement model, and includes the following:

- Training and Exercise Programs;
- Emergency Operations Centres;
- Identification of key roles and responsibilities;
- Public Education;
- Liaison with internal City departments and external agencies; and
- Emergency Response Plan and supporting plans.

Figure 1 provides an illustration of the overall Emergency Management Program. This outline is subject to change as the program is continuously updated and improved.

## City of Kawartha Lakes Emergency Management Program

Background	Education	Emergency Operations Centre(s)	Plans	Liaison
<b>Authority</b> <ul style="list-style-type: none"> <li>- Emergency Management &amp; Civil Protection Act &amp; Regulations</li> <li>- Other applicable legislation</li> <li>- City policies and procedures</li> </ul> <b>Assessment</b> <ul style="list-style-type: none"> <li>- Hazard, Risk, and Vulnerability Assessment</li> <li>- Documentation</li> <li>- Reviews and audits</li> <li>- Corrective / preventive action plans</li> </ul>	<b>Public Education</b> <ul style="list-style-type: none"> <li>- General information (Media, Social Media, Website, Print Resources, Presentations)</li> </ul> <b>Training / Exercise</b> <ul style="list-style-type: none"> <li>- Seminars, training, drills, tabletop, functional and full scale exercises</li> </ul> <b>Community Partner/Agency</b> <ul style="list-style-type: none"> <li>- Hazard specific education, training and exercises</li> <li>- Facility drills</li> </ul>	<ul style="list-style-type: none"> <li>- Roles &amp; responsibilities</li> <li>- Standard operating procedures</li> <li>- Resources</li> <li>- Response priorities</li> <li>- Communications</li> <li>- Department representation</li> <li>- Other Operations Centres:               <ul style="list-style-type: none"> <li>• Reception / Evacuation Centres</li> <li>• Media Centre</li> </ul> </li> </ul>	<b>Emergency Response Plans</b> <b>All Hazards ERP</b> <ul style="list-style-type: none"> <li>- Emergency Information Plan</li> <li>- Communications Plan</li> <li>- Flood Plan</li> <li>- Contingency Plans</li> <li>- Business Continuity - Corporate &amp; Divisional Plans</li> <li>- Other plans as required</li> </ul>	<b>Internal</b> <ul style="list-style-type: none"> <li>- City Departments, Police, Fire, Paramedics</li> <li>- Emergency Operations Group</li> </ul> <b>External</b> <ul style="list-style-type: none"> <li>- Mutual Aid/Mutual Assistance Partners</li> <li>- Community Partner Agencies</li> </ul> <b>Volunteers</b> <ul style="list-style-type: none"> <li>- Red Cross</li> </ul>

**Figure 1**

## **Section 1**

### **Purpose**

The City of Kawartha Lakes Emergency Response Plan has been prepared to provide overall guiding principles to City staff in planning for, responding to, and recovering from a potential or actual emergency or disaster. This helps to limit the impact on people, property and the environment, and allows for the continuation of local government. The broad scope of the document allows a flexible response to any emergency situation, while at the same time provides some specific information including how to activate the Emergency Operations Centre and how to make a Declaration of Emergency. The Plan will also be used as a tool to communicate how the City of Kawartha Lakes will prepare and respond before, during, and after a disaster. The plan will be provided to other organizations that are required to understand the City's actions and methodologies during these events.

The City of Kawartha Lakes Emergency Response Plan is supported by detailed plans that further define the roles and responsibilities of City departments, as well as the City's response to specific hazards and threats. As they are developed, these hazard specific plans will be attached as appendices to the Emergency Response Plan.

The purpose of this Emergency Response Plan is to:

- a) Comply with the Emergency Management and Civil Protection Act, Section 3 (1) and Ontario Regulation 380/04 that require a municipality to have an Emergency Response Plan;
- b) Establish, by By-law, a Council-approved policy document titled: "Emergency Response Plan". The Emergency Response Plan shall be used during an emergency and shall include:
  - i. the approval of Incident Management System (I.M.S.) as the response system/process to be used to provide a co-ordinated, early response to an emergency, using the resources available, in order to protect the health, safety, welfare and property of the inhabitants of the emergency area. I.M.S. can also be used prior to the declaration of an emergency and through the recovery stage of an emergency;
  - ii. the establishment of a procedure for the formal declaration and termination of an emergency within the City;
  - iii. the establishment of an Emergency Control Group (E.C.G.) and an Emergency Operations Centre (E.O.C.) with a mandate to:
    - a. provide support to the emergency incident site(s),

- b. provide for the requirements of the broader affected area, and;
  - c. provide for business continuity for the Corporation and the community.
- iv. the provision of both an effective training program and the deployment of all resources required in an emergency situation in the City of Kawartha Lakes.



## **Section 2**

### **Authority**

The authority for the development, content, and implementation of the Emergency Response Plan is provided or referenced in the following legislation, regulations, policy statements, standards and bylaws:

- a) Emergency Management and Civil Protection Act;
- b) Ontario Regulation 380 /04;
- c) Incident Management System (I.M.S.) for Ontario Doctrine
- d) Accessibility for Ontarians with Disabilities Act / Ontario Regulation 429/11 and 191/11;
- e) Canadian Standards Association (C.S.A.) Canadian Emergency Management and Business Continuity Program Standard (C.S.A. Z1600);

## **Section 3**

### **Application**

All elected or appointed municipal officials of the Corporation of the City of Kawartha Lakes have an obligation to be aware of the contents of this Emergency Response Plan and must be prepared, at all times, to carry out the functions and responsibilities assigned to them.

## **Section 4**

### **Confidentiality of Plan**

#### **Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M. 56**

The Municipal Emergency Response Plan is a public document excluding the appendices which are deemed confidential.

As stated in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990:

Section 8. (1) A Head of an institution may refuse to disclose a record if the disclosure could reasonably be expected to,

- (i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;

Section 9 (1) A Head shall refuse to disclose a record if the disclosure could reasonably be expected to reveal information the institution has received in confidence from,

- (a) The Government of Canada;
- (b) The Government of Ontario or the Government of a Province or Territory in Canada;
- (c) The Government of a Foreign Country or State;
- (d) An agency of a government referred to in clause (a), (b) or (c) or;
- (e) An international organization of states or a body of such an organization.

Section 10 (a) A Head shall refuse to disclose a record that reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to result in similar information no longer being supplied to the institution where it is in the public interest that similar information continues to be so supplied;

Section 13: A Head may refuse to disclose a record when disclosure could reasonably be expected to seriously threaten the safety or health of an individual.

## **Section 5**

### **Incident Management Systems (I.M.S.)**

#### **a) I.M.S. Overview:**

The I.M.S. provides standardized organization structures, functions, processes and terminology for use at all levels of emergency management in Ontario, and is consistent with internationally recommended practices.

I.M.S. is a scalable approach based on a series of principles and concepts that include the following:

- All incident responses can be organized using five functional areas of activity: Command, Operations, Planning, Logistics, and Finance & Administration.
- I.M.S. is applicable at all incidents and by all levels of response (for example, on-site response and Emergency Operations Centre support/responses).
- The system is scalable and modular. Ontario's I.M.S. doctrine can be considered a toolbox for incident response. Only the tools needed for each incident are used.
- The use of common terminology and criteria ensures mutual understanding amongst responders and facilitates the exchange of resources.

The I.M.S. applies a functional approach to emergency management. In doing so, it allows for the utilization of available personnel to fulfill the required functional roles regardless of their normal daily positions and assignments within the City. It is important to note that some functional requirements in the Emergency Operations Centre (E.O.C.) are best suited to individuals who possess the required training, competency, and professional skills to fulfill the functional responsibilities.

The five functions of the I.M.S. listed in the following chart (Section 5 B) are the responsibility of the E.O.C. Commander. The first arriving Emergency Control Group (E.C.G.) member will assume the function of the E.O.C. Commander. The E.O.C. Command function may be transferred as other members of the E.C.G. arrive. The E.O.C. Commander has the authority to delegate functions as required, and in doing so may establish each functional area as the need arises (tool box approach). The general practice is the more complex the incident, the larger the command structure in order to effectively and efficiently manage the incident.

The E.O.C. Commander is responsible for ensuring all functions of the I.M.S. are completed regardless if he/she chooses to delegate the function or not.

#### **b) I.M.S. Key Functions and Responsibilities:**

The five key functions of I.M.S. are: Command, Operations, Planning, Logistics, and Finance/Administration. Detailed responsibilities for each of the I.M.S. functions are found in Sections 7 to 20.

Function	General Responsibilities
E.O.C. Commander	Responsible for the overall management of the E.O.C. facility and assigned resources within the E.O.C., and the provision of support to Site Incident Command.
Safety Officer (Site) / Risk Officer (E.O.C.) Command Staff	Monitors safety conditions and develops safety measures related to the overall health and safety of all incident responders. The Safety Officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures. The Risk Officer provides advise with respect to risk exposure, due diligence, and claims handling procedures, when applicable. (This function is not usually delegated, but remains as the Command responsibility.)
Emergency Information Officer (E.I.O.) Command Staff	Responsible for the development of emergency information regarding the incident and its release to the public. Command must approve all emergency information that the E.I.O. releases.
Liaison Officer Command Staff	Serves as the primary contact for Assisting or Supporting Organizations and advises Command of issues related to outside assistance and support, including current or potential inter-organization needs.
Operations Section Chief	Responsible for providing overall supervision and leadership to the Operations Section, including the implementation of the Emergency Operations Centre Incident Action Plan (I.A.P.), as well as the organization and assignment of all operations resources.
Planning Section Chief	Responsible for providing overall supervision and leadership to the Planning Section, as well as the organization and assignment of all planning resources. Responsible for coordinating the development of the E.O.C. Incident Action Plan for each operational period and the collection, collation, evaluation, analysis and dissemination of incident information.
Logistics Section Chief	Responsible for providing facilities, services and materials in support of the incident. Participates in the development of the logistics-related section of the E.O.C. Incident Action Plan, and activates and supervises the Branches and Units as well as the organization and assignment of resources within the Logistics Section.
Finance & Administration Section Chief	Responsible for financial and administrative support to an incident, including all business processes, cost analysis, financial and administrative aspects, and ensures compliance with financial policies and procedures. Provides direction and supervision to Finance & Administration Section staff including their organization and assignment.

It is important to note that the five (5) key functions of the Incident Management System are consistent throughout the Planning, Mitigation, Response and Recovery stages of an Emergency.

**c) I.M.S. Definitions:**

Refer to Appendix C.

**d) I.M.S. Principles:**

The following seventeen (17) standard principles provide guidance for implementation of the key functions:

- |                                      |  |
|--------------------------------------|--|
| 1. Standard Terminology              | 10. Integrated Communications          |
| 2. Applicability                     | 11. Sustainability                     |
| 3. Management by Objectives          | 12. Modular & Scalable Organization    |
| 4. Simplicity & Flexibility          | 13. Information Management             |
| 5. Standardization                   | 14. Inter-Organizational Collaboration |
| 6. Interoperability                  | 15. Comprehensive Resource Management  |
| 7. Unity of Command                  | 16. Designated Incident Facilities     |
| 8. Span of Control                   | 17. Accountability                     |
| 9. Consolidated Incident Action Plan |  |

**e) Municipal Hierarchy**

Unlike other emergency services, the Corporation has no official designated ranking structure as found in the chain of command of emergency services (i.e. from Recruit to Chief). However, the corporate structure has a natural inferred hierarchy that is applicable to an Incident Management System.

The following applies to the City of Kawartha Lakes Emergency Control Group (E.C.G.) for the purpose of implementing the Incident Management System. Listed in descending order:

Chief Administrative Officer  
Department Directors/Chiefs  
Division Managers/Deputy Chiefs  
Supervisors/ Foreman / Coordinators  
Other Staff

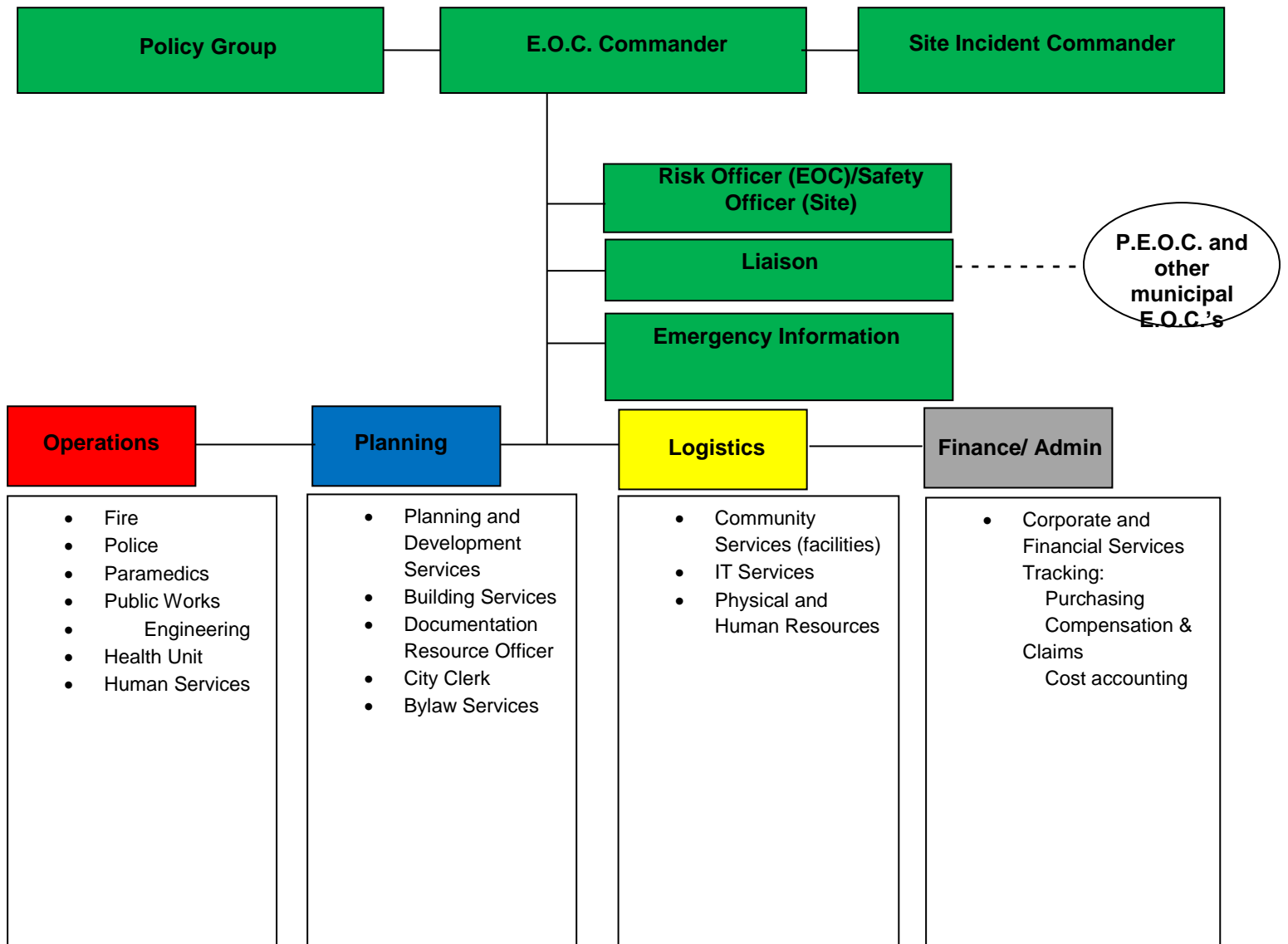
**Note:** The Mayor along with his/her designate are delegated officials by legislation. Under this I.M.S. structure, the Mayor and other members of Council as deemed necessary, form the “**Policy Group**”. This is a designated separate entity from the E.C.G, yet an intricate part of the Incident Management System. The Policy Group may also include other city officials such as the City Solicitor, City Clerk, Directors, etc.

## f) E.O.C. Standard Colours and Identification

The City of Kawartha Lakes adopts the colour identification system set out in the Province of Ontario I.M.S. Doctrine.

Function I.D.	Colour
E.O.C., Site Incident Commander & Command Staff	Green
Operations Chief	Red
Planning Chief	Blue
Logistics Chief	Yellow
Finance / Administration Chief	Grey

## g) I.M.S. Functional Structure



The I.M.S. Structure may be expanded or contracted based on the span of control, as required.

#### **h) E.O.C. Functional Process**

The following list outlines a typical functional cycle within the E.O.C.. The I.M.S. is reliant upon an approved E.O.C. Incident Action Plan (Section 5k) with specific objectives and an operational period of time.

1. Establish Command Function
2. Prepare Emergency Operations Centre
3. Begin information gathering process (size up) (Incident Briefing)
4. Perform Planning Function (expand as required)
5. Determine Primary Objectives & Strategy
6. Develop E.O.C. Incident Action Plan & Operational Period (acquire approval)
7. Perform Logistics Function (expand as required)
8. Perform Operations Function (expand as required) (Operations Briefing)
9. Perform Finance Administration Function (expand as required)
10. Evaluate, Adjust, and Re-Evaluate

Once established, the functions remain ongoing until the demobilization of the I.M.S. structure and Command is terminated.

#### **i) Establishing Command**

The “function” of E.O.C. Command will be assumed by the first arriving E.C.G. member based on the hierarchy noted in Section 5e. The E.C.G. member shall remain as the E.O.C. Commander until relieved by the arrival of a senior or higher ranking E.C.G. member or when a shift change is necessary.

The C.A.O. has the authority to assume and/or delegate E.O.C. Command as he/she deems appropriate.

#### **Single Incident Command Model**

Single Command exists when the decision-making process needed to direct the response is straightforward and independent. This typically is the case when an incident is the responsibility of a single jurisdiction or organization. A Single Command model may be arrived at:

- By default when only one jurisdiction or organization is involved.
- By design when multiple jurisdictions or organizations that are involved decide and agree on a Single Command.
- By legislation if the responsibility is legally that of one jurisdiction or organization.

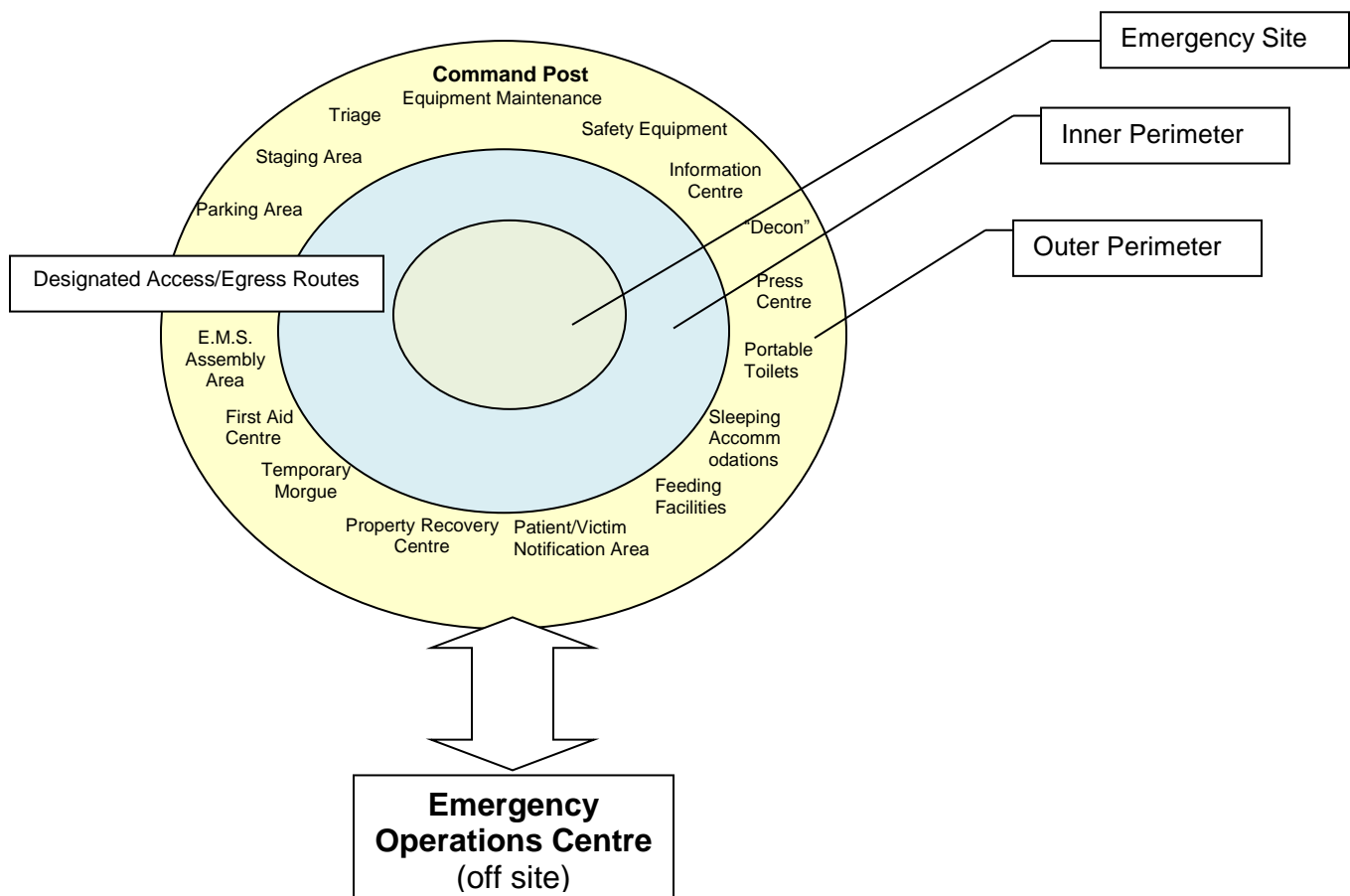
## Unified Incident Command Model

Unified Command may be used when incident decision-making is complex, and interdependent, and a Single Incident Command cannot be established. Organizations work together through their designated members of the Unified Command to establish a common set of objectives and a single Incident Action Plan.

The Unified Command Team will agree upon one spokesperson to represent the team, when necessary. There may be different spokespersons on different occasions, but typically there will only be one spokesperson at a time.

### j) Transfer of Command

E.O.C. Command, Command Staff, and General Command level transfers will take place via a detailed face to face briefing and exchange of information, with the final approval and acceptance of the new E.O.C. /Site Commander, Command Staff, and General Command.





### **k) E.O.C. Incident Action Plan and Site Incident Action Plan**

The E.O.C. Commander is responsible for the development of the E.O.C. Incident Action Plan, either personally or by delegation with the assignment of a Planning Section Chief. The E.O.C. Incident Action Plan will identify the strategy and objectives of the E.C.G. for a specified operational period. The E.O.C. Incident Action Plan requires final approval of the E.O.C. Commander prior to implementation.

The Site Incident Commander is responsible for the development of the Site Incident Action Plan, either personally or by delegation with the assignment of a Planning Section Chief. The Site Incident Action Plan will identify the strategy and objectives of the Site for a specified operational period. The Site Incident Action Plan requires final approval of the Site Commander prior to implementation.

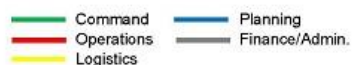
### **l) Operating Period**

Members of the Emergency Control Group or site team will gather at regular intervals to inform each other of actions taken, pertinent information, and problems encountered. The Operational Period is set as the specific time period necessary to achieve the objectives of the respective Incident Action Plan.

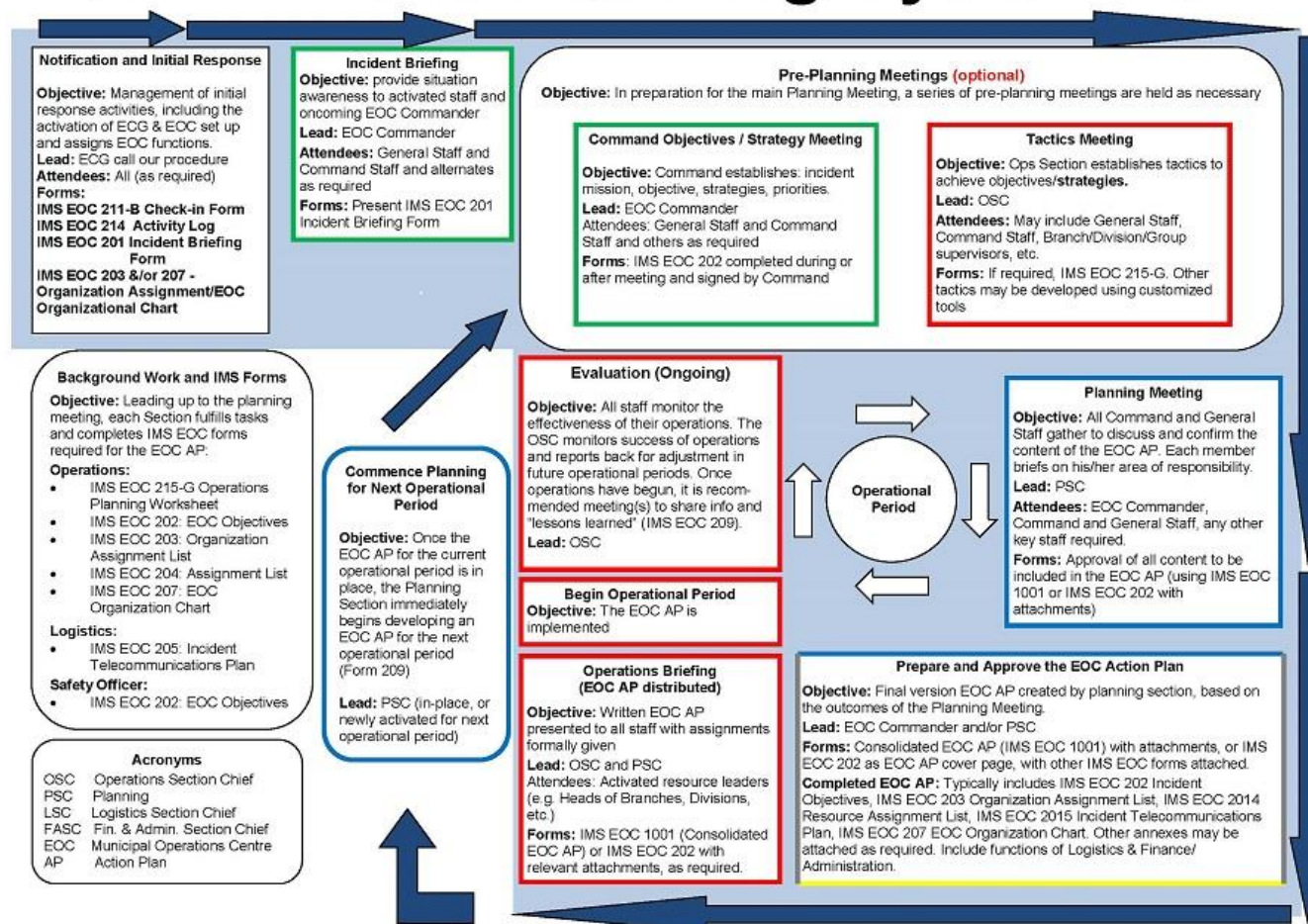
The E.O.C. Commander/Site Incident Commander will establish the frequency of briefings/meetings based on the Incident Action Plan and the specified Operational Period. Meetings/briefings will be kept as brief as possible thus allowing members to carry out their assigned responsibilities.

In the E.O.C., under the direction of the E.O.C. Commander and/or the Planning Chief, the Documentation Registration Officer (D.R.O.) will ensure the incident status board is maintained and information/Incident Action Plans etc. are prominently displayed and kept up to date.

Example: E.O.C. Incident Action Plan and Operational Period Development.



# IMS Planning Cycle - EOC



## **Section 6**

### **Emergency Control Group (E.C.G.) / Emergency Operations Centre (E.O.C.)**

#### **a) Emergency Control Group (E.C.G.) Responsibilities:**

The general responsibilities of the E.C.G. during an emergency are:

##### **1. Providing support to the incident site(s), including:**

- Setting priorities and strategic direction;
- Information collection, collation, evaluation and dissemination;
- The management of resources;
- Finance and Administration approvals.

##### **2. Providing for the Corporation and the Community-at-Large:**

- Ensuring that business continuity and essential services are maintained and/or restored Corporately, and for the Community-at-Large, including where possible, the areas impacted by the emergency.

##### **3. Under specific circumstances, the E.C.G. may also exercise the following functions:**

- Performing an Area Command role for multiple incident sites;
- Performing an Incident Command role.

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#### **Additional Responsibilities:**

In addition, the members of the Emergency Control Group (E.C.G.) are likely to be responsible for the following actions or decisions:

- Calling out and mobilizing their respective emergency services, agency and equipment;
- Coordinating/directing their respective service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determining if the location and composition of the Emergency Control Group are appropriate;
- Establishing direct and continuous communications with the Policy Group and the incident site;
- Advising the Mayor as to whether the declaration of an emergency is recommended;
- Advising the Mayor on the need to designate all or part of the City as an emergency area;

- Ensuring that an Incident Commander (I/C) is established for each incident location;
- Ensuring support to the Site I/C by offering equipment, staff and resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of residents considered to be in danger;
- Discontinuing utilities or services provided by public or private agencies, (i.e. hydro, water, gas);
- Arranging for services and equipment from local agencies and non-governmental organizations (N.G.O.) (i.e. private contractors, industry, volunteer agencies, service clubs);
- Liaise with various levels of government and any public or private agencies not under community control, as considered necessary;
- Notifying the Provincial Emergency Operations Centre (P.E.O.C.), and other Municipal Control Groups as required;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public;
- Determining the need to establish additional advisory groups and/or subcommittees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required for dealing with the emergency;
- Notifying the service, agency or group under their respective direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken;
- Participating in the debriefing following the emergency.

## **b) Emergency Operations Centre (E.O.C.)**

Upon notification, the Emergency Control Group shall report to the primary Emergency Operations Centre. In the event this operation centre cannot be used, the alternate E.O.C. shall be activated. The primary and two secondary E.O.C. locations are identified in Appendix A. being the Emergency Notification procedures.

The E.O.C. is a facility that the Emergency Control Group (E.C.G.) has strategically predetermined as its location and is equipped to facilitate executive decision-making and coordination. The E.O.C. is equipped with technological communication devices and equipment that is readily available to the members of the Emergency Control Group to assist them in carrying out their assigned functions and duties.

### **c) Emergency Control Group (E.C.G.)**

The emergency response will be directed by members of the Emergency Control Group (E.C.G.) performing the functions of I.M.S. The E.C.G. are responsible for coordinating the provision of management and resources necessary to minimize the effects of an emergency on the community.

Depending on the circumstances of the emergency event, the Notification Fan-Out of the E.C.G. may be phased, as follows:

#### **Phase 1:**

- i. E.O.C. Command (C.A.O. and Mayor.)
- ii. Liaison Officer (C.E.M.C.)
- iii. Operations
  - a. Police
  - b. Fire
  - c. Paramedics
- iv. Emergency Information Officer
- v. Documentation Resource Officer

#### **Phase 2:**

- i. Policy Group
- ii. Planning
- iii. Logistics
- iv. Operations
  - a. Human Services
  - b. Medical Officer of Health
  - c. Kawartha Region Conservation Authority
- v. Documentation Resource Officer
- vi. Finance and Administration

If deemed appropriate, the E.C.G. may function with only a limited number of persons. While the E.C.G. may not require the presence of all the people listed as members of the E.C.G., all members of the E.C.G. shall be notified when activation occurs.

When an emergency exists but has not yet been declared to exist, E.C.G. members may take such action(s) under this Emergency Response Plan as may be required to protect property and the health, safety and welfare of the City of Kawartha Lakes.

It is recognized that any member of the E.C.G. may be required to carry out one or more of the five functions of the I.M.S. or be assigned to perform a supporting role.

### **d) Notification Procedure of the Emergency Control Group (E.C.G.)**

The City of Kawartha Lakes Emergency Control Group (E.C.G.) are notified via the Kawartha

Lakes Police Service dispatch.

The City Emergency Response Plan and the Emergency Operations Centre may be activated in response to a variety of problems and any one of the members of the Emergency Control Group (E.C.G.) may call and/or initiate activation after consultation with the CAO and/or CEMC.

### **Notification Purpose:**

The purpose of the Notification Procedure is to alert members of the E.C.G. of the emergency and to relay that information to the rest of the Emergency Control Group in a timely manner.

Refer to Appendix A, Emergency Notification Procedure.

The Emergency Notification Contact List is attached as Appendix A.

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 the 24/7 Provincial Emergency Operations Centre (P.E.O.C.).

### **e) Requests for Assistance**

Assistance may 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 the 24/7 Provincial Emergency Operations Centre (P.E.O.C.).

### **f) Declaration and Termination of Emergency (Notification)**

The Mayor, or in his/her absence their designate, is responsible for declaring an emergency. This decision is made in consultation with members of the Emergency Control Group.

Upon declaring or terminating an emergency, the Mayor, in coordination with the Liaison Officer, will notify:

- Office of the Fire Marshall and Emergency Management (O.F.M.E.M.) thru the P.E.O.C.;
- Council;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP).

A municipal emergency may be terminated at any time by:

- Mayor or in his/her absence the Deputy Mayor; or
- Council; or
- Premier of Ontario.

## **Section 7**

### **Policy Group**

#### **Policy Group Members:**

The Head of Council (Mayor) and/or his/her designate are members of the policy group in order to fulfill legislative duties, and shall enlist other such persons, including legal advisors, to form part of the Policy Group as he/she deems necessary to assist in the functions of the Policy Group.

#### **Policy Group Function:**

The Policy Group is an intricate and required part of the IMS Structure during a Municipal State of Emergency. The purpose of the Policy Group is to provide a structure to allow a functional avenue for advice and assistance, as required, to the EOC Command Team in order to make the best informed decisions regarding the emergency situation.

The number of the Policy Group members is dependent upon the incident type, severity, and size, and is at the discretion of the Head of Council (Mayor) to seek and request assistance as required.

#### **Responsibilities:**

1. The Head of Council (Mayor) and/or his/her designate as Head of Council has designated authority under legislation when a potential or real state of emergency exists within the City.
2. The Head of Council (Mayor) and/or his/her designate reside as the Head of the Policy Group in the IMS structure, providing governance, direction, and advice to the EOC Commander throughout the emergency.
3. The Head of Council (Mayor) and/or his/her designate shall declare a state of emergency, as required.
4. The Head of Council (Mayor) and/or his/her designate shall terminate the declared state of emergency, as required.
5. The Head of Council (Mayor) and/or his/her designate shall provide information to the Council and other levels of government with regards to impacts of an emergency, as required.
6. The Head of Council (Mayor) and/or his/her designate will provide information necessary to keep the media and public informed in concert with the EOC Command.

#### **Activation Phase:**

#### **Common EOC check-in activities:**

- Sign in on the EOC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.

- Set up/replenish your workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents (e.g. plans).
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, Review of Position Log, etc.

#### **Specific functional activities:**

- Determine appropriate level of activation based on available situation information, in consultation with EOC Commander.
- Consult with EOC Commander to determine what other Council Members, Municipalities and levels of Government have been notified.

#### **Operational Phase:**

- Declaration of the state of emergency in consultation with the EOC Command, as required.
- Monitor EOC activities and advise EOC Commander of any further actions required to ensure operational efficiency and effectiveness.
- Document all decisions, approvals, and significant actions in the Position Log.
- Attend periodic EOC briefings to share status and situational information.
- In conjunction with the EOC Commander and Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.
- Approve allocation priorities for critical resource requests, as required.
- Brief incoming Policy Group members at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Advise and consult with EOC Command regarding EOC demobilization strategies.
- Conclude emergency response and transition to recovery phase in consultation with Policy/Command Group.

#### **Demobilization Phase:**

- Declare termination of the state of emergency in consultation with the EOC Command.
- Deactivate assigned position after all other EOC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Documentation Unit.
- Clean up work area before leaving.
- Follow EOC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.



## **Section 8**

### **E.O.C. Commander**

**Reports to:** Policy Group

**Responsibilities:**

1. Exercise overall management responsibility for activation, coordination, and demobilization of site support activities in the EOC.
2. Determine EOC priorities and objectives in consultation with ECG and monitor continuously to ensure appropriate actions are taken and modified as necessary.
3. Ensure sufficient support, policy advice, and resources are made available in order to accomplish priorities and objectives.
4. Ensure appropriate staffing levels for the EOC are established and maintained to support organizational effectiveness.
5. Direct appropriate emergency public information actions in consultation with the Emergency Information Officer, ensure appropriate risk management measures, including worker care strategies, are instituted; and ensure communications are established with appropriate assisting and cooperating agencies.
6. Maintain communication link with Policy Group.

**Activation Phase:**

**Common EOC check-in activities:**

- Sign in on the EOC Check-in/Check-out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources – e.g., computer, phone, pager/cell phone, stationary, and necessary reference documents (e.g. plans).
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports. Review of Position Log, etc.

**Specific functional activities:**

- Determine appropriate level of activation based on available situation information.
- Determine/assess which Sections or functions are needed and ensure appropriate personnel are mobilized for the initial activation of the EOC.
- Assign EOC Command Staff and General Command Staff personnel as required
- Ensure the EOC IMS organizational staffing chart showing assigned positions is posted.
- Establish initial priorities for the EOC based on current status and information from Incident Commander(s), and communicate to all involved parties.
- Schedule EOC Action Planning meeting, and as needed appoint and have the Planning Chief prepare the agenda.

- Consult with Liaison Officer and the ECG to determine what representation is needed at the EOC from other organizations or assisting agencies.

#### **Operational Phase:**

- Monitor EOC activities and advise the ECG of any further actions required to ensure operational efficiency and effectiveness.
- Document all decisions, approvals, and significant actions in the Position Log.
- Conduct periodic ECG briefings to share status and situational information.
- Identify higher level Management priorities, in coordination with the Policy Group for inclusion in the initial EOC Action Planning meeting.
- Convene the initial EOC Action Planning meeting; ensure objectives, strategy, and operational periods are established and appropriate planning procedures are followed.
- Review, approve, and authorize implementation of EOC Action Plan objectives and strategy once completed by the Planning Section.
- Consult periodically with the ECG to ensure EOC AP priorities for the operational period remain current and appropriate.
- Ensure the Liaison Officer establishes contact with adjacent jurisdictions/agencies and other levels of site support as appropriate, and that contact is maintained.
- Ensure that the Liaison Officer establishes and maintains effective inter-agency coordination with cooperating agencies and other stakeholders.
- In conjunction with the Emergency Information Officer, review media releases for final approval.
- Conduct/participate in media briefings as required in coordination with the Emergency Information Officer.
- Approve EOC Situation Reports, prior to distribution.
- Approve allocation priorities for critical resource requests, as required.
- Conduct periodic briefings for the Policy Group.
- Ensure the Policy Group and ECG are informed and/or involved with any emergency declarations or senior policy directives, as applicable.
- Supervise the ECG personnel.
- Brief incoming EOC Commander at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Ensure a Demobilization Plan is developed prior to the demobilization phase.
- Advise and consult with Policy Group regarding EOC demobilization strategies.
- Authorize demobilization in whole or in part of the IMS structure when they are no longer required.
- Conclude emergency response and transition to recovery phase in consultation with Policy Group.

**Demobilization Phase:**

- Deactivate EOC when emergency event no longer requires the EOC activated, and ensure all other facilities are notified of deactivation.
- Deactivate assigned position after all other EOC functions are demobilized.
- Ensure that any open actions are completed.
- Complete all required forms, reports, and position logs and submit to Documentation Unit.
- Clean up work area before leaving.
- Follow EOC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc).
- Access critical incident stress management support, as needed.
- Be prepared to contribute to an EOC Post Incident Action Report (PIAR).
- Participate in formal post-operational debriefings, as required by the organization.

## **Section 9**

### **Risk/Safety Officer – (Command Staff)**

**Reports to:** E.O.C. Commander

**Responsibilities:**

1. Ensure that good risk management practices are applied throughout the EOC and that every function contributes to the management of risk.
2. Protect the interests of all EOC participants, agencies and organizations by ensuring due diligence in information collection, decision-making, and implementation.
3. Monitor situations for risk exposures and ascertain probabilities and potential consequences of future events.
4. Provide advice on risk and safety issues.
5. Ensure the implementation of appropriate measures and practices in the EOC.
6. Exercise authority to halt or modify any and all unsafe operations within or outside the scope of the EOC Action Plan, and notify the EOC Commander of actions taken.
7. Ensure that appropriate security measures have been established to allow for only authorized access to the EOC facility and documentation.

**Activation Phase:**

**Common EOC Check-In Activities:**

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Perform a risk identification and analysis of the EOC and activities.
- Request the assistance of a safety specialist, if not familiar with all aspects of safety and relevant legislation.
- Monitor set-up procedures for the EOC to ensure that proper safety regulations are adhered to.
- Ensure that security protocols are implemented; including checkpoints at all EOC entrances to allow only authorized personnel access to the EOC, as well as staff sign-in and identification procedures.
- Coordinate health, safety and worker care information for staff orientation briefings.

**Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- Brief the incoming EOC Risk/Safety Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Review and assess reports of damage and loss. If assigned, work with the Situation Unit in Planning and the Compensation and Claims function in Finance.
- Identify and document risk and liability issues, and ensure that the EOC Commander is advised.
- Gather and organize evidence that may assist EOC organizations in future legal defense.
- Assist the EOC Commander in reviewing news releases, public alerts and warnings, and public information materials from a risk management perspective.
- Evaluate situations for risk exposure and advise the EOC Commander of any conditions and actions that might result in liability (e.g. oversights, improper response actions, etc.).
- Conduct interviews and take statements to investigate major risk management issues.
- Identify potential claimants and the scope of their needs and concerns.
- Advise personnel regarding strategies for risk management and loss reduction.
- Assist the EOC Commander in deactivation activities, including collection of all relevant paper and electronic records, and any materials necessary for after-action reporting procedures, and organizing records for final audit.
- Monitor and evaluate EOC activities to ensure applicable occupational health and safety standards are implemented and adhered to.
- Coordinate with Finance on any EOC personnel injury claims or records preparation, as necessary for proper case evaluation and closure.
- Coordinate with Logistics Personnel Unit to ensure that appropriate worker care measures are implemented, and all EOC personnel are aware of their responsibilities in this regard.
- Monitor security checkpoints and EOC facility access.
- Address security issues with EOC Command, recommending improvements where necessary.

**Demobilization Phase:**

- Deactivate assigned position when authorized by the EOC Commander.
- Assist with the deactivation of the EOC at designated time, as appropriate.
- Ensure that any open actions in the position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, prior to demobilization.
- Clean up work area before leaving.
- Follow EOC check-out procedures (e.g. sign out, leave a contact phone number, return equipment or other materials, etc.).
- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Coordinate critical incident stress and other debriefings, as necessary.
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.

## **Section 10**

### **Liaison Officer “L.O.”– (Command Staff)**

**Reports to:** EOC Commander

**Responsibilities:**

1. In consultation with the ECG, ensure procedures are in place for working and communicating with adjacent jurisdictions/agencies and other levels of site support as appropriate including other government and Non-Government Organization (NGO) agency representatives.
2. Request agency representatives for the EOC, as required by the ECG, to ensure all necessary roles and responsibilities are addressed, enabling the EOC to function effectively and efficiently.
3. Maintain a point of contact, and interact with representatives from other agencies arriving at the EOC.
4. Liaise with relevant operation/coordination centres or agencies/departments not represented in the EOC.
5. Assist and advise the EOC Commander and the ECG as needed, and provide information and guidance related to external agencies and organizations.
6. In coordination with the Emergency Information Officer, assist the EOC Commander in ensuring proper procedures are in place for communicating with the Policy Group, and conducting VIP/visitor tours of the EOC facility.
7. Liaise with local authorities, other EOCs and Provincial and Federal organizations and share information in accordance with EOC and organizational policies.

**Activation Phase:**

**Common EOC Check-In Activities:**

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request any necessary resources – e.g. computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Establish/maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Assist the EOC Commander in identifying appropriate personnel to staff the EOC, if required.
- Provide assistance and information to the ECG regarding external assisting organizations.

- Establish contact with external agencies, and confirm that contact information for agency representatives (e.g. telephone, radio, internet) is current and functioning.
- Ensure registration and sign-in procedures are established for external assisting agencies working within the EOC.

#### **Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- In conjunction with the EOC Commander and the ECG, participate in developing overall EOC priorities and action planning process.
- Provide status reports and situation information from non-represented cooperating agencies to the EOC Commander and in the ECG briefings, as appropriate.
- Provide general advice and guidance to agencies and EOC staff, as required.
- Ensure that all notifications (e.g. emergency declarations) are made to agencies not represented in the EOC.
- Ensure that communications with appropriate external non-represented agencies (such as: public utilities and transportation, volunteer organizations, private sector, etc.) are established and maintained.
- Assist the EOC Commander in preparing for and conducting briefings with the ECG members, elected officials, and other stakeholders.
- Assist external non-represented cooperating agencies with completing of status and situation reports where necessary, and forward to the Planning Section.
- Advise the EOC Commander of critical information and requests contained within agency situation reports.
- Forward approved EOC Situation Reports to non-represented agencies, as requested.
- Assist the EOC Commander in establishing and maintaining an inter-agency coordination group comprised of external cooperating agency representatives and executives not assigned to specific Sections within the EOC and other stakeholders, as required.
- In consultation with the Emergency Information Officer, conduct tours of EOC facility as requested.
- Brief the incoming EOC Liaison Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.
- Assist with the deactivation of the EOC at the designated time, as appropriate.
- Notify external non-represented agencies in the EOC of the planned demobilization, as appropriate.
- Assist the EOC Commander with the transition to recovery phase.

#### **Demobilization Phase:**

- Deactivate assigned position when authorized by the EOC Commander.
- Ensure that any open actions in the position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up work area before you leave.
- Follow EOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other materials, etc).

- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.



## **Section 11**

### **Emergency Information Officer “E.I.O.”– (Command Staff)**

**Reports to:** EOC Commander

**Responsibilities:**

1. Serve as the coordination point for all public information, media relations and internal information sources for the EOC.
2. Ensure that the public within the affected area received complete, accurate, and consistent information about life safety procedures, public health advisories, assistance and recovery programs and other vital information.
3. Coordinate media releases with officials representing other affected municipalities, and emergency response agencies and other levels of authority.
4. Develop the format for news conferences and briefings in conjunction with the EOC Commander.
5. Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
6. Liaise with the Emergency Information Officers at site(s), relevant operation/coordination centres and with external agencies.

**Activation Phase:**

**Common EOC check-in activities:**

- Sign-in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set-up/replenish workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Determine staffing requirements for the Information function.
- Assess information skill areas required in the EOC such as: writing, issues management, media relations, event planning, etc. and assign appropriate personnel.

**Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- Obtain policy guidance and approval from the EOC Commander with regard to all information to be released to the media and public.

- Refer to the Emergency Public Information Plan of the organization, as well as sample forms, templates and other information materials.
- Coordinate with the Planning Sector and identify methods for obtaining and verifying significant information as it develops.
- Implement and maintain an overall information release program, and establish appropriate distribution lists.
- Monitor all media, using information to develop follow-up news releases and rumour control.
- Keep the EOC Commander advised of all incoming media releases, unusual requests for information, and all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.
- Develop and publish a media briefing schedule to include location, format, and preparation and distribution of handout materials.
- At the request of the EOC Commander, prepare media briefing notes for elected officials and/or Policy/Command Group members and provide other assistance as necessary.
- Establish a media information centre, as required.
- Maintain up-to-date status boards and other references at the media information centre.
- Provide adequate staff to answer questions from members of the media.
- Establish Public Information Service and/or call centre, to handle public/stakeholder inquiries and provide emergency support information.
- Develop public information message statements for EOC Staff and call takers.
- Interact with other EOCs to obtain information relative to public information initiatives.
- In coordination with the ECG and as approved by the EOC Commander, issue timely and consistent advisories/instructions for life safety, health, and assistance to the public.
- Liaise with EOC Risk Management to check for any potential liability or health safety concerns.
- In coordination with Operations Section, ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.
- Ensure that file copies are maintained of all information released.
- Supervise Information personnel, if any.
- Brief the incoming EOC Information Officer at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

#### **Demobilization Phase:**

- Assist with the deactivation of the EOC at designated time, as appropriate.
- Deactivate assigned position when authorized by the EOC Commander.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Ensure that any open actions in the position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up work area before you leave.
- Follow EOC check-out procedures.

- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by your organization.

## Section 12

### Documentation Registration Officer “D.R.O.”

The Documentation Registration Officer (D.R.O.) supports the efficient functioning of the Emergency Operations Centre and I.M.S. Structure. The D.R.O. will log the arrival of Emergency Control Group members, record information on the main event board and ensure, amongst other duties, that adequate office supplies and forms are available.

**Reports to:** E.O.C. Commander or Planning

**Note:** If/when the functions of Logistics and/or Planning have been assigned the D.R.O. will report/supply the Check-in/registration information to Logistics, and the Events Log documentation/ information to Planning.

**Further;** to avoid confusion and pending staff availability, in conjunction with the size and requirements of the emergency situation, the E.O.C. Commander should give consideration to splitting the responsibilities of this position between two persons.

#### **Responsibilities:**

1. Perform Check-in/ Check-out registration functions for the E.O.C., and record the arrival and departure of the E.C.G. members.
2. Keep a sequential events time log/documentation of information on the main events status board and other required forms.
3. Provide electronic and/or paper maps of the area of the emergency site(s).
4. Ensure log supplies, forms, and office supplies are of adequate supply for the E.O.C..
5. Ensure E.C.G. members individual Activity Logs are being completed and collected at the end of each shift.
6. Establishes a shift change schedule for the E.C.G. members and alternates.

## **Section 13**

### **Operations Chief**

**Reports to:** EOC Commander

**Responsibilities:**

1. Exercise overall responsibility for coordination and supervision of all required functions within the EOC Operations Section.
2. Establish the appropriate level of branch and/or unit staffing within the Section, continuously monitoring the effectiveness of the Section and modifying as required.
3. Ensure that Section objectives and assignments identified in EOC Action Plans are carried out effectively.
4. Maintain a communications link between Incident Commanders (sites) and the EOC for the purpose of coordinating the overall site support response, resource requests and event status information.
5. Provide timely situational and resource information to EOC Commander, and as assigned Planning Section.
6. Keep the EOC Commander informed of significant issues relating to the Section.
7. Conduct periodic briefings for the EOC Commander and the ECG.
8. Supervise Operations Section personnel.

**Activation Phase:**

**Common EOC Check-In Activities:**

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources – e.g. computer, phone, page/cell phone, stationary, and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g. briefing minutes, status information boards, Situation Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to the EOC Commander to obtain current situation status, priorities, and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other EOC Management Staff, as appropriate.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.
- Activate appropriate branches based on functions or geographical assignments within the Section and designate Branch Directors as necessary.

- Establish radio or cell-phone communications with other EOCs, and/or other levels of response operating in the region and coordinate accordingly.
- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the EOC.
- Consult with Logistics to ensure that there are adequate communications equipment and frequencies available for the Operations Section.
- Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.
- Coordinate with the EOC Commander and Planning Chief regarding strategies for accurate and timely flow of information.

#### **Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Conduct periodic Section briefings/meetings and work to reach consensus among Operations staff on key issues and priorities to include in the Situation Report.
- Provide Section staff with information updates via Section briefings, as required.
- Based on the situation known or forecasted, anticipate potential challenges and future needs of the Operations Section.
- Provide a Situation Report to the Planning Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the EOC Action Planning process and all the ECG meetings/briefings.
- Ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that situation and resources information, as well as new incident reports and intelligence information, is provided to Planning Section on a regular/urgent basis.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Authorize resource requests from the incident site(s) and forward extraordinary and/or critical resource requests to the EOC Commander for approval.
- Ensure all expenditures and financial claims are coordinated through the Finance/Admin Section.
- Brief the EOC Commander and the ECG on all major incidents.
- Deactivate Section branches and any organizational elements, when no longer required.
- Ensure that all paperwork is complete and logs are closed and sent to Documentation Unit, and any open actions are reassigned to appropriate jurisdictional and/or EOC staff.
- Brief the incoming EOC Operations Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

#### **Demobilization Phase:**

- Deactivate assigned position and the Section when authorized by the EOC Commander.

- Ensure that any open actions in the position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs and submit to Documentation Unit prior to demobilization.
- Clean up work area before you leave.
- Follow EOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment other materials, etc).
- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.

## **Section 14**

### **Planning Chief**

**Reports to:** EOC Commander

**Responsibilities:**

1. Exercise overall responsibility for coordination of all required functions within the EOC Planning Section.
2. Establish the appropriate level of branch and/or unit staffing within the Planning Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in EOC Action Plans are carried out effectively.
4. Ensure the EOC Commander is informed of significant issues affecting the Planning Section.
5. In coordination with the other Section Chiefs, ensure that Situation Reports are submitted to Planning Section and used as the basis for the EOC Action Plans.
6. Supervise Planning Section personnel.

**Activation Phase:**

**Common EOC Check-In Activities:**

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation, priorities, and specific job responsibilities.
- At the request of the EOC Commander, provide a preliminary situation briefing to other the ECG personnel, as required.
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Activate appropriate units based on functions required within the Section and designate Unit Coordinators, as necessary.
- Meet with Operations Section Chief to obtain and review any major incident reports and coordinate for accurate and timely information sharing.

**Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.



- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing level and request additional personnel, as necessary, to cover all required shifts.
- Conduct periodic Section briefings/meetings and work to reach consensus among Planning staff on key issues and priorities to include in the Situation Report.
- Provide Section staff with information updates via Section briefings, as required.
- Ensure that the Situation Unit is maintaining current information for the EOC Situation Report.
- Ensure that situation and resources information, as well as new incident reports and intelligence information, as completed by the Operations Section, are accessible by the Planning Section.
- Ensure that an EOC Situation Report is produced, approved and distributed to EOC Sections and other relevant operation/coordination centres, prior to the end of each operational period.
- Ensure that all status boards/displays are kept current.
- Ensure that Emergency Information Officer has immediate unlimited access to all situational information.
- Develop a Situation Report prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Chair the EOC Action Planning meetings.
- Participate in the EOC Action Planning process and all the ECG meetings/briefings.
- Ensure that the Planning Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that objectives for each Section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed, approved, and distributed prior to the start of the next operational period.
- Develop and distribute, as needed, reports which highlight forecasted events and/or conditions likely to occur beyond the forthcoming operational period.
- Ensure that files are maintained on all EOC activities and provide reproduction and archiving services for the EOC, as required.
- Provide technical services, such as environmental advisors and other technical specialists, to all EOC Sections, as required.
- Ensure all expenditures and financial claims are coordinated through the Finance Section.
- Ensure a Demobilization Plan is developed, approved and distributed to all Sections.
- Brief the incoming EOC Planning Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

#### **Demobilization Phase:**

- Deactivate your assigned position and the Section when authorized by the EOC Commander.

- Ensure that any open actions in the position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit.
- Clean up work area before you leave.
- Follow EOC check-out procedures.
- Be prepared to provide input and assist in preparation of the Post Incident Action Report (PIAR).
- Participate in formal post-operational debriefings, as required by the organization.
- Access critical incident stress management support, as needed.

## **Section 15**

### **Logistics Chief**

**Reports to:** EOC Commander

**Responsibilities:**

1. Exercise overall responsibility for coordination of all required functions within the EOC Logistics Section.
2. Establish the appropriate elements within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying, as required.
3. Ensure Section objectives/assignments in the EOC Action Plans are carried out.
4. Keep the EOC Commander informed of significant issues relating to the Logistics Section.
5. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
6. Ensure critical resources are allocated according to approved plans.
7. Ensure necessary food and lodging is provided for EOC and site personnel.
8. Supervise Logistics Section personnel.

**Activation Phase:**

**Common EOC Check-In Activities**

- Set up and/or assign the EOC Check-In/Check-Out Log to be set up.
- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for first shift, if required.
- Set up/replenish workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationary, and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever resources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation status, priorities, and specific job responsibilities.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references and other resources.
- Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.
- Advise Units within the Section to coordinate with the Operations Section to prioritize and validate resource requests from Incident Commanders at sites.

- Meet with the EOC Commander and the ECG to identify immediate resource needs.
- Meet with the Finance/Admin Chief and determine level of purchasing authority for the Section.
- Assist logistics personnel in developing objectives for Section as well as plans to accomplish their objectives within the first operational period, or in accordance with the EOC Action Plan.

#### **Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Section personnel maintain position logs and other paperwork, as required.
- Supervise Section personnel.
- Monitor Section staffing levels and request additional personnel as necessary to cover all required shifts.
- Provide a Situational Report to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the EOC Action Planning process and all the ECG meetings/briefings.
- Ensure that the Logistics Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for in cooperation with the Planning Section, as well as resources obtained through mutual aid.
- Ensure all expenditures and financial claims have been coordinated through the Finance / Administrative Section.
- Identify high cost resources that could be demobilized early and advise other Section Chiefs.
- Ensure coordination with Operations before commencing demobilization.
- Ensure that all paperwork is complete and logs are closed and sent to Finance/Admin, and any open actions are reassigned to appropriate jurisdictional and/or EOC staff.
- Brief the incoming EOC Logistics Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirement are known.

#### **Demobilization Phase:**

- Deactivate assigned position and the Section when authorized by the EOC Commander.
- Ensure that any open actions in position log, that are not yet complete at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up work area before you leave.
- Follow EOC check-out procedures (e.g., sign out, leave a contact phone number, return equipment or other material, etc).
- Be prepared to provide input to the Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.

## **Section 16**

### **Finance/Administration Chief**

**Reports to:** EOC Commander

**Responsibilities:**

1. Exercise overall responsibility for coordination of all required functions within the EOC Finance/Administration Section.
2. Establish the appropriate level of branch and/or unit staffing within the Finance/Admin Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure Section objectives and assignments identified in the EOC Action Plans are carried out effectively.
4. Keep the EOC Commander informed of significant issues relating to the Finance/Admin Section.
5. Supervise Finance Section personnel.

**Activation Phase:**

**Common EOC Check-In Activities:**

- Sign in on the EOC Check-In/Check-Out Log.
- Participate in facility/safety orientation on arrival for the first shift, if required.
- Set up/replenish your workstation and request necessary resources – e.g. computer, phone, pager/cell phone, stationary and necessary reference documents.
- Establish and maintain a Position Log.
- Obtain situational information from whatever sources are available, e.g., briefing minutes, status information boards, Situation Reports, Status Reports, review of Position Log, etc.

**Specific Functional Activities:**

- Report to EOC Commander to obtain current situation status and specific job responsibilities. A preliminary situation briefing may be provided by the Planning Chief or other EOC Management Staff, as appropriate.
- Ensure that the Finance/Admin Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Activate appropriate units based on functions required within the Section and designate Branch or Unit Coordinators, as necessary.
- Consult with EOC Commander for spending limits.
- Consult with the Policy Group as necessary.
- Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements/procedures; determine the level of purchasing authority to be delegated to each.

- In conjunction with Unit Coordinators, determine the initial Finance Action Planning objectives for the first operational period.

### **Operational Phase:**

- Document all decisions, approvals, and significant actions in the Position Log.
- Ensure that all Finance/Admin Section personnel maintain position logs and other paperwork, as required.
- Supervise Finance/Admin Section personnel.
- Monitor Finance/Admin Section staffing levels and request additional personnel, as necessary, to cover all required shifts.
- Provide Finance/Admin Section staff with information updates via Section briefings, as required.
- Ensure that displays associated with the Finance/Admin Section are current, and that information is posted in a legible and concise manner.
- Participate in all action Planning meetings.
- Provide a Situational Report, including cost estimates, to the Planning Section Chief prior to the end of each operational period to facilitate Action Planning for the next operational period.
- Participate in the EOC Action Planning process and all the ECG meetings/briefings.
- Ensure that the Finance Section objectives, as defined in the current Action Plan, are being addressed, and monitor progress, as necessary.
- Keep the EOC Commander and the ECG informed of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that financial records are maintained throughout the event of disaster.
- Ensure that the personnel records and all staff time are tracked and recorded.
- In coordination with the Logistics and Operations Sections, ensure that purchasing processes, purchase orders and contract development are conducted in a timely manner.
- Ensure that the compensation claims, resulting from the disaster, are properly recorded and reported in a reasonable timeframe, given the nature of the situation.
- Ensure that time sheets and travel expense claims are processed promptly.
- Ensure that all cost and claim documentation is accurately maintained during the response.
- Brief the incoming Finance Section Chief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

### **Demobilization Phase:**

- Ensure that all expenditures and financial claims have been processed and documented.
- Deactivate assigned position and the Section when authorized by the EOC Commander.
- Ensure that any open actions in position log, that are not yet completed at time of demobilization, are reassigned.
- Complete all required forms, reports, and position logs, and submit to Documentation Unit prior to demobilization.
- Clean up work area before you leave.
- Follow EOC check-out procedures (e.g., sign- out, leave a contact phone number, return equipment or other materials, etc).

- Be prepared to provide input to the EOC Post Incident Action Report (PIAR).
- Access critical incident stress management support, as needed.
- Participate in formal post-operational debriefings, as required by the organization.

## **Section 17**

### **Community Emergency Management Coordinator (CEMC)**

#### **Responsibilities of the Community Emergency Management Coordinator (CEMC) include:**

- Successfully complete all training, as required by Emergency Management Ontario, and maintain familiarity at all times with current standards and legislated community accountabilities, ensuring that senior management and elected officials are aware of the latter.
- Identify emergency management program financial and resource requirements and prepare, or assist in the preparation of, an annual emergency program budget submission.
- Form a Community Emergency Management Program Committee.
- Conduct the community's Hazard Identification and Risk Assessment process.
- Prepare community emergency response plan and submit changes to EMO.
- Ensure the designation and development of an appropriate community Municipal Operations Centre.
- Conduct the critical infrastructure identification process.
- Document the existing community emergency response capability, and identify and attempt to address additional needs.
- Conduct annual training for the members of the Municipal Control Group and Municipal Operations Centre staff.
- Conduct an annual exercise to evaluate the community emergency response plan.
- Identify individual(s) to act as community emergency information staff.
- Develop and implement a community emergency management public awareness program.
- Conduct an annual review of the community emergency management program.
- Provide emergency management expertise and administrative support to the Municipal control group during an emergency.
- Maintain the response plan to ensure it is up to date and accurately reflects the community risk assessment and emergency management program priorities.
- Liaise with the sector EMO Community Officer, at all times, to ensure that the community emergency management program maintains the legislated standards.
- Monitor the community's level of mandated emergency program achievements and process the required verification documents to Emergency Management Ontario.
- Ensure that equipment and supplies are available in the designated (EOC) municipal operations centre.
- Compile a final report on the emergency.
- Complete and submit annual compliance to EMO.



## **Section 18**

### **Allied Agencies**

#### **a) Medical Officer of Health**

##### **Activation**

The Medical Officer of Health may be activated either directly or during a multi-municipal event, via the E.C.G. Liaison Officer. When a representative is required to attend the E.O.C. they will be assigned to the appropriate I.M.S. Sector by the E.O.C. Commander.

##### **General**

The responsibilities of the Medical Officer of Health include those areas of operation associated with:

- Communicable Diseases
- Health Hazards
- Public Health Inspection Services
- Advice on Medical Services
- Public Health Advisories

**The responsibilities of the Medical Officer of Health include, but are not limited to the following:**

- Provide information and advice to the Emergency Control Group (E.C.G.) and the general population on matters concerning public health.
- Protect the health of the community from inherent health threats by enforcement of the applicable legislation.
- Continue delivery of established programs to ensure continuity of care and general health protection.
- Collaborate with other health care providers and institutions to deliver emergency health related services to victims of the emergency.
- Activation and direction of the Pandemic Influenza Contingency Plan.
- Activation and direction of the Human Health Emergency Response Plan.
- Activation and direction of the Extreme Heat Response Plan.
- Activation and direction of the Extreme Cold Response Plan.

## **b) Kawartha Region Conservation Authority**

### **Activation**

Kawartha Region Conservation Authority may be activated during a municipal flood or watershed event. When a representative is required to attend the E.O.C. they will be assigned to the appropriate I.M.S. Sector by the E.O.C. Commander.

### **General**

Kawartha Region Conservation Authority monitors weather information and watershed conditions, including precipitation amounts, river flows, and the snow pack, to predict when floods will occur and how high the water may rise. The Kawartha Region Conservation Authority may be activated when flooding is possible, or about to occur or there are watershed conditions that may impact residents of the City of Kawartha Lakes.

**The responsibilities of the Kawartha Region Conservation Authority include, but are not limited to the following:**

- Provide information and advice to the Emergency Control Group (E.C.G.) and the general population on matters concerning watersheds.
- Continue delivery of established programs and services to support the protection of watersheds in Ontario.

## **Section 19**

### **Non Government Organization(s) (N.G.O.)**

#### **a) Canadian Red Cross (C.R.C.)**

##### **Activation**

The Canadian Red Cross may be activated by the City of Kawartha Lakes, via the Human Services Department, C.E.M.C. or E.C.G. Liaison Officer, to assist with support during an incident.

##### **The responsibilities of the Canadian Red Cross (C.R.C.) include the following:**

- Activate the local Red Cross Emergency Response Plan.
- Establish and maintain contact with the Reception/Evacuation Centre Manager.
- Provide staffing for reception and information centres, as requested.
- Assist with registration and inquiry services, emergency lodging services, and other necessary emergency social services.

## **Section 20**

### **Incident Commander “I/C” - (Site)**

**Accountable to:** E.O.C. Commander

The Incident Commander is responsible for the overall management of the incident at the incident site, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfill the function of Incident Command. However under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all incident activities are the responsibility of the Incident Commander. The Incident Commander may have a Deputy from the same organization/jurisdiction, or from an assisting organization/jurisdiction.

#### **Activation:**

The first arriving agency, officer or senior personnel will establish Incident Command. The incident type will generally dictate the agency who will assume command, and the type of command structure, be it single or unified.

#### **Transfer of Command:**

The transfer of command will take place as per agency protocols; normally the arrival of higher ranking officers will initiate the transfer of command. Transfer of command to the most appropriate agency will occur throughout various phases of event. The transfer of command will take place with a detailed face to face briefing.

#### **Incident Command**

There is one Incident Commander per Incident/Site. In the event there is more than one incident location/site there will be an Incident Commander (I/C) established for each location/site, and will be referred to as the Area Commander (A/C).

The Incident Commander's role is to provide the necessary on-site management, direction, control and coordination of the emergency response by establishing Incident Command, an Incident Command Post, and by implementing the Provincial Incident Management System (I.M.S.).

#### **Responsibilities of the Incident Commander**

- Assume and establish the appropriate Command Structure for the Incident (Single or Unified).
- Implement the I.M.S. and direct, control and coordinate the on-site emergency response.

- Establish and provide for Planning, Logistics, Finance/Administration and Operations, as required.
- Establish an Incident Command Post (I.C.P.).
- Establish and maintain emergency response communications.
- Establish and maintain communications with the Emergency Operations Centre.
- Provide Situational Reports to on-site personnel and agencies.
- Provide Situational Reports to the Emergency Control Group.
- Conduct size-up and develop an Incident Action Plan and set the Operational Period.
- Conduct the necessary briefings as required.
- Seek approval from E.C.G. on financial limits for procurement of resources.
- In consultation with the Liaison Officer (E.O.C.) provide for site visits and tours of municipal and other Government Officials, as required.
- Take such action as deemed necessary to minimize the effects of the emergency or disaster.
- Maintain a log of all actions taken.