

EMERGENCY RESPONSE PLAN

Schedule 'A' to By-Law # 2025-xx

Amendment Record

Date	Changes	BY-LAW #	✓	By (initial)
2012	Change name of plan Addition of EMS as an independent entity Minor changes- updating name changes	2012-77		JV
2013	Due to council being aware and approving of the restructuring of Divisions, all new information is being added to the plan (Finance Division, Development and Cultural Services, Employee and Business Services) as minor changes and not being submitted in a Bylaw.			
2013	Other minor changes –updating name changes. Eliminating empty pages Correcting responsibilities of the Clerk and PIO			
2014	Minor changes updating positions			
2015	Minor changes-grammatical, updating County positional changes, updating the new EOC info.			
2016	Minor changes –grammatical, updating County positional changes, updating the new EOC info. Correcting duties of ECG.	2016 -04		JV
2017	AODA compliant- updated name, Division and position changes	2017-01		JVB/CD
2018	Updating positions/titles/department/division changes as approved by Council	2018-100		CD/JVB
2019	Simplified language and updated outdated Processes to reflect current procedures. Minor grammatical changes made to document.	2019-101		JR
2020	Updated the Municipal State of Emergency section. Updated EOC information and ECG titles to reflect divisional changes. Removed reference to “Emergency Site Manager” position. Small grammatical changes.	2020-96		GS/JR
2021	Minor grammatical changes and updated to reflect DOMUS changes	2021-159		GS/KB
2022	Minor grammatical changes made to document.	2022-129		
2023	Minor terminology changes made to document.	2023-88		
2025	Minor changes to reflect health unit merger and organizational structure changes	2025-xx		

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DEFINITIONS AND RELEVANT TERMS

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

Acceptable Down Time

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

Approved

Meaning acceptable to the Authority Having Jurisdiction.

Authority Having Jurisdiction

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

Biological Agents

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

Buffer Zones

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

Business Continuity Program

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

CBRNE

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

Hamilton Niagara Haldimand Brant Home and Community Care Support Services (formerly LHIN)

The role of Home and Community Care Support Services is to plan, integrate and fund local health care as well as deliver and coordinate home and community care.

Community Emergency Management Coordinator (CEMC)

This position is responsible for coordinating the emergency management program in the municipality. In this Norfolk County Emergency Response Plan this position is referred to as the “Community Emergency Management Coordinator” (CEMC).

ServiceNorfolk

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

Critical Infrastructure

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

Declared Emergency

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

Designated Senior County Official

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

Emergency

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise; in some or in all portions of the County or to a significant number or to all members of the public.

Emergency Area

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

Emergency Control Group (ECG)

The group of individuals responsible for directing those services necessary for mitigating the effects of the Emergency. The CAO or designate acting as the Committee Director is responsible for coordinating the operations within the Emergency Operations Centre and chairing all meetings.

Emergency Management Program

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

Emergency Management Program Coordinator

Every municipality shall designate an employee of the municipality or a member of the council as its emergency management program coordinator. The emergency management program coordinator shall complete the training that is required by the Chief, Emergency Management Ontario. The emergency management program coordinator shall co-ordinate the development and implementation of the municipality's emergency management program within the municipality and shall co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside government that are involved in emergency management.

The emergency management program coordinator shall report to the municipality's emergency management program committee on his or her work.

Emergency management program committee (EMPC)

A committee that oversees the development, implementation and maintenance of the community's Emergency management program.

Emergency Operations Centre (EOC)

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

Emergency Support & Advisory Staff

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

Evacuation Centre

An evacuation centre is a facility used to provide basic life services (e.g. food, shelter, and clothing) and other specialized services (e.g. counselling, pet care, and limited health services) to persons displaced by the emergency. The location of such centres will be designated by the ECG.

Hazard

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

Incident Commander

The incident commander is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall Incident Action Plan. The role of incident commander may be assumed by a representative from the lead response organization and have authority to make command-level decisions.

Norfolk County Emergency Response Plan (NCERP)

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

Risk

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

Reception Centre

A reception centre is a facility temporarily used to register and provide short-term services to persons displaced by the Emergency. The location of such centres will be designated by the ECG.

Terrorism

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

Threat

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

Vulnerability

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

INTRODUCTION

The Emergency Management and Civil Protection Act legislates that all Ontario municipalities be prepared to respond to emergencies in their communities through the establishment of an Emergency Management Program. As part of this program, the Norfolk County Emergency Response Plan (NCERP) is required and has been developed.

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

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

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

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

Regardless of any procedures or plans contained in the Norfolk County Emergency Response Plan and supporting documents; during an Emergency, instructions and decisions originating from the Emergency Control Group may superseded the plan.

LEGISLATIVE AUTHORITY AND OBLIGATION

Emergency Management and Civil Protection Act

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

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

The Act defines an Emergency as:

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

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

"Head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and may make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect the property, and the health, safety and welfare of the inhabitants of the emergency area".

The Norfolk County Emergency Response Plan (NCERP) is to prepare for and mitigate the effects of large or prolonged incidents that constitute a danger of major proportion to a significant proportion of the citizens or area of Norfolk County. This is the context for the use of the term

“emergency” in this plan and its associated by-laws.

The intent of the Norfolk County Emergency Response Plan is to devise in advance a timely and coordinated response to emergencies that, to the extent reasonably possible, ensures an efficient and effective deployment of responding agencies and their resources to:

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

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

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

The NCERP identifies the location and function of the Emergency Operations Centre(s); identifies the members of the Emergency Control Group; and provides methods of notification in the event of an Emergency.

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

The Norfolk County Emergency Response Plan provides direction to general managers, directors, and other officials regarding the minimal requirements of their own Divisional Emergency Response Plans. Such divisional plans provide more detailed guidance for individual municipal employees in an emergency and are considered supporting documents to the NCERP.

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

PLAN ACTIVATION

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

- The emergency requires a coordinated and controlled response from a number of agencies and County Divisions;
- The emergency affects a significant number of inhabitants or area of the County; and/or
- The emergency requires extraordinary actions or expenditure of monies for the protection of life and property; and/or
- The aforementioned situations are reasonably expected due to reliable information such as weather reports;

- A situation of unknown consequences is expected or occurring
- The Emergency requires capabilities and/or resources which are beyond municipal capacity

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

Any member of the Emergency Control Group or their designate is authorized to initiate the Notification Procedure when, in their judgement, it is required to assemble the ECG in order to make decisions pertaining to the mitigation of an emergency or potential emergency. The Emergency Control Group or designates will meet at the Emergency Operations Centre designated by the initiator of the notification. Thereafter all actions taken by the Emergency Control Group will be in accordance with the provisions of this plan.

NOTIFICATION PROCEDURE

Preliminary

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

Initial Activation (Stage 1)

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

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

Sample activation messaging:

“The Emergency Control Group has been activated for a: (insert emergency)

Please report to the EOC located at: (insert address) for a scheduled meeting at (insert time).

Please respond to this message with your ETA to EOC, and indicate if you require transportation.”

Full Activation (Stage 2)

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

Drills

Two drills shall be held annually to test the communication system. Prior to the drills, an email notification will be sent to the ECG group to inform them of the upcoming drill. In the case of drills (exercises) all call-in messages shall be prefixed with the message: "THIS IS A DRILL".

Declaration of Emergency

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

Termination of Emergency

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

Evacuation

When required for public safety, the ECG in coordination with the Incident Commander shall identify the evacuation area(s) to all or portions of the County as may be required. The Clerk, or designate, shall then be instructed to initiate the Evacuation Notification List in accordance with the information provided by the ECG. Appropriate agencies will be involved in the evacuation process.

ECG Notification Lists

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

List Maintenance

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

Divisional Employee Contact Lists

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

DECLARATION OR TERMINATION OF A STATE OF EMERGENCY

Action Prior to Declaration

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

- Ongoing monitoring of the situation
- Pre-notification of members of the Emergency Control Group (ECG) and other potential agencies that could be required to respond
- Calling together the members of the ECG
- Opening up and use of resources at an Emergency Operations Centre (EOC)
- Briefing and consulting with County officials and with others as required
- Utilizing the resources and planning strategies contained in any internal response plan
- Make media releases as required to inform or advise the public

Authority: Declaration of a State of Emergency

The Emergency Management and Civil Protection Act (EMCPA) S. 4(1) states “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 they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”.

When a decision has been made to declare a State of Emergency then the appropriate mandatory notification procedure shall be initiated. A municipal declaration of emergency is separate from a provincial declaration of an emergency. The decision to declare a municipal emergency remains with the head of council. The declaration of a provincial emergency does not automatically declare a municipal state of emergency.

Authorities when an Emergency is declared:

The declaration of an emergency in a municipality provides the head of council the ability to take actions and make orders that they consider to be necessary to protect the property, health, safety and welfare of the inhabitants of the emergency area. These actions or orders cannot be contrary to law, which means that if the head of council doesn't have the authority to do something, or to order something otherwise, an emergency declaration will not provide them with this authority. The EMCPA s. 4(3) requires the head of council to ensure that the Solicitor General is notified forthwith of a declaration made under subsection (1) or (2). R.S.O. 1990, c. E.9, s. 4 (3). This is generally done through phone call and faxed form to the Provincial Emergency Operations Centre.

An emergency declaration does not provide a head of council, nor anyone else in a municipality, with any extraordinary authorities that are not otherwise provided for in law. For example, a head of council will not have the authority to order a private business or service to cease operations or to close by virtue to having declared an emergency. The declaration of an emergency also does not provide access to any funding programs to assist with the extraordinary costs of an emergency.

Orders under the EMCPA during a municipal state of emergency

Municipalities can make orders that fall within the scope of their authority as provided for in the *Municipal Act*. The *Emergency Management and Civil Protection Act (EMCPA)* does not permit any additional orders for municipalities.

The *EMCPA* does not give powers to municipalities to order a business to close. However, municipalities have powers under the *Municipal Act* to make by-laws forcing businesses to close. Provincial legislation takes precedence over municipal legislation. Municipal powers are defined by provincial legislation. There are no powers granted to municipalities under the *Emergency Management and Civil Protection Act* to allow them to close their borders to people that show symptoms of communicable diseases. Municipalities should consult with their professional advisors before exercising their existing authorities to close roads and highways under the *Municipal Act*, 2001.

Authority: Termination of a State of Emergency

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

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

Prior to declaring a state of emergency, every effort shall be made to consult with the Emergency Control Group. When the decision has been made to terminate a State of Emergency then the appropriate mandatory notification procedure shall be initiated. Unlike a provincial emergency declaration, the *EMCPA* does not place limitations on how long a municipal emergency declaration can stay in effect. If it is not terminated by its head of council, council or the Premier, the declaration will remain in effect without a definite end point. It is a local responsibility for council or the head of council to decide when to terminate a local declaration of emergency, in the absence of a decision to do so by the Premier.

Declaration of a Provincial State of Emergency

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

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

Guide for Determining if a State of Emergency Might Exist

A declaration of emergency provides the head of council the authority to take actions or make orders, which are not contrary to law, in order to protect the inhabitants in the area of the emergency; If volunteers are being employed by the municipality in support of the emergency, it can provide those volunteers with WSIB protection; or it can demonstrate to their residents that the municipality is taking the current situation seriously and is taking every step that they can to protect them from the threat. Any decision to declare a State of Emergency should consider the following list of criteria. This list is presented as a guide only to assist in decision making by the ECG and the Mayor.

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

General and Government:

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

Legal:

Might legal action be taken against municipal employees or councillors related to their actions during the current crisis? [Section 11 (1) EMCPA, provides protection from action in that no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, a minister of the Crown or a Crown employee for doing any act or neglecting to do any act in good faith in the implementation or intended implementation of an emergency management program or an emergency plan or in connection with an emergency. Section 11 (3) of the EMCPA, however, states “subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality.”]

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

Operational:

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

Does the situation involve a structural collapse? [Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources must be made through the Norfolk County Fire Chief or alternate. Approval for the dispatch of the HUSAR team comes from the Commissioner of Public Security by contacting the Provincial Emergency Operations Centre (PEOC).]

- **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario has three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment must be made through the Norfolk County Fire Coordinator who is the Norfolk County Fire Chief or alternate. Approval for the dispatch of CBRN teams comes from the Commissioner of Public Safety.]
- **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from the municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the Workplace Safety and Insurance Act related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 EMCPA, may provide municipal councillors and employees with certain protections against personal liability.]
- **Will the municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to the municipality accepting evacuees.]

Economic and Financial:

- **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.]
- **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost."]
- **Will it be necessary to apply for funding to assist with recovery after the emergency?** [The availability of recovery funding such as Municipal Disaster Recovery Assistance program and a Disaster Recovery Assistance for Ontarians program is contingent on certain conditions. Some of the conditions are more easily met with declaration of an emergency.]

REQUESTS FOR PROVINCIAL ASSISTANCE

Request Procedure

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

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

Routine Requests

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

Assumption by Province

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

The Role of Ontario Fire Marshal Emergency Management (OFMEM)

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

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

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

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

Requests for Federal Assistance

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

EMERGENCY CONTROL GROUP (ECG)

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

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

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

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

ECG Members

The Emergency Control Group includes those individuals who hold the following positions as listed below. These are the “voting rights members” of the ECG. In the absence of the ECG member their designated alternates, as listed below, shall have equal authority as the ECG member. For the purposes of sustainability over the course of an extended emergency it is expected that the ECG member and the designated alternate will rotate duties on a sustainable schedule. A second alternate may be assigned to any position at the discretion of the ECG committee.

- **ECG Chairperson/ EOC Director: General Manager, Community & Development Services**
 - Alternate 1: CAO
- **CEMC: Fire Chief**
 - Alternate 1: Community Safety Officer
- **Fire Department: Deputy Fire Chief**
 - Alternate 1: Assistant Fire Chief
- **Paramedic Services: Paramedic Chief**
 - Alternate 1: Deputy Paramedic Chief
- **OPP: OPP Inspector**
 - Alternate 1 & 2: OPP Staff Sergeant's
- **Mayor**
 - Alternate 1: Deputy Mayor
- **Emergency and Social Services: General Manager**
 - Alternate 1: Director, Social Services & Housing
- **Corporate Services: General Manager**
 - Alternate 1: Director of Human Resources
 - Alternate 2: Director of Information Technology (I.T.)
- **Information Officer: Director, Corporate Communications**
 - Alternate 1: Supervisor, Corporate Communications
- **Financial Services: Treasurer, Director of Finance**
 - Alternate 1: Deputy Treasurer, Manager Financial Operations and Systems

- **Public Works: General Manager**
 - Alternate 1: Director, Roads
- **County Clerk**
 - Alternate 1: Deputy Clerk

ECG Scribe

Each ECG member is responsible for keeping a record of their individual actions and decisions while operating at the EOC. To assist with this responsibility, it is encouraged that each ECG member bring their own scribe where warranted. The County Clerk or alternate shall attend all official meetings of the ECG and is responsible for the collection and archival of all records pertaining to EOC operation.

Emergency Information Officer

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

Emergency Support Group Members

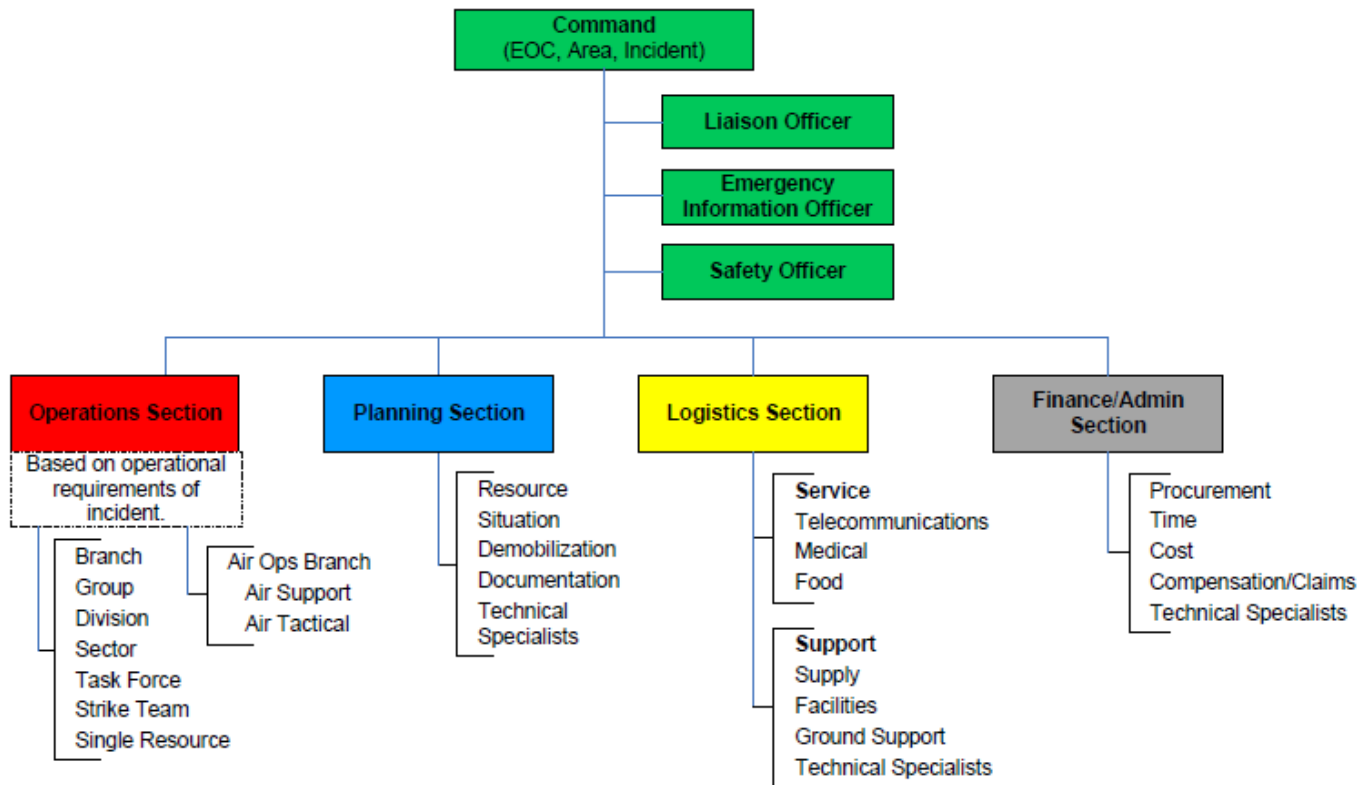
Other municipal officials or representatives of key agencies may become part of an Emergency Support Group to the Emergency Control Group if and when required. Such Support Group shall assist the ECG in making decisions as required in accordance with the circumstances of any particular emergency, whether declared or not. The Emergency Support Group should not be confused with support staff which assist in the operation of the EOC. Additional information on support group members shall be provided later in this document.

ECG Operation

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

The ECG Director or designate shall chair all meetings conducted by the Emergency Control Group. The ECG Director is responsible for the overall DIRECTION and supervision in the EOC.

Expanded Standard IMS Organization Chart*



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

** One individual may perform multiple IMS functions/positions

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

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

ECG Responsibilities

This Plan focuses on the ECG members' specific responsibilities and areas of mutual concern where efficient, effective, and safe interaction between Divisions, agencies and groups is essential to manage the emergency and mitigate its impact on the community.

The ECG will function in an Incident Management System (IMS) using Logistics, Finance/Administration, Command, Operations and Planning sections to attend to the necessary processes of addressing the event. The ECG director will determine which EOC roles will be activate to assist in mitigating the emergency.

Responsibilities:

- Receive assignment (e.g. IMS position to fill, reporting time and location, travel instructions, safety instructions)
- Check-in upon arrival at the EOC
- Receive briefings and relaying pertinent information to applicable staff and other parties

- **Declarations:**
 - Advise the Mayor, the Deputy Mayor or Acting Mayor on whether or not to declare a State of Emergency or to terminate an existing State of Emergency
 - Initiate mandatory notifications
 - Designate any or all areas within the County as an emergency area
- **Communications:**
 - Know assigned contact information requirements (e.g. phone, email, radio frequency) and ensure equipment is operating properly
 - Develop media releases and prepare major announcements
 - Ensure that pertinent information regarding the Emergency is promptly forwarded to the media, to Council, community stakeholders/ partners/ agencies and to the public
 - Assist in acquiring subject matter expert spokespersons to speak to the media where required
 - Communicating through identified and proper channels to applicable members, staff and other parties.
 - Brief and assign tasks to applicable subordinates
 - Brief designate during handover of duties.
- **Decision Making:**
 - The ECG Director will establish the frequency of meetings and situation reports as well as their agenda items.
 - Additional meetings (e.g. support group, tactics, section, unit, and team) shall be led by persons designated to lead such groups with consideration given to business cycles as determined by the ECG Director.
 - Meet at regular intervals to inform each other of any actions taken and any problems encountered
 - Participate in a consensus decision making process
 - As a guiding principle, ECG meetings will be kept as brief as possible in order to allow sufficient time for ECG members to carry out their individual responsibilities
 - Determining the need to establish advisory group(s) and/or sub-committees
- **Record Keeping:**
 - Maintain suitable written and other records of all meetings, decisions, actions, directions, and activities during the course of the event
 - Authorize and track the expenditure of money required for the Emergency
 - Submit an initial report of the major activities of the ECG to Council within one month of the termination of the Emergency
- **Directing Resources:**
 - Ensure tasks assigned are conducted safely and ensuring the welfare of co-workers, staff and volunteers.
 - Mobilize their divisional or agency resources in accordance with their divisional emergency plans and as directed by the ECG
 - While coordinating and directing their own resources shall ensure that any actions necessary for the mitigation of the effects of the Emergency are taken; these actions shall not be contrary to law
 - Maintain accountability for assigned personnel and resources
 - Track and manage volunteer workers
 - Ensure the coordination of evacuation(s) including the provision of transportation, lodging, food, clothing, and other personal/specialized services (e.g. pet care, counselling, health services, etc.) to affected residents.
 - Demobilize resources where approved to do so.

- Securing Resources:
 - Determine if the EOC and composition of the Emergency Control Group are appropriate and add such support group members as are deemed necessary
 - Evaluate the need to additional resources and secure resources. This includes equipment and/or personnel.
 - Arrange for the discontinuation or provision of utilities or services provided by public or private concerns, for example: hydro, water, gas, retail outlets
 - Arrange for all other services, equipment, and supplies as required
 - Request assistance from and/or liaison with various levels of government and any public or private agencies as required
- Recovery:
 - Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required
 - Initiate the formation of the Recovery Management Committee
 - If required, initiate the Recovery Plan (future endeavour)
 - Participate in formal debrief/critique sessions following the conclusion of the Emergency

ECG MEMBER SPECIFIC RESPONSIBILITIES

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

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

ECG/EOC Director

The EOC Director is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating in the Emergency Control Group
- Advising the Mayor on municipal policies and procedures, as appropriate.
- Determine need for, establish, and participate in Unified Command, if applicable
- Determine appropriate level of activation based on situation as known Coordinating all operations within the Emergency Operations Centre
- Scheduling and chairing regular meetings of the Emergency Control Group during an emergency
- Coordinating the provision of support staff to assist the Emergency Control Group with the co-ordination, collection and dissemination of information relative to the emergency
- Coordinate communications between the ECG and the Emergency Site.
- Ensuring that the preparation of reports on the emergency and post-emergency debriefing, are completed as required
- Ensuring that the mandatory notifications occur as required
- Ensuring that any other individuals, groups, agencies or ministries are notified to attend meetings of the Emergency Control Group when required
- Establish level of planning to be accomplished:
 - Written Incident Action Plan (IAP).
 - Contingency planning.
 - Formal Planning Meeting
- Approve and authorize implementation of the IAP:
 - Review IAP for completeness and accuracy.
 - Verify that objectives are incorporated and prioritized.
 - Sign the IAP.
- Ensure that the Incident Organization Chart (IMS 207) is completed and posted
- Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.
- Authorize release of emergency information to the public and media in cooperation with other levels of response:
 - If operating within a Unified Command, ensure all members of the Unified Command approve release.
- Authorize demobilization of resources when and where appropriate

Fire Chief or Designate

The Fire Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Development of a fire and/or rescue tactical plan for the area affected by the emergency
- The protection of life, property and the environment through the provision of fire, rescue and when required emergency medical services
- Advising the Emergency Control Group on all matters relating to fire protection services, technical and other rescues, and hazardous materials response
- Liaison with other municipal and provincial officials concerned with fire protection services
- Obtaining required fire and rescue resources from other jurisdictions and service providers
- Initiate Radio Operators to manage the radio system for communication with site (if required)

Paramedic Services Chief or Designate

The Paramedic Services Chief or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing of a Paramedic Services tactical plan for the area affected by the emergency
- The protection of life through the provision of emergency medical services
- Advising the Emergency Control Group on all matters relating to Paramedic Services response
- Liaising with other municipal and provincial officials (including the MOHLTC CACC) concerned with emergency medical services
- Obtaining required Paramedic Services resources from other jurisdictions
- Liaising with hospitals regarding the distribution of injured

Norfolk O.P.P. Inspector or Designate

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

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a policing plan for the continued protection of life and property and the provision of law and order
- Advising the Emergency Control Group on all matters relating to police responsibilities, resources, and requirements
- The provision of police services in establishing emergency site perimeters, evacuation centres, morgues, and other facilities, as required
- Enforcing evacuation orders as required
- Notifying the coroner of fatalities and acting as an agent for the Chief Coroner of Ontario
- Liaison with other municipal, provincial and federal police agencies, as required
- Obtaining required police and security resources from other jurisdictions

Mayor or Deputy Mayor or Acting Mayor

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

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

General Manager, Emergency & Social Services or Designate

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

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Developing a plan for the coordination of responsibilities and activities of all departments within the Emergency and Social Services
- Advising the Emergency Control Group on all matters relating to emergency and social services
- Coordinating with the Medical Officer of Health regarding matters of public health
- Liaison with other municipal and provincial officials with respect to emergency and social service matters
- Obtaining required assistance for the provision of public health and/or social services from other jurisdictions, agencies or service providers as required
- Coordinating the operations of emergency reception centres and evacuation centres

Director, Corporate Communications or Designate

The Director of Corporate Communications is hereby designated as the Emergency Information Officer for Norfolk County. The Emergency Information Officer or designate is specifically responsible for:

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

Treasurer, Director of Finance or Designate

The Treasurer, Director of Finance or designate is specifically responsible for:

- If required, activating the Emergency Notification System
- Participating as a member of the Emergency Control Group
- Advising the Emergency Control Group on all matters relating to finances
- Developing a plan for the coordination of responsibilities and activities within the department

- Tracking the ongoing costs related to an emergency
- Liaising with other municipal and provincial officials with respect to financial matters

General Manager, Public Works or Designate

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

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

County Clerk or Designate

The County Clerk or designate is specifically responsible for:

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

Community Safety Officer or Designate

The Community Safety Officer or designate is specifically responsible for:

- Acting as a liaison officer in the EOC
- Organizing and conducting the training of the ECG, their alternates and other support staff of the ECG
- Act as an alternate to the CEMC

CEMC Appointment

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

CEMC Authority and Responsibility

The CEMC has the authority and responsibility to:

- Coordinate the development and implementation of the Norfolk County Emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and organizations outside government that are involved in emergency management
- Maintain and publish the Norfolk County Emergency Response Plan and supporting documents and coordinate all revisions thereto ensure that complete and up-to-date copies of all Norfolk County Emergency Response Plan components are placed and maintained in each of the Emergency Operation Centres identified in the Plan
- Complete the training that is required by the Fire Marshal and Chief, Emergency Management
- Report to the Emergency Management Program Committee on his or her work
- Coordinate local emergency management programs with other municipalities, ministries or other organizations
- Ensure the municipality's annual compliance with the EMCPA and associated regulations
- Server as the primary contact during actual or impending emergencies as well as for routine communications.

ECG SUPPORT GROUP

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

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

Support Group Members

In addition to the ECG members and designates additional staff may be required to provide support, logistics, and advice directly to the Emergency Control Group and for that purpose may be requested to attend at the EOC or other specified location. The following staff are designated "EOC Support Group Members" and may be called upon to assist the ECG.

- **Manager, Organizational Health & Wellness**
- **Manager, Employee and Labour Relations**
- **County Solicitor and/or External Legal Counsel**
- **Supervisor of Bylaw**
 - Alternate: Municipal Bylaw Enforcement Officer
- **Director, Building- Chief Building Official**
 - Alternate: Supervisor, Building
- **GIS Supervisor**
 - Alternate: GIS Analyst
- **Director, Planning**
 - Alternate: Manager of Planner
- **Manager, Financial Strategic Planning and Reporting**
 - Alternate: Manager, Revenue Services/ Tax Collector
- **Director, Facilities**
 - Supervisor, Facilities
- **Director, Environmental Services**
 - Alternate: Manager, Water and Wastewater Compliance
- **Director, Information Technology**
 - Alternate: Manager, IT Operations
- **MOH, Grand Erie Public Health**
 - Alternate 1: CEO, Grand Erie Public Health
 - Alternate 2: Emergency Response Planner
- **Program Manager, Housing Services**
 - Alternate: **Program Manager, Ontario Works**
- **CEO Norfolk General Hospital**
 - Alternate: Manager, Facilities, Norfolk General Hospital
- **Manager of Watershed Services Long Point Region Conservation Authority (LPRCA)**
 - Alternate: Water Resources Analyst. LPRCA

Support Group Responsibilities

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

Support Group Contact Procedure

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

EMERGENCY OPERATIONS CENTRE (EOC)

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

Establishment

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

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

Activation

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

Other Activities Prohibited

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

The media shall not be permitted to access the EOC except directly to rooms or facilities identified for media briefings or media work room(s) as designated by the ECG.

In general, members of the public shall not be permitted to access the activated EOC except directly to rooms or facilities identified for public admittance as designated by the ECG.

EOC Facilities

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

Location of Emergency Operation Centres

Primary:

The primary Emergency Operations Centre is located at Delhi Administration Building at 183 Main Street of Delhi, Delhi. The media room shall be located in the Delhi Library at 192 Main Street of Delhi, Delhi unless otherwise designated.

First Alternate:

The first alternate Emergency Operations Centre is located at Gilbertson Administration Building at 12 Gilbertson Drive, Simcoe. The media room is the Training Lab unless otherwise designated.

Second Alternate:

The second alternate Emergency Operations Centre is located at County Administration Building, 50 Colborne Street South, Simcoe. The media room is to be determined by the ECG.

TESTING AND MAINTENANCE OF PLAN

Responsibility

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

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

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

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

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

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

Formal Revision Procedure

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

The CEMC is responsible for the review of all supporting documentation. The review of the documentation shall consist of a circulation for input to all members and alternates of the Emergency Control Group, to all General Managers, the CAO, and to the Mayor. This review circulation will happen in the second half of each year. All review input shall be received within thirty (30) days of circulation.

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

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

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

Unscheduled Revision

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

Council Approval

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

Exercises of the Plan

In accordance with legislated requirements and guidelines regular exercises will be conducted in order to test the overall effectiveness of this emergency plan and to provide training to the Emergency Control Group and other support staff. The following exercises are required. twice annually test the communications process by performing both a Stage 1 (ECG) and Stage 2 (Support Group) Notification exercise

- Annually conduct an emergency exercise that includes all members of the ECG, alternates, and support personnel as required. The scenario shall be determined by the CEMC

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

Maintenance of Communication Equipment

As part of the annual exercise or as a separate drill all communications equipment, services, and specific communications provisions shall be thoroughly tested. This includes testing of all equipment in the EOCs and in other applicable facilities that have the potential to be used for emergency response purposes.

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

Records of Tests and Plan Maintenance

Thorough records of all drills, equipment tests, and exercises shall be kept. These records shall include the names of participants, chronological logs, results, problems, and the name of the person conducting the drill, test or exercise. Problems encountered shall be rectified as soon as possible and a record of these resolutions maintained.

Records of all drills, tests and exercises will be recorded on the provided forms. The CEMC will forward copies of all exercise records to the Province with the annual EMCPA compliance documentation. The CEMC shall develop testing records and shall maintain all completed records resulting from such testing.

BUDGETING AND FINANCIAL CONSIDERATIONS

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

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

EMERGENCY DEMOBLIZATION AND RECOVERY

ECG Step-Down

The ECG shall evaluate each emergency on an ongoing basis during its duration to determine if and when the State of Emergency should be terminated. Plans to demobilize resources shall be considered early in the response phase of the emergency.

The formal termination of the State of Emergency does not usually or necessarily signify the need for the ECG to stop operating in its intended capacity. Neither does it signify the point at which the provisions of the Norfolk County Emergency Response Plan cease to be followed. For clarity, the

ECG shall continue to meet and manage the emergency as long as the ECG feels it is relevant to do so.

Once the emergency moves into the recovery phase an Emergency Recovery Committee may be formed to direct the recovery of social stability and the economic health of the community.

Recovery Plan

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

DIVISIONAL EMERGENCY PLAN (DEP) REQUIREMENTS

Responsibility

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

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

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

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

Plan Components

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

- Organizational chart during an emergency
 - this may differ significantly from normal operations
 - this may differ depending on the type of hazard(s) creating the emergency
- Overall responsibilities of the Division during an emergency
 - this is expanded from the Emergency Control Group list or
 - alternatively, is stated for the first time if not a member of that group
- Expanded responsibilities and duties listed with positions assigned
 - grouped by identified responsibility or operational areas
- Detailed duties plan with specified actions and checklists
 - group into sections as desired
- Develop forms and other cheat sheets as required
- Staff Contact and Notification List
 - identify alternates and contact information
- Resource plans

- identify people, facilities, equipment, skills, sources, and maintenance
 - include contact information
- List of “downstream” dependents
 - cross-divisional impact by the Division
 - Division actions that will affect another Division’s emergency operations
 - other Division or agency operations that you will be controlling
- Communications and Staff Accountability Plan
 - how to keep in contact with your staff (radio, phone, fax, meeting places)
 - back-up provisions
 - meeting schedule (initially, regular schedule, emergency)
 - update intervals (when to report, how, where)
- Record Keeping
 - logging of significant events, decisions, activities
- Sustainability plan
 - staff rotations
 - food and accommodations (coordinate with Logistics Sector)
 - staff’s family needs are considered
- Provision of standard forms (list for determination on standardization)
 - for declaring an emergency
 - event logging, purchasing
 - use of facilities
 - use and tracking of resources and evacuees
 - coordination of form design and development will avoid duplication of effort
- Contingency plans if unable to fulfill obligations
 - who will fill gaps (contractor, other Division, volunteers)
 - impact if fail to meet obligations
- Demobilization Plan
 - down-staffing
 - getting back to normal

IMS Planning Cycle – General

