



**CORPORATION OF THE CITY OF
CLARENCE-ROCKLAND
SPECIAL MEETING**

April 24, 2019, 6:00 pm

Council Chambers

415 rue Lemay Street, Clarence Creek, Ont.

Pages

1. Opening of the meeting
2. Adoption of the agenda
3. Disclosure of pecuniary interests
4. Level of services for residents affected by a potential flood 3
5. Confirmatory By-law
6. Adjournment



**CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
RÉUNION SPÉCIALE**

le 24 avril 2019, 18 h 00

Council Chambers

2e étage, Aréna de Clarence Creek
418 rue Lemay, Clarence Creek, Ontario

Pages

1. Ouverture de la réunion
2. Adoption de l'ordre du jour
3. Déclarations d'intérêts pécuniaires
4. Niveau de service pour les résidents affectés par les inondations
potentielles 3
5. Règlement de confirmation
6. Ajournement

RAPPORT N° FIN2019-016



Date	24/04/2019
Soumis par	Frédéric Desnoyers
Objet	Niveau de service pour les résidents affectés par les inondations potentielles.
# du dossier	F05 Budget and estimates

1) **NATURE / OBJECTIF :**

Le rapport a pour but de discuter du niveau de service pour les résidents affectés par les inondations potentielles et ainsi établir un budget.

2) **DIRECTIVE/POLITIQUE ANTÉCÉDENTE :**

N/A

3) **RECOMMANDATION DU SERVICE:**

QUE le Conseil approuve un budget de 100 000 \$ pour les dépenses opérationnelles des inondation 2019 à partir du surplus budgétaire de 2018.

THAT Council approves a budget of \$100,000 for the operational expenses of the 2019 floods financed from the 2018 surplus.

4) **HISTORIQUE :**

En 2017, la Cité de Clarence-Rockland a aussi été touchée par des inondations sévères. Le coût de ces inondations était de 750 000 \$, cependant un montant de 606 928 \$ a été reçu de la Province sous le programme de l'Aide aux municipalités pour la reprise après catastrophe. Ainsi le coût net pour la municipalité a été de 143 072 \$

Le 15 avril, le rapport FIN2019-014 a été présenté au Conseil afin de démontrer qu'un surplus de 550 326 \$ pour l'année 2018 était estimé suite au transfert à la réserve de stabilisation du taux de taxes.

5) **DISCUSSION :**

Depuis le 18 avril 2019, les niveaux d'eau se sont mis à monter ainsi mettant à risques quelques résidents sur les terrains riverains. Le niveau d'eau prévu maximal en date du 24 avril est de 43,3 mètres qui devraient être atteints le 29 avril 2019, selon la Commission de planification de la régularisation de la rivière des Outaouais. Le niveau maximal atteint en 2017 était de 43.86 mètres.

En date du 24 avril 2019, des dépenses ont déjà été encourues par la municipalité estimée à 43 945 \$. Voir le tableau ci-dessous pour les détails.

Dépenses encourues estimées	
Sacs de sable (71 000)	26 980 \$
Sable et transport (74 voyages)	12 210
Autres matériaux	1 300
Repas	320
Hotel	135
Surtemps	3 000
Total	43 945\$

En plus des dépenses déjà encourues l'administration estime un autre 56 055 \$ en dépense opérationnelle à court terme pour acheter d'autre sac et sable, ainsi totalisant le 100 000 \$.

D'autres items restent à être déterminés, tels que : la réparation des routes inondées, le nettoyage des sacs de sable et le nettoyage du parc Du moulin. Un autre rapport sera présenté au Conseil pour adresser ces items. Cependant à titre d'exemple, en 2017, le coût du nettoyage des sacs de sable a été de 343 000 \$, le coût de la réparation des routes a été de 61 000 \$ et le coût du nettoyage du parc Dumoulin a été de 35 000 \$.

6) **CONSULTATION :**

N/A

7) **RECOMMANDATION OU COMMENTAIRES DU COMITÉ :**

N/A

8) **IMPACT FINANCIER (monétaire/matériaux/etc.):**

Le montant budgété pour les inondations dans la base budgétaire est seulement de 1 000 \$, ce qui est utilisé pour les inondations printanières normales.

Ainsi il est recommandé que le montant nécessaire de 100 000 \$ provienne du surplus budgétaire de 2018.

9) **IMPLICATIONS LÉGALES :**

N/A

10) **GESTION DU RISQUE (RISK MANAGEMENT) :**

N/A

11) **IMPLICATIONS STRATÉGIQUES :**

N/A

12) **DOCUMENTS D'APPUI:**
N/A

THE CORPORATION OF THE CITY OF CLARENCE-ROCKLAND

BY-LAW NUMBER 2018-116

BEING A BY-LAW TO ADOPT AN EMERGENCY PLAN FOR THE CITY OF CLARENCE-ROCKLAND PURSUANT TO THE EMERGENCY MANAGEMENT AND CIVIL PROTECTION ACT, R.S.O., 1990, CH. E 9, AS AMENDED.

WHEREAS the Emergency Management & Civil Protection Act, Section 3(1) requires every municipality to develop and implement an emergency plan;

AND WHEREAS Section 6.2(1) of the Emergency Management & Civil Protection Act requires every municipality to submit a copy of their Emergency Plan to the Chief, Emergency Management Ontario;

AND WHEREAS Section 9 of the Emergency Management & Civil Protection Act stipulates what an Emergency Plan may include;

AND WHEREAS Section 10 of the Emergency Management & Civil Protection Act requires that a copy of the Emergency Plan shall be available for review by the public;

NOW THEREFORE Council for the City of Clarence-Rockland hereby enacts as follows:

1. That the Emergency Plan forming Schedule 'A' to this By-law, be adopted as the current Emergency Plan for the City, and any former plans are hereby rescinded;
2. That the Community Emergency Management Coordinator (CEMC) be directed, upon the passing of the By-law, to submit a copy of the Emergency Plan forthwith to the Chief, Emergency Management Ontario;
3. That the Community Emergency Management Coordinator (CEMC) be directed, upon the passing of this By-law, to provide an electronic copy of this Emergency Plan to the City's Communications Officer who shall post a copy of the plan on the City's website.
4. That the City of Clarence-Rockland Emergency Plan shall be reviewed at least annually by the Community Emergency Management Program Committee, who shall report such review to Council;

5. That the City of Clarence-Rockland Emergency Plan shall be exercised at least annually. The exercise shall be overseen by the Community Emergency Management Program Committee, who shall report such exercise to Council;
6. That this By-law shall come into force and effect on the day it is enacted.

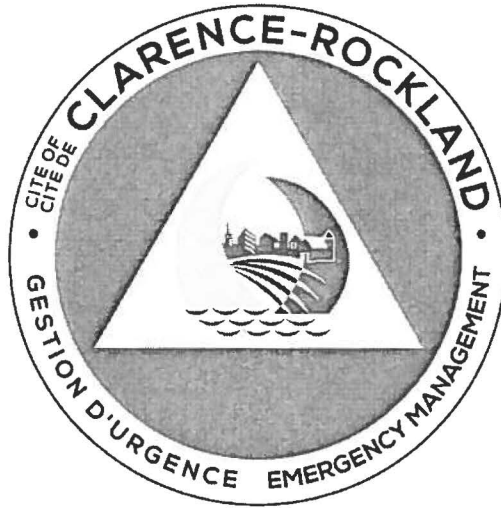
READ, DONE AND PASSED IN OPEN COUNCIL, THIS 13TH DAY OF AUGUST, 2018.



Guy Desjardins, Mayor



Monique Quellet, Clerk



Emergency Plan

2018

FINAL
Approved by Council on
June 18, 2018

Protective Services Department
Emergency Management

A copy of this document is available in alternative formats upon request.
Please contact the Community Emergency Management Coordinator at: 613-446-6022 ext. 2301

City of Clarence-Rockland Emergency Plan

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PART 1: INTRODUCTION

Conscious of its potential vulnerabilities, the City of Clarence-Rockland has developed an Emergency Plan (the "Plan") that is designed to be comprehensive and aims at heightening the combined level of response throughout the City's emergency response community. This Plan is based on an all-hazard and multi-departmental approach to be used by all city services during planned or unplanned events and/or incidents. Each city service that has a function to fulfill under this Plan is also expected to develop its own supporting formal emergency plan and corresponding response capability.

City of Clarence-Rockland Emergency Plan

PART 2: AIM

The aim of this Plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to:

- Protect the health and safety of responders
- Save lives
- Reduce suffering
- Protect public health
- Protect infrastructure and property
- Protect the environment
- Reduce economic and social losses
- Protect public confidence

This Plan is designed to:

Provide an enhanced and co-ordinated level of planning and readiness to better respond to the needs of the community during a major emergency, while still ensuring the delivery of city services to the other areas of the City.

This Plan will outline the City's overall municipal emergency management response strategy during each phase of an emergency: prior, during, and post event. This Plan also informs each service of their specific roles and responsibilities during an emergency.

For further details, please contact the Community Emergency Management Coordinator at:

City of Clarence-Rockland
Protective Services Department – Emergency Management
1560 Rue Laurier
Rockland, ON
K4K 1P7

(613) 446-6022 ext. 2301

City of Clarence-Rockland Emergency Plan

PART 3: AUTHORITY

The *Ontario Emergency Management and Civil Protection Act*, R.S.O.1990, last amended 2006, is the legal authority for the City of Clarence-Rockland's Emergency Management Plan.

The overall emergency management program is overseen by the City's Emergency Management Program Committee, as appointed by municipal by-law.

As enabled by the *Ontario Emergency Management and Civil Protection Act (EMCPA)*, the City of Clarence-Rockland's Emergency Plan and its elements have been issued under:

- The City of Clarence-Rockland Emergency Management By-law #2017-##
- The City of Clarence-Rockland Emergency Management Plan By-law # 2018-##

The development of this Plan complies with provincial and federal legislation, as well as generally accepted standards and best practices in risk assessment and emergency management. Among these are:

- *Ontario Emergency Management and Civil Protection Act*, R.S.O.1990, last amended 2006
- *Accessibility for Ontarians with Disabilities Act*
- *Ambulance Act*
- *Building Code Act*, 1992
- *Canada Labour Code Part II*
- *Coroner's Act*
- *Criminal Code* (including Section 217.1 – Bill C-45)
- *Day Nurseries Act*
- *Employment Standards Act*, 2000
- *Environmental Protection Act*
- *Fire Protection and Prevention Act*, 1997
- *Health Protection and Promotion Act*, R.S.O 1197, Chapter H7
- *Highway Traffic Act*
- *Long Term Care Homes Act*
- *Ministry of Community and Social Services Act*
- *Municipal Act*, 2001
- *Occupational Health and Safety Act*
- *Police Services Act*
- *Private Investigators and Security Guards Act*
- *Safe Drinking Water Act*, 2002
- *Vital Statistics Act*
- *Workplace Safety and Insurance Act*, 1997

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- *Canadian Standards Association CAN/CSA-Z731-03 (R2009): Emergency Preparedness and Response*
- *Canadian Standards Association CAN/CSA-Z1600 2008: Emergency Management and Business Continuity Programs*
- *Emergency Management Standard: Emergency Management Accreditation Program 2010*
- *National Fire Protection Association NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2000 Edition, NFPA, 2000.*

3.1 Emergency Operations Centre Control Group Authority

Under the *Ontario Emergency Management and Civil Protection Act*, Regulation 380/04, the Emergency Operations Centre (EOC) Control Group may, at any time, seek the advice, assistance and authority from the following:

- Officials or employees of any level of government who are involved in emergency management;
- Representatives of organizations outside government who are involved in emergency management;
- Persons representing industries that may be involved in emergency management;

Under regulation 380/04 s. 13(4), the group **shall** direct the municipality's response in an emergency, including the implementation of the municipality's emergency plan.

3.2 Definition of an Emergency

The following definitions reflect how a situation can evolve into a full scale emergency event. The City of Clarence-Rockland defines:

- An **incident** as a situation caused by natural or human elements that requires a response to protect life, property, or the environment. An incident may be geographically confined (e.g. within a clear delineated site or sites) or dispersed (e.g. a widespread power outage or an epidemic). Incidents may start suddenly (e.g. a chemical plant explosion) or gradually (e.g. a drought). They may be of very short duration (e.g. a call for medical assistance), or continue for months or even years. Incidents can include terrorist attacks or threats, fires related to wild land and urban settings, floods, hazardous materials spills, demonstrations, aircraft crashes, earthquakes, hurricanes, tornadoes, tropical storms and public health or medical situations.
- An **event** as a natural or man-made situation that has come to fruition, resulting in incident(s) of substantial extent causing significant physical damage or

City of Clarence-Rockland Emergency Plan

destruction, loss of life, or drastic change to the natural environment. An event can be defined as tragic incident(s) with great loss stemming from earthquakes, floods, catastrophic accidents, fires, or explosions.

- An **emergency** as a situation or impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. There are three categories of emergencies: human caused, natural and technological.

3.3 Action Prior to Declaration of an Emergency

When an emergency exists, but has not yet been declared, City services and partners may take such action(s) under this Emergency Plan as may be required to protect property and the health, safety and welfare in the City of Clarence-Rockland. In the absence of a formal declaration, this Plan or its annexes may also be implemented in whole, or in part.

PART 4: EMERGENCY NOTIFICATION PROCEDURES

This section presents the mechanisms established to facilitate the co-ordination of complex and multi-departmental responses to events. Highlighted in this section is the importance of information sharing amongst all city services, as well as with external partners, while applying an enhanced risk management lens to the event at hand.

These mechanisms include:

- 1) Surveillance and Situational Awareness
- 2) Enhanced Risk Management
- 3) Notification Procedures
 - a. Normal Operations
 - b. Enhanced Operations
 - c. Activated
- 4) Risk Management and Response Escalations
- 5) State of Emergency

4.1 Surveillance and Situational Awareness

Surveillance procedures consist of all mechanisms ensuring the detection (in real time) of unusual situations that could impact the City of Clarence-Rockland. Residents, businesses, call centres and the media must also remain vigilant and report any unusual and suspicious activities. Table 1 provides examples of surveillance mechanisms.

Table 1: Examples of Surveillance Mechanisms	
System/Organization	Surveillance
Police Service / Law Enforcement	There are three levels of police and law enforcement who constantly monitor the Clarence-Rockland area: Municipal, Clarence-Rockland Municipal Enforcement Officers; Municipal/Provincial, Ontario Provincial Police (OPP); Federal, Royal Canadian Mounted Police
Media	Media (radio, television, the internet) are good sources of real time information on the hazards and external threats affecting the City.
Neighbouring Municipalities	In some cases, disasters taking place in adjacent municipalities can affect the City of Clarence-Rockland. The City has developed a network of contacts with neighbouring municipalities and other levels of government.
Residents	Citizens are often the first to become aware of an unusual or threatening situation. They can help maximize the City's response time by calling emergency services. Call 9-1-1 to report a crime in progress or a life threatening emergency situation. Call City Hall Client Services for all other situations.
Eastern Ontario Public Health and UCPR Paramedic Service	Conduct Health Surveillance activities.
City Services	Municipal employees working throughout City territory can quickly alert municipal managers and the Protective Services Department, through internal escalation procedures.

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4.2 Enhanced Risk Management

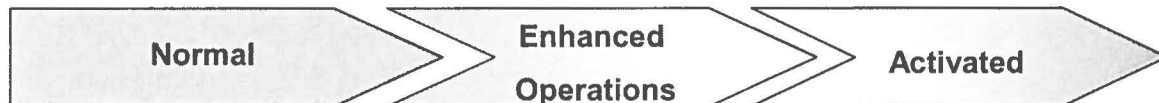
*The management of risk is a shared responsibility at all City levels. All **employees** are required to demonstrate risk-aware thinking and accountability and communicate significant risks to their managers, who notify their Directors. Enhanced risk management provides a continuous, proactive, systematic and consistent approach to understand, manage and communicate risks from an organization-wide perspective. Risk management is the systematic process of identifying, analyzing and responding to risk. Risk management includes the avoidance and/or mitigation of hazards, the management of uncertainty and the harnessing of opportunities.*

It is the responsibility of all service areas to apply a risk management lens when monitoring activities in the City of Clarence-Rockland and when necessary escalate situations as per established protocols. In some instances (see Appendix 1 *Response Escalation* Version 1.1) the situation will require the sharing of information to a broader audience and will warrant notifying the Protective Services Department. It is the responsibility of the CEMC to gather information about situations that may have a significant impact on city resources and to share this information with Senior Administration. Each stakeholder determines the relevance of that information and the impact to their department. It is the responsibility of each department to establish protocols and escalation criteria for engaging their department. Managers and Directors are also expected to contact the CEMC when they are faced with a situation that seems out of the ordinary and has the potential to worsen or has the potential to be politically sensitive. When in doubt, the management team are expected to consult with the CEMC. While all members of management are expected to inform the CEMC of situations that may escalate, only the CEMC (or their alternate(s)) can initiate the notification procedures. Surveillance and situational awareness begins in normal operations, but is a part of each escalation response level.

Sharing of situational awareness allows for early mobilization of the resources necessary to deal with emergency events.

4.3 Notification Procedures

There are three levels of notifications which include:



Normal consists of normal daily operations that services must carry out according to standard operating procedures, guidelines, policy and procedures, and legislation.

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When a response to an event is required, it is co-ordinated by Incident Commanders and normal supervisory employees.

Enhanced Operations indicates a potential event which is outside of normal operating procedures. This event is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. This event may also be politically sensitive. During this phase, the CEMC and Senior Administration are alerted and engaged for full situational awareness and potential co-ordinated response.

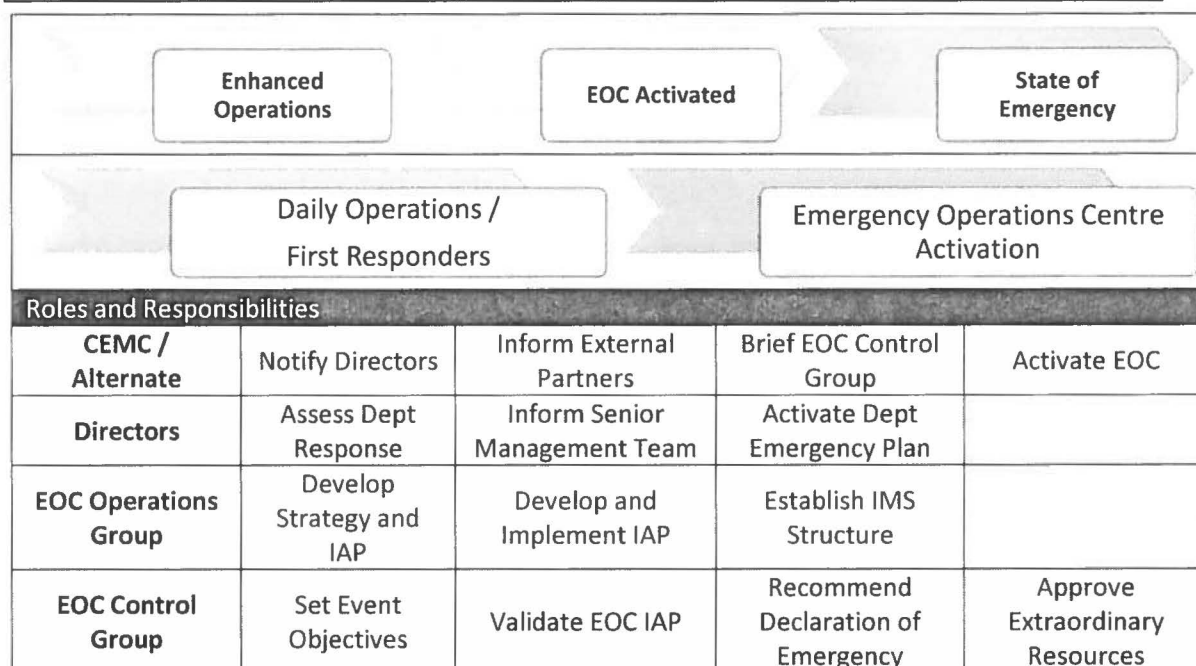
Activated indicates an event that requires activation of the Emergency Operation Centre (EOC). Activated is the highest level of response. The CEMC, in consultation with Senior Administration, will determine the on-call response team expected to make up the EOC.

The CEMC guides the escalation response by first sending out a notification that **an EOC activation** has been declared. This declaration mobilizes the EOC. The CEMC will gather additional situational awareness from the EOC Operations Group. Senior Administration (or their alternates) will form the initial EOC Operations Group. This initial action may be done through a conference call. The EOC Control Group may be convened through a conference call, or face-to-face, and will be provided with situational awareness so that they can determine the response goals for the EOC Operations Group. Each Group will determine whether there is a requirement to meet in a physical location or whether they can operate effectively as a virtual team. In circumstances where there are issues with communications, such as overloading of telephone circuits, both Groups may be directed to meet face-to-face at a predetermined location.

Table 2 provides a snapshot of roles and some activities of various Decision Centres, once Enhanced Operation level thresholds are met.

City of Clarence-Rockland Emergency Plan

Table 2: Notification and Response Activities



Note: Engaging the CEMC and/or Senior Administration does not mean that CEMC and the Protective Services Department are taking over the response. An Incident Commander is always responsible for the emergency site.

4.4 Risk Management and Response Escalation

Appendix 1 *Response Escalation Version 1.1* provides a list of criteria that meet normal, enhanced, and activated levels of response. It is the responsibility of each service area to inform the CEMC when these thresholds are met. While this list is very comprehensive it is not an exhaustive list and should only be used as a guideline. When in doubt, services are encouraged to contact the CEMC.

4.5 State of Emergency

Not every emergency will lead to a declaration of a State of Emergency. However, if a declaration of a State of Emergency is required, for the whole or a part of the City of Clarence-Rockland, only the Mayor or his/her designate can declare and then terminate a State of Emergency. This decision is made in consultation with the EOC Control Group. The CEMC is responsible for completing all the paperwork and liaising with Emergency Management Ontario (EMO).

The following is the process for declaring a State of Emergency:

- EOC Director reviews criteria with EMO
- CEMC prepares recommendation and completes documentation
- EOC Control Group makes recommendations to the Mayor

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- Mayor approves and declares the State of Emergency
- CEMC will notify the PEOC of the municipality's declaration
- Only the Mayor or City Council can terminate a declaration

PART 5: ROLES AND RESPONSIBILITIES

This section outlines roles and responsibilities of personnel involved in an emergency response, specifically, the following key functions:

1. Community Emergency Management Coordinator
2. Protective Services Department - Emergency Management
3. Senior Administration
4. Decision Centres
 - o Emergency Operations Centre
 - o Service Command Centre
 - o Incident Command Post
5. Incident Commander
6. City Council

5.1 Community Emergency Management Coordinator (CEMC)

A Community Emergency Management Coordinator (CEMC) is defined as:

An individual officially designated by a community who is responsible and accountable for the community's emergency management program. The CEMC must be, by definition, a municipal employee, as per the *Municipal Act*.

In the City of Clarence-Rockland, the CEMC is a position held by the Director of Protective Services / Fire Chief. The Alternate CEMCs are the Deputy Fire Chief and the Manager of Municipal Enforcement.

- Links to the Provincial Emergency Operation Centre (PEOC) and Emergency Management Ontario (EMO).
- Availability to respond on a 24/7 basis (on-call).
- Acts as EOC Director, until relieved.
- Only the CEMC can initiate the notification procedures.
- Responsibilities include:
 - o Maintaining situational awareness
 - o Linking with Senior Administration
 - o Activating the City of Clarence-Rockland Emergency Management Plan
 - o Facilitating resource management

5.2 Protective Services Department - Emergency Management (EM)

Emergency Management (EM) is a unit of the Protective Services Department and it ensures the safety of staff and residents in case of an emergency (as defined in Part 3 of this Plan). It provides and supports effective emergency and disaster management, and training and education to reduce risks to staff and residents' health, safety, security

and property.

EM is also responsible for:

- Co-ordinating city-wide emergency planning, including Senior Administration
- Managing the City's Emergency Management Program, including the:
 - Are You Ready Program (emergency preparedness public education)
 - Emergency Management Training and Exercise Program
- Co-ordinating and managing the City's Business Continuity Program

5.3 Senior Administration (Directors and Acting Directors)

- Notify CEMC of emergencies that may qualify for Enhanced Operations or Activated Operations, or to provide situational awareness.
- Available to respond on a 24/7 basis (on-call).
- CAO (or Acting) must respond to CEMC notifications, without delay.
- Confirm receipt of notification.
- Act as single point of contact for their Department to assess the requirement to respond or continue to monitor.
- Activate Departmental Emergency Plan.
- Provide Resource management on behalf of their department.
- Act as initial EOC general staff member until relieved and/or the appropriate Incident Management System (IMS) Team is established.

5.4 Decision Centres

- Decision Centres constitute the location where information is assembled and emergency management decisions are made.
 - The primary function of a common space for decision-making is to facilitate the gathering and sharing of information among responders.
 - These centres provide access to tools that permit rapid and efficient communication, allowing for informed event management centres to be led by a Service Command Centre Commander.
 - Each centre uses the Incident Management System (IMS). This includes the IMS functional organization, standard roles and responsibilities, and supporting IMS principles (see Part 6).
-

City of Clarence-Rockland Emergency Plan

- The IMS Response Goals are used in all Decision Centres, including the emergency site.
- There are two Decision Centres in the City of Clarence-Rockland:
 - Emergency Operation Centre (EOC)
 - Incident Command Post (ICP)

Table 3 outlines the roles and functions of each of the Decision Centres.

Table 3: Decision Making Centres		
	Emergency Operations Centre (EOC) (City Co-ordination)	Incident Command Post (ICP) (Site Co-ordination)
Scope	Strategic	Operational
Domains of Concerns	Control Group <ul style="list-style-type: none"> ▪ Incident Consequence Management. ▪ Define Objectives or the "what" needs to be accomplished. ▪ Advises on declaring state of emergency. ▪ Approves extraordinary resource requirement. ▪ Sets policy direction. ▪ Point of contact for external service centres such as federal or public agencies. ▪ Provides the integrated City view. ▪ Ensures consistent dissemination of public information. ▪ Assures the continuity of services at a city-wide level. Operations Group <ul style="list-style-type: none"> ▪ Extension of Control Group. ▪ Determines the strategy set out by the Control Group - "how" the objectives will be accomplished. ▪ City-wide management. ▪ Provides Site support. 	<ul style="list-style-type: none"> ▪ Location from which Incident Commander oversees incident management and on-site operations. ▪ Established when an incident occurs or is planned. ▪ Positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. ▪ There is only one ICP for each incident or event. However, this facility may change locations during the incident. ▪ Situation assessment. ▪ Resource management. ▪ Response protocols. ▪ Responders accountability. ▪ Rest and recovery. ▪ Site layout. ▪ Responders health and safety. ▪ Hazard control. ▪ Needs anticipation. ▪ Information sharing.
Mobilization	When the escalation criteria meets the Activation	Any emergency response.

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	threshold and/or situation warrants mobilization.	
IMS	IMS Structure applies only in the EOC Operations Group	IMS Structure applies <ul style="list-style-type: none"> Comprises the Command element (Single or Unified), Command Staff and may include other designated incident management officials and responders, including the General Staff.
Jurisdiction	Municipal Boundaries <ul style="list-style-type: none"> The EOC does not give direction to the Incident Commander (IC), however the EOC does maintain situational awareness. Any resources provided by the EOC to the site are then under the IC control. 	Site <ul style="list-style-type: none"> In the case of an emergency, consideration should be given to setting up area command. Area Command <ul style="list-style-type: none"> An organization established to oversee the management of multiple incidents or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.
Lead	Control Group Chief Administrative Officer Operations EOC Commander	Incident Commander
Composition	Control Group Senior Administration Operations Managers / Alternates	Command Staff and General Staff

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5.5 Incident Commander (IC)

The entity or individual that is responsible for all incident activities, including the development of strategies and tactics, and the ordering and the release of resources. The Incident Commander (IC) has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations. The IC is expected to provide situational awareness to the EOC.

5.6 City Council

- Membership is the Mayor (Head of Council) and Councillors (elected officials).
- The Mayor is the only person who can make an emergency declaration.
- The Mayor may take such action and make such orders as he/she considers necessary and are **not** contrary to law to implement the Emergency Management Plan and to protect property, health, safety and welfare of the affected persons in the emergency area (Subsection 4(1) *EMCPA*).
- The Mayor or Council, or Premier of Ontario, can terminate a declaration.
- Although the Mayor may declare a State of Emergency, neither the Mayor nor the Council directs the response. This is the responsibility of the EOC Control Group.

PART 6: INCIDENT MANAGEMENT SYSTEM (IMS)

The Province of Ontario has approved the doctrine on Incident Management System (IMS) for Ontario. The City of Clarence-Rockland supports this doctrine and is currently implementing IMS in all Decision Centres. The City of Clarence-Rockland responds to all emergencies using the IMS.

This section briefly describes the following elements of IMS:

1. Definition
2. Response Goals
3. Organizational Structure
4. Principles

6.1 Definition

IMS is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every emergency there are certain management functions that must be carried out, regardless of the number of persons who are available or involved in the emergency response.

6.2 Response Goals

The following IMS Response Goals are used in all Decision Centres:

1. Provide for the safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect infrastructure and property
6. Protect the environment
7. Reduce economic and social losses
8. Protect public confidence (established and used only by the City of Clarence-Rockland)

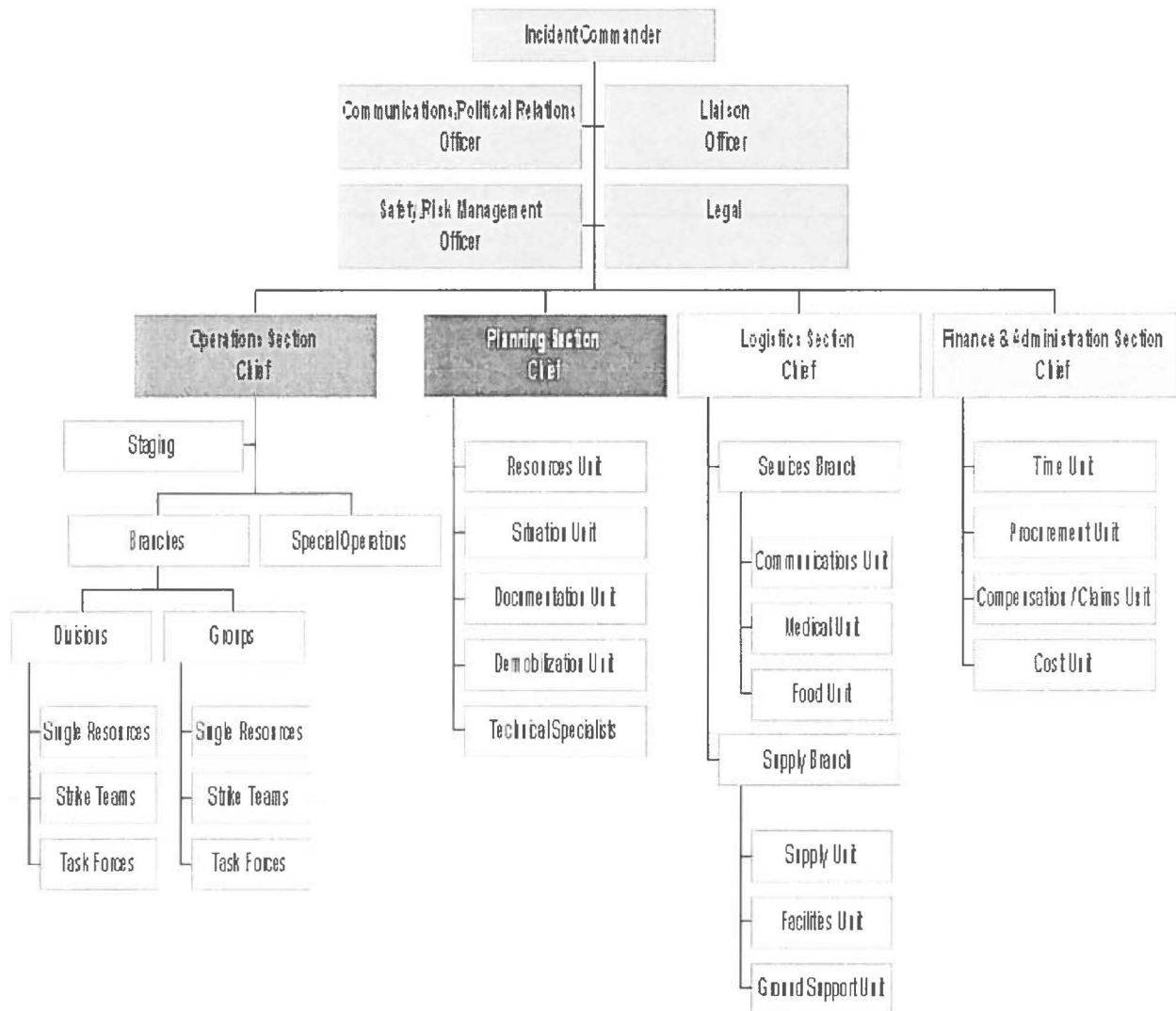
These goals are used by the Incident Commander to determine the response strategy at the site and the EOC Control Group to determine the objectives for the event. The objectives are then provided to the EOC Commander who will lead the EOC Operations Group in the development of the strategy and response.

City of Clarence-Rockland Emergency Plan

6.3 Organizational Structure

Table 4 provides an overview of how teams organize themselves under the IMS Structure. All IMS teams are organized in this way so that they can grow and work effectively with other IMS teams.

Table 4: IMS Structure - Full Organizational Structure



Note: The Incident Commander in the EOC is the EOC Commander. IMS is scalable; therefore the Incident Commander decides what structure is required to respond to the emergency.

City of Clarence-Rockland Emergency Plan

6.4 Principles

The following standard operating principles guide how the IMS organization functions:

1. Five primary management functions
2. Establishing and transferring command
3. Single or unified command
4. Management by objectives
5. Manageable span of control
6. Modular organization
7. Unity and chain of command
8. Common terminology
9. Consolidated Incident Action Plans
10. Personnel (accountability)
11. Integrated communications
12. Comprehensive resource management

To obtain more information on IMS, please consult the following resources:

- Emergency Management Ontario website provides provincial emergency professionals with information on IMS, as well as the opportunity to obtain IMS 100 Certification
<http://www.emergencymanagementontario.ca/english/professionals/IMS/ims.html>
- Contact the Community Emergency Management Coordinator,
Protective Services Department – Emergency Management

PART 7: COMMUNICATION AND EMERGENCY INFORMATION

While information sharing with all stakeholders is critical at all times, during an emergency establishing communication between the emergency site(s), the various Decision Centres and with the public at large is paramount to the successful management of the emergency.

This section will outline the various communication strategies that are used in the City of Clarence-Rockland, highlighting the following categories:

1. Communication Tools
2. Emergency Management Cycles
3. Emergency Information

For communication to work, all those involved must clearly understand their roles and responsibilities as responders, and the role of their service during the emergency. All activities between the site and Decision Centres must be co-ordinated. Co-ordination between Decision Centres is critical and is based on established communication protocols that must be understood and followed by all personnel.

7.1 Communication Tools

During emergency situations, Decision Centres possess several means of communicating and exchanging information.

Table 5 provides a brief list of various communication tools used by Decision Centres. It should be noted that as technology evolves this list will certainly change, however there is nothing more effective than face-to-face.

City of Clarence-Rockland Emergency Plan

Table 5: Decision Centre Communication Tools	
Decision Centres	Communication Tools
Emergency Operations Centre Control Group	<ul style="list-style-type: none">▪ Video Conferencing▪ Regular and cellular telephone links▪ E-mail▪ Personal Digital Assistant (PDA)▪ Radios▪ Person-to-person▪ Wall displays within the EOC
Emergency Operations Centre Operations Group	<ul style="list-style-type: none">▪ Video Conferencing▪ Regular and cellular telephone links▪ E-mail▪ Personal Digital Assistant (PDA)▪ Radios▪ Person-to-person▪ Wall displays within the EOC
Incident Command Post	<ul style="list-style-type: none">▪ Video Conferencing (in authorized locations)▪ Person-to-person▪ E-mail (in authorized locations)▪ Cellular phones (in authorized locations)▪ Radio communications
Field Communication	<ul style="list-style-type: none">▪ Person-to-person▪ Pager▪ Cellular phones (in authorized locations)▪ Radio communications

7.2 Emergency Management Cycles

Emergency Management Cycles used by Decision Centres, as well as the communication process between these centres, are detailed in Table 6. Each Decision Centre lead should work towards the optimal co-ordination of actions taken. This requires a thorough and flexible approach. The following are guidelines for all management cycles:

City of Clarence-Rockland Emergency Plan

Table 6: Emergency Management Cycle Guidelines

Decision Centre's Cycle

Each level of Decision Centre has its own Management Cycle, which is a function of its management scope (strategic, tactical or operational level) and the capacity that would be required for emergency response activities.

Decision Centre's Activities

The whole process (management cycles and co-ordination between centres) is repeated on a continuous basis. An adjustment period should be expected at the beginning of the process. The time allowed for each activity might vary according to needs. When planning the Emergency Communication Cycles, Decision Centres need to consider external factors, such as deadlines for news reports and communication to the public.

Communication Between Decision Centres

In order to optimize the exchange of information between Decision Centres (i.e. reduce the possibility of a busy line, a voicemail or no answer), the co-ordination of the allocated communication periods is pre-determined within the management cycle of each centre. In consultation with the Incident Commander (IC), the Emergency Operations Centre (EOC) Commander will establish the reserved periods for communication.

Communication between Departments and the EOC

- Communication with the incident site will normally be with either the Incident Commander or his/her appointed Liaison Officer.
- The EOC may be in contact with multiple Department Heads and the Incident Commander.
- The EOC Sector Chiefs will work with their functional peers across many organizations/jurisdictions.
- The EOC performs a consolidating and co-ordinating role between multiple services.
- Situational awareness between Departments and the EOC is the responsibility of the Planning Sections.
- Situational awareness between the EOC and external agencies is the responsibility of the EOC Liaison Officer.
- The EOC will act as the primary point of contact for all departments involved and external EOCs, such as the Provincial Emergency Operations Centre (PEOC) and where applicable the Federal Government Operations Centre (GOC).

City of Clarence-Rockland Emergency Plan

7.3 Emergency Information

Emergency Management Ontario defines emergency information as:

"Information about an emergency, which is communicated broadly to the community and other partners and stakeholders."

Emergency information is being communicated to the public in order to protect their health, safety, welfare and property and is usually directed to the media. Table 7 outlines the role of the Emergency Information Officer and various methods of public notification

Table 7: Emergency Information

As per the *Emergency Management and Civil Protection Act*, all municipalities must appoint an **Emergency Information Officer**. The Communications Officer is the Emergency Information Officer (EIO) for the City of Clarence-Rockland and acts as the primary media and public contact in an emergency. The Alternate Emergency Information Officer is the Executive Assistant to the CAO. EIO duties include:

- Writing and issuing press releases
- Co-ordinating media briefings
- Posting emergency information
- Answering media and public inquiries
- Identifying spokesperson

Public notification is the dissemination and communication of information to the public. In order to inform the public of the occurrence of an event or to take action, various public notification means may be used. The use of communication means will vary according to the event and the targeted audience. Communication must be done in a way that takes people with disabilities into consideration (i.e. bilingual, accessible formats and communication supports). The following is a non-exhaustive list of communication means available to the EOC: Media (TV, radio, print); clarence-rockland.com; social networking sites; door-to-door communications; Amateur Radio Emergency System (ARES); bullhorns; Variable Messaging Signs (VMS); as well as flyers and brochures.

Emergency public notification may also be done via the National Alert Aggregation and Dissemination System (NAADS). This is currently managed and accessed through the Provincial Emergency Operations Centre (PEOC) and allows for mandatory messaging on television and radio, and is able to send Wireless Emergency Alerts (WEA) onto enabled smartphones.

PART 8: CLARENCE-ROCKLAND SPECIFIC EMERGENCY FUNCTIONS

The City's response to an emergency situation is based on a functional approach. By looking at the mandate of City services and partners, the City utilizes a detailed, global assessment of the needs of its population. This assessment provides the City with the knowledge to determine what specific tasks, organized as Emergency Functions, it would need to accomplish during an emergency. City services and partners are then able to decide, together, on the most efficient division of responsibility for these functions and divide them into several tasks under each function.

This section describes in detail the City's twenty-three (23) emergency functions as well as highlights the roles and responsibilities of each department involved in completing the tasks.

Table 7 lists the acronyms that are used in the Emergency Functions descriptions.

Table 8 describes all specific Emergency Functions to be accomplished for the City of Clarence-Rockland.

City of Clarence-Rockland Emergency Plan

Table 7: Acronyms	
Acronym	Service / Department / Branch / Unit
All	All Services
MLEO	Protective Services – Municipal Enforcement Division
Clerk	City Clerk
Comms	Corporate Services – Communication Officer
CSD	Community Services Department
CSD/Shelter	<ul style="list-style-type: none"> ▪ Emergency Shelter Management
CSD/Buildings	<ul style="list-style-type: none"> ▪ Building Management / Maintenance
ENV	Environmental Services Department
ENV/DWS	<ul style="list-style-type: none"> ▪ Drinking Water Services
ENV/SWS	<ul style="list-style-type: none"> ▪ Solid Waste Services
ENV/WWS	<ul style="list-style-type: none"> ▪ Wastewater Services
ESS	Community Services – Emergency Social Services
FIN	Finance Department
Fire	Protective Services – Fire Department
FLS	French Language Services (Contracted)
HR	Human Resources Department
E&O	Engineering and Infrastructure Department
IT	Information Technology
CSC	Client Service Centre
EOHU	Eastern Ontario Health Unit
Paramedic	UCPR Paramedic Service
Planning	Infrastructure and Planning – City Planner
CBO	Infrastructure and Planning – Chief Building Official
Police	Ontario Provincial Police
Parks	Community Services Department – Parks and Recreation
Ops	Infrastructure and Planning – Engineering and Operations
EM	Protective Services – Emergency Management
Transit	Community Services – CRTranspo

City of Clarence-Rockland Emergency Plan

Table 8: Emergency Functions

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Each function clearly describes the actions required to accomplish this function and which service is responsible. Information on functions and tasks is given in separate tables for each function. The Role column indicates what role the service in question has taken: Responsible, Partner or Support.

Service Roles in Functions and Tasks

R	Responsible	Responsible for the co-ordination necessary for the implementation of the function or task
P	Partner	Critical stakeholder for the implementation of the task
S	Support	Service / Department / Agency

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Access Routes and Traffic			
Function/ Task	Dept/ Service	Role	Action
Access Routes and Traffic	Ops	R	To provide reliable access to roads and emergency routes. This responsibility includes ensuring roads are passable and co-ordinating the easy flow of traffic during evacuations or large scale re-routing of traffic.
	Police	S	Upon request, provide traffic control and key intersections to ensure orderly flow of traffic.
Clearing Roadways	Ops	R	To clear and dispose of debris on roadways, to work with appropriate partners in the removal of dangerous items, such as live power lines, and to physically close roads when they are not passable and communicate the closures to appropriate partners.
	Fire	P	To provide personnel and equipment under the direction of PW to help clear emergency routes and to access fire hydrants.
Physical Presence on Street Control	Police	R	Police will be responsible for the vehicular and pedestrian traffic on the streets and roads in the City of Clarence-Rockland.
	MLEO	S	Municipal Enforcement Officers will support the Police, as required.
Traffic Manage- ment	Ops	R	Manage traffic by providing the safest and most efficient sustainable movement of people, goods and services and ensuring reliable access to roads and emergency routes.
	Police	P	Police will assist PW with traffic management.
	MLEO	P	Arrange removal of parked cars, in co-ordination with the Police.

City of Clarence-Rockland Emergency Plan

Administration / Logistics / Information Technology			
Function/ Task	Dept/ Service	Role	Action
Administration/ Logistics/ Information Technology	All	R	All departments are responsible to ensure human, material, technological and financial resources as well as administrative and legal affairs for emergency operations are managed in accordance with established procedures wherever and whenever possible. This function highlights the services that are integral in most emergencies and that all City services and departments will need to access before, during and after emergencies.
Emergency Notification (Cross reference Part 4 Emergency Notification Procedures)	EM	R	The CEMC is responsible for issuing notifications to Senior Administration.
	All	R	All Senior Administration will notify the CEMC when Enhanced Thresholds are met (See Part 4 of Plan) or when faced with a situation that may escalate.
	All	R	Directors and/or Acting Directors must respond to all notifications without delay and confirm receipt.
Emergency Activation	EM	R	Will activate part or all of the City's Emergency Management Plan and open the Emergency Operations Centre to address the emergency.
Debriefing	EM	R	Co-ordinate the post-emergency corporate debriefing process.
Finance	FIN	R	Finance Dept. will identify a special emergency account for related claims made in a declared emergency. Financial Services will also identify appropriate accounting processes.
	FIN	R	Payroll will provide assistance to log, track and compensate for staff time worked supporting the emergency. The process will address potential remuneration scenarios affecting various levels of employees and potential situations.
	EM	P	Will advise involved departments to submit costs that are relative to the emergency situation. EM will also validate the claims, while Finance will process and send them to the Province.
Legal	Clerk	R	To provide procedural legal advice and services during a declared emergency.
	All	S	All services are to follow appropriate policies and procedures during an emergency and seek legal advice when pertinent.

City of Clarence-Rockland Emergency Plan

Administration / Logistics / Information Technology			
Function/ Task	Dept/ Service	Role	Action
Inquiry Tracking and Reporting	CSC	R	Main record keeper of number and type of internal and external inquiries related to the emergency and providing this information back into the Corporation (e.g. concerns of citizens, developing trends, etc).
	All	S	All involved services/departments are to maintain a log documenting all inquiries relating to the emergency.
Security	EM	R	To make provision for the security of persons and assets located at City facilities and sites in the event of an emergency.
	Police	P	The Police would assist in keeping the peace at buildings or locations.
	MLEO	S	Municipal Enforcement Officers can assist by providing personnel for security purposes.
Human Resources	HR	R	Assist with verification of credentials for screened volunteers, as may be required.
Fleet Services	Ops	R	Provide safe and operational City vehicles for essential prioritized services. Provide fuel in emergencies as prioritized by the Emergency Operations Centre Control Group.
Facility Management	CSD/ Buildings	R	Provides property management for City owned and operated facilities. Sustains facility plants, pools and arena operations. Provides custodial services, maintenance and minor repairs to facilities, facility contract management services, partial and complete plant/facility closure. Maintains structural/floor plans, monitors facilities and properties for environmental risk.

City of Clarence-Rockland Emergency Plan

Administration / Logistics / Information Technology			
Function/ Task	Dept/ Service	Role	Action
Scribing	Clerk	R	Responsible for providing scribe services, as requested through the Emergency Operations Centre Control Group.
Printing and Mail	CSC	R	Provides printing and mail support.
	IT	S	Provides hardware and necessary IT support for printing and computers.
Emergency Council Meetings	Clerk	R	Provides support for emergency Council Meetings
Translation	FLS	R	Provides translation support.
Communication	Comms	R	Provides content development, support and dissemination of information through the appropriate and accessible channels, as requested.
	All	P	Will assist in the content development and the dissemination of information relating to the emergency.
	CSC	P	Provides the means to disseminate information provided by Corporate Communications.
Information Technology	IT	R	Provides information technology services in support of City services to meet emergency service delivery.
ITS/Protection of Existing Infrastructure	IT	R	Ensures the protection of the existing technical infrastructure by ensuring that critical IT equipment is housed and maintained within City of Clarence-Rockland data centres that are safeguarded with the appropriate physical, environmental and logical measures.
	EM	S	Will make provisions for the appropriate physical security measures for the data centres.
ITS/Support Emergency Services IT Requirements	IT	R	Ensures the availability of emergency IT services by maintaining the ITS Department Emergency Management Plan.
ITS /Data Security	IT	R	Ensures the security of data through the ongoing application of risk management processes to maintain the confidentiality, integrity and

City of Clarence-Rockland Emergency Plan

Administration / Logistics / Information Technology			
Function/ Task	Dept/ Service	Role	Action
			availability of City information assets to the degree both human and financial resources are available
	EM	S	Will make provisions for the appropriate physical security measures.
Co-ordination of Volunteers	Parks	R	Will establish a mobilization and communication plan with community stakeholders to work together to train and mobilize volunteers in case of a declared disaster or influenza pandemic or large-scale emergency situation requiring the support of volunteers.

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Care of the Deceased in a Mass Casualty Incident			
Function/ Task	Dept/ Service	Role	Action
Care of the Deceased in a Mass Casualty Incident	Police with Coroner	R	A mass casualty incident is defined when several persons die and the number of deaths exceeds the capabilities of the local resources. Care of the deceased in a mass casualty incident is the responsibility of the Police and the Coroner's Office.
	ESS/ Parks	P	The Emergency Reception and Lodging Team (PRC) will assist Police by identifying and making the necessary arrangements for opening potential appropriate facilities.
	EM	S	Will provide appropriate security measures for identified sites.
Pronouncement of Death in a Mass Casualty Incident	Police	R	At a disaster involving mass casualties, Police will liaise with the Office of the Coroner.
	Paramedic	P	Will make pronouncements of death in accordance with the Ontario Ministry of Health standards and directives.
Identification of the Deceased	Police	R	The Police have Forensic Identification Technologies capable of identifying the deceased persons by forensic needs.
	Paramedic	P	When on-site, paramedics may provide assistance with the identification of the deceased during the performance of their normal duties.
	EM	S	Will assist with the acquisition of additional body bags, with the support of Emergency Management Ontario (EMO).
	Vickers	S	The OPP Victim Services Team (Vickers) may provide assistance with death notification.
	HR	S	Human Resources can assist by accessing and providing contact information to appropriate City staff to issue notification of death for any City staff. Employee Assistance Program (EAP) support will be offered to City personnel.
Notification of Next-of-Kin	Police	R	In the event of a mass casualty stream, notification of next-of-kin will be the responsibility of the Police.
Temporary Morgue	Police	R	Police are responsible for the co-ordination of removal of human remains.
	ESS	P	The Emergency Reception and Lodging Team (PRC) will assist Police by identifying and making the necessary arrangements for opening potential

City of Clarence-Rockland Emergency Plan

Care of the Deceased in a Mass Casualty Incident			
Function/ Task	Dept/ Service	Role	Action
			appropriate facilities for this purpose.
	CSD/ Buildings	P	CSD/Buildings is responsible for ensuring that the designated city facility is open and operational.
	EM	S	Is responsible for making security provisions at all city facilities.
Extraordinary Burial or Cremation Measures	EM	R	In the event of a disaster in which there is a need for extraordinary burial measures or cremation, EM will assist in co-ordinating the response for burial or cremation of the dead
	Planning	P	Identify locations of potential properties for mass burials which: i) Can be reserved for this purpose in the long term by preventing its development and the development of conflicting uses on adjoining land ii) Are appropriately located so as to minimize transportation iii) Will minimize conflict with current or planned adjacent land uses iv) Are outside areas identified by the Source Water Protection Plans, prepared by the Conservation Authorities, as being well head protection or water intake areas v) Meet the requirements of the <i>Cemeteries Act</i> and any other applicable legislation, as required.
	CSC Clerk	P	The CSC & City Clerk have the delegated authority under the <i>Vital Statistics Act</i> to issue burial permits and register the deaths.
	Police	S	In the event of a mass burial or cremation and when security and safety is a concern, the Police will provide appropriate measures to keep the peace.
	Ops	S	Ops will provide appropriate equipment, where needed.
	ESS/ CSSD	S	Personal Services (CSSD) can assist in organizing a memorial mass and in co-ordinating the clergy for this purpose.

City of Clarence-Rockland Emergency Plan

Clothing			
Function/ Task	Dept/ Service	Role	Action
Clothing	ESS/ CSSD	R	Personal Services (CSSD) is responsible for providing clothing and blankets to persons affected by the emergency or disaster until regular sources of supply are available. Personal Services (CSSD) will co-ordinate the primary tasks of procurement and distribution of clothing and blankets.
Procuring Needed Clothing and Blankets	ESS/ CSSD	R	Through an agreement with the EM, blankets will be procured according to the needs of the emergency. Through a Memo of Understanding, external service providers will assist the City by providing supplies of emergency covering and clothing.
	EM	P	EM has an agreement with Emergency Management Ontario and the National Emergency Stockpile System (Warehouse) for the provision of blankets for the City in an emergency. EM will make the necessary arrangements to obtain these blankets.
	FIN	P	Supply Management will source and acquire the necessary clothing and blankets as requested by ESS.
Distribution of Clothing	ESS/ CSSD	R	Appropriate clothing will be issued to persons in need, as required. Persons in need of clothing will report to designated Emergency Reception and Lodging Centres to have their clothing needs addressed.
	Ops	S	Responsible for providing vehicles to assist in pick-up and delivery of clothing and blankets.
	CSD/ Buildings	S	CSD/Buildings will assist in the set-up of clothing distribution and collection centres at City facilities.
	EM	S	Will provide appropriate security measures for distribution sites
Disaster Relief Assistance	ESS/ CSSD	R	Personal Services (CSSD) will provide disaster relief to any affected individual who is able to demonstrate need in accordance with applicable legislation.

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Commodity Distribution			
Function/ Task	Dept/ Service	Role	Action
Commodity Distribution	EM	R	Emergency Management is responsible for establishing standardized procedures, processes and protocols with City departments and services to secure available resources and prioritize their distribution
	All	S	Departments/Services may be required to provide assistance with distribution
Procurement	FIN	R	Finance will procure the commodity required
	EM	S	Can assist with the procurement of commodities through mutual aid or agreements with Emergency Management Ontario
Delivery and Storage	Ops	P	Ops may be available for delivery and storage of commodity.
	Parks	S	Could provide assistance by offering facilities as potential depots for distribution.
	Fire	S	Could provide some Fire Station locations to be used as distribution outlets if required.
Set-up and Demobilization	CSD/ Buildings	S	Could assist in the set up and demobilization of distribution centres at City facilities.
Security	EM	S	Will provide appropriate security measures for distribution sites at City facilities.
	MLEO	S	Could assist in monitoring the distribution of commodities.

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Communication and Infrastructure			
Function/ Task	Dept/ Service	Role	Action
Communi- cation Infra- structure	IT	R	ITS will be engaged to provide installation of cabling and the modification, maintenance, support and monitoring of the communication infrastructure, as required (Note: This does not include the two-way radio).
	All	R	Ensure the appropriate communications infrastructure (e.g. telephones, cellular phones, and teleconferencing) are in place to meet proper requirements of the emergency.
Preserva- tion of Existing Equipment	IT	R	Ensures the protection of the existing critical communication infrastructure equipment by either: housing and maintaining within secure data centres located at key City facilities or safeguarding with the appropriate physical, and logical controls. Will ensure that all of the communication equipment in the Emergency Operations Centre (fax, telephones) are in working in order at all times.
Provide Secure Alternate Means of Communi- cation	IT	R	Co-ordinates the procurement of alternate telecommunication services and equipment through its existing service level agreements with its primary and secondary suppliers. ITS has individual agreements with its respective suppliers regarding after-hours support.
	EM	P	Through a Memorandum of Understanding with the Amateur Radio Emergency Service, the members can provide a secure means of radio communication.
	Fire	S	Fire Services will (if possible and practical) provide support in securing an alternate means of communications during an emergency situation. This communication may be a designated radio channel, if normal telecommunications fail, or providing radios.
	Paramedic	S	The Ottawa Central Ambulance Communication Centre (OCACC), who dispatch UCPR paramedics, have a provincial inter-agency channel with the Ministry of Health and Long Term Care. This system can only be used by paramedics.
	Ops	S	Will (if possible and practicable) provide support through an alternate means of communications, during an emergency situation. This communication may be a designated analogue radio channel, if normal telecommunications fail, or providing additional radios.

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Communication and Infrastructure			
Function/ Task	Dept/ Service	Role	Action
Manage the Municipal Telecom Network	IT	R	Co-ordinates the management and maintenance of the wide area and local area networks to ensure voice and data connectivity between City facilities.
	EM	S	Ensures that the telecom network is working in the Emergency Operations Centre and reports any problems to ITS.

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Energy			
Function/ Task	Dept/ Service	Role	Action
Energy	CSD/ Buildings	R	To work with external partners to co-ordinate reliable access to energy during an emergency. This includes co-ordination of alternative electrical supply when needed and monitoring current levels by liaising with energy providers.
Co-ordination for the Provision of Alternate Electrical Supply	CSD/ Buildings	R	Will procure and maintain generators and work with Fleet Services for the provision of fuel for City-maintained sites. Buildings will also make sure that the hook-up connections are compatible.
	EM	P	EM and the Emergency Operations Centre Control Group will identify alternative electrical supply and co-ordinate efforts with Buildings, who is responsible for co-ordinating the provision of alternate electrical supply.
Prioritized Access to Available Energy	EM	R	In conjunction with the Emergency Operations Centre Control Group and the energy supplier, SEM will identify and prioritize access to available energy.
	Ops	P	Ops will allow access to City-controlled fuel sites, as determined by the Emergency Operations Centre Control Group.
	EOHU	S	EOHU may be asked to provide information to energy utilities regarding the prioritization of energy supply to essential services and vulnerable populations in an emergency in order that there is a reduced risk of morbidity and mortality (e.g. hospitals, homes for the aged, long-term care facilities, etc.).

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Environment			
Function/ Task	Dept/ Service	Role	Action
Environ- ment	ENV	R	To manage natural environment risks by delivering basic programs, services and public utilities, ensure communication between the City and the public about interests at risk and protecting the components of the critical infrastructure managed by the department.
Water Quality Monitoring	ENV/ WWS	R	To monitor surface water quality, arrange for additional drinking water sample testing at contracted labs, and notify the appropriate contacts if the water is or is suspected to be contaminated or if any reason water that could be used by the public could be harmful to the public via drinking, etc.
	EOHU	R	EOHU will receive and respond to reports of adverse drinking water on drinking water systems governed under the <i>Health Protection and Promotion Act</i> or the <i>Safe Drinking Water Act</i> . OPH will provide information in the interpretation of water analysis reports, as well as information on potential health effects and appropriate response to adverse results or adverse observations.
Wastewater Manage- ment	ENV/ WWS	R	Following standard operating procedures as they pertain to wastewater and drainage monitoring. Disconnecting essential services to avoid hazardous situations such as bypassing sewage treatment and opening and maintaining drainage channels.
	EOHU	S	EOHU can provide information and directives related to wastewater management.
	E&O	S	Provide post-event basement flood / sewer back-up investigations to identify cause of flooding and solutions to reduce the risk of future occurrences.
Waste Manage- ment	ENV/ SWS	R	Collect and dispose of non-hazardous waste. Manage landfill sites.
	EOHU	P	EOHU will support and provide consultation to PW and other partners regarding emergency waste management strategies to ensure that health hazards are mitigated.
Atmo- spheric Monitoring	Fire	R	To provide personnel and equipment to monitor the air quality in buildings and surrounding areas for contamination.
	EOHU	P	Will assist Fire by interpreting the results of air quality monitoring, provide information on the health risks posed, and recommend any necessary interventions.

City of Clarence-Rockland Emergency Plan

Environment			
Function/ Task	Dept/ Service	Role	Action
	CSD/ Shelter	S	The Emergency Shelter Team will provide support in the event there is a need to open up a temporary Emergency Reception and Lodging Centre.
Site Protection and Cleanup	Ops	R	To confine and contain floodwater by distributing sand and sandbags to residents, constructing temporary dykes and sandbagging at the direction of the Emergency Operations Centre Control Group. To clear and dispose of debris and non-hazardous waste at an emergency site, as deemed necessary.
	Fire	S	To provide personnel and equipment to protect the site through dykes and barriers, in addition to the protection of exposures for the site itself through the use of water streams or salvage operations.
	EOHU	S	Provides consultation to other partners during the clean up process to ensure health hazard abatement. When the resulting emergency poses a health hazard, the EOHU team enforces the <i>Health Protection and Promotion Act</i> to ensure that the emergency site is cleaned up promptly in order to mitigate risk.
	Ops	P	Ops has made provision at facilities for the proper disposal of waste. In the event of a site being used for a special application (e.g. morgue, injection site,) it is expected that the service responsible for the special application will work with Ops to ensure that the required provisions for waste disposal, environment protection and site clean up are in place.
	EM	S	Responsible for making security provisions at all facilities.
Weather Forecasting	Ops	R	To work with external partners, such as Environment Canada and Conservation Authorities, with our Advanced Road Weather Information System infrastructure to assist the City by having the most accurate picture possible of future and current weather systems.
Land Stability Monitoring	CBO	R	Identify unstable lands rendered unsafe due to a catastrophic event and undertake a review and direct property owners to submit engineering assessment of conditions and submit reports to the City.
	Ops	S	PW could provide support in terms of flooding information.

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Environment			
Function/ Task	Dept/ Service	Role	Action
	Ops	S	Provide technical assistance to reinstate slope failures that have the potential to impact a City road, Transitway or City park.

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Evacuation			
Function/ Task	Dept/ Service	Role	Action
Evacuation	Police	R	Responsible for overall co-ordination of evacuation activities. Depending on the nature of the emergency, the decision to evacuate will be site driven (decided and co-ordinated at the site) or Emergency Operations Centre driven (decided and co-ordinated from the municipal Emergency Operations Centre). The criteria for this decision will depend on the event and will be based on the inherent risk of the emergency. Municipal subject matter experts and/or outside experts will be consulted in this decision-making process.
	All	R	To refer to the Municipal Evacuation Plan.
Identification of Evacuation Routes	Ops	R	When called on for assistance, Ops will assess an ordered evacuation and identify appropriate evacuation routes. Refer to Evacuation Routes and Traffic Control in the Municipal Evacuation Plan.
	Police	P	The Police will assist in the identification, establishment, and maintenance of emergency evacuation routes.
	ESS/ PRC	S	The Emergency Shelter Team will support PW in the identification of evacuation routes (e.g. in highlighting designated Emergency Reception and Lodging Centres).
	Ops	S	Upon request, provide condition and structural adequacy assessments of bridges located along proposed evacuation routes.
Public Notification	Comms	R	Corporate Communications will co-ordinate, prepare and disseminate messaging and information material on behalf of the City and its partner agencies.
	EM	P	Through a Memo of Understanding with the Amateur Radio Emergency Service, members can provide radio communication for the purpose of public notification.
	CSC	S	Ontario 2-1-1 and Client Services Centre will support the dissemination of key messages.
	Fire	S	Notify the public of evacuation procedures.
	Paramedic	S	Notify the public of evacuation procedures.
	Police	S	Notify the public of evacuation procedures.

City of Clarence-Rockland Emergency Plan

Feeding			
Function/ Task	Dept/ Service	Role	Action
Feeding	ESS	R	Emergency Social Services is responsible for establishing standardized procedures, processes and protocols with City departments and services to ensure access to a safe and appropriate food supply for responders in emergencies and the co-ordination, management and provision of food to people affected by the emergency. Note: food includes hydration.
Food Supply Chain Maintenance	ESS	R	Necessary measures implemented to ensure that food and water are made available to affected people. NOTE: Electricity or an alternate source of energy may need to be procured in order to ensure that the food being supplied is maintained according to recognized standards during storage, preparation and delivery. In preparation for emergencies, advance arrangements may need to be made with local transportation companies and energy providers to ensure that the food supply chain is maintained.
	FIN	P	Supply Management will work with ESS in determining the requirement for food supplies. Purchasing staff will source and ensure consistent delivery at the frequency necessary to meet the requirements.
	Ops	P	Material Management staff will be available for warehousing operations. Sourcing, delivery, storage and distribution will be addressed for each of the food types.
	Police	S	Provide escort for transportation of food if safety and security is an issue.
	EOHU	P	EOHU will help to ensure that the food supplied is from a safe source and is maintained in a safe condition during storage, preparation, delivery and service. OPH can also assess food donations received from major food suppliers/corporations to ensure their safety.
	MLEO	S	When food is required, Municipal Enforcement supports ESS with identifying City inspected and licensed food vendors.
Mass Feeding (Cross reference)	ESS	R	Co-ordination and management of the preparation and delivery of food to people affected by the

City of Clarence-Rockland Emergency Plan

Feeding			
Function/ Task	Dept/ Service	Role	Action
with Hygiene and Public Health and Health Care Services)			emergency (e.g. evacuees and/or quarantined individuals, emergency response personnel, and volunteers).
	EOHU	P	To oversee food safety issues inherent in the large-scale production and preparation of food items (e.g. precautions necessary including adequate and available refrigeration capacity) for preparing and preserving mass quantities of perishable food items.
	MLEO	S	When food is required, Municipal Enforcement supports ESS with identifying City inspected and licensed food vendors.
Feeding Responders	ESS	R	Establishing standardized procedures, processes and protocols to ensure access to safe and appropriate food supply for responders in emergencies. Through Memo of Understanding with various service providers, the procurement and distribution of food will be co-ordinated and implemented by affected City departments.
	MLEO	S	When food is required, Municipal Enforcement supports ESS with identifying City inspected and licensed food vendors.
Procurement of Food	ESS	R	Ensure that standard protocols and procedures are established in conjunction with respective departments to ensure an adequate supply of food is available for procurement and distribution to evacuees and responders in an emergency.
	EOHU	P	EOHU will inspect the food provisions to ensure that temperature control requirements are maintained during food transportation and distribution to various sites.
	FIN	P	In the event that food is required, Supply Management will work with ESS in the sourcing of the necessary food.
	MLEO	S	When food is required, Municipal Enforcement supports ESS with identifying City inspected and licensed food vendors.
	CSD/ Buildings	S	Buildings will set up food distribution centres at City facilities.
Pet Care	MLEO	R	Municipal Enforcement, with the support of ESS, will make the necessary arrangement for the care of pets.

City of Clarence-Rockland Emergency Plan

Feeding			
Function/ Task	Dept/ Service	Role	Action
	ESS/ CSSD	S	If there is a need to arrange for the feeding of pets in an emergency, Personal Services (CSSD) can assist Municipal Enforcement.
Livestock Care	Planning	R	Planning will assist in identifying appropriate locations for the care and feeding of livestock in the case of an emergency.
	Ops	S	Responsible for providing vehicles.

City of Clarence-Rockland Emergency Plan

Fire			
Function/ Task	Dept/ Service	Role	Action
Fire	Fire	R	To provide means of timely and effective fire suppression in both urban, rural and wildland settings by involving a series of tasks that include, but are not limited to search and rescue, exposure protection, confinement, extinguishments (offensive and defensive operations), ventilation, property conservation and overhaul.
Structural Fire	Fire	R	To provide the means of fire suppression which would accomplish many, if not all, of the following tasks: command of the incident; application of water in appropriate quantities and the provision of adequate water source for the application; ventilation of smoke and other hazardous products of combustion from the fire area to the outside; search and rescue of fire victims; forcible entry; control of utilities and salvage; and other property conservation operations.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Police	S	Police will secure the area in and around the fire scene and provide traffic control for the area.
Wild Land Fire Suppression	Fire	R	Provide the means of fire suppression in wildland areas where suppression strategies range from: prompt control at the smallest acreage possible, to containment using a combination of fire line and natural or constructed features, to merely ensuring that the fire remains confined to a defined geographical area.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Police	S	Will secure the area in and around the fire and will provide traffic control.

City of Clarence-Rockland Emergency Plan

Hazardous Material			
Function/ Task	Dept/ Service	Role	Action
Hazardous Materials	Fire	R	To identify, contain, recover and make arrangements for disposal of any hazardous material as defined by Canadian Laws and Regulations. By example, this means any substance or material in any form or quantity that poses an unreasonable risk to safety and health and has the potential of causing harm to people, property or the environment. This function is performed by Ottawa Fire through an automatic aid agreement.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
Hazardous Material Identi- fication (Cross reference CBRNE Plan)	Fire	R	To provide an accurate and timely identification of a hazardous substance or unknown product.
	EOHU	S	Once a potentially hazardous material has been identified, and when possible, the concentration at which it was present has been provided; EOHU will assist Fire by providing information on the health risk posed and recommend any necessary interventions.
	Police	S	The Police would support the HAZMAT (Hazardous Materials) Team.
	CSD/ Buildings & Ops	S	Provide list of designated substances for City-owned facilities.
People Decon- tamination	Fire	R	To provide an acceptable method of removing or neutralizing contaminants from all those exposed at the scene to preclude the occurrence of foreseeable adverse health effects outside of the contaminated area. This may include possible decontamination options, such as absorption, adsorption, chemical degradation, dilution, neutralization or solidification.
	Paramedic	P	Continue the ongoing triage, medical assessment and treatment of casualties, and responders during the decontamination process.
	Transit	S	Will provide buses for shelter, after decontamination.
	EOHU	S	EOHU will provide health support, advice and follow up to victims, hospital staff, and HAZMAT responders.
	ESS/ CSSD	S	Personal Services (CSSD) will provide psychosocial support to individuals affected by the hazardous material event.

City of Clarence-Rockland Emergency Plan

Hazardous Material			
Function/ Task	Dept/ Service	Role	Action
Product Contain- ment	Fire	R	To provide safe and adequate containment of the released product until it is completely recovered and placed in appropriate containers.
	Ops	P	SR will assist with providing decontamination products, such as sand, to ensure the product does not spread.
Product Recovery and Disposal	Ops	R	To organize the use of appropriate contractors to ensure the safe recovery of the hazardous material. To fill out any appropriate documentation for the Ministry of Environment and to follow up on charges if they apply to the company/person responsible for the spill.
	Fire	P	To provide safe and adequate containment of the released product until it is completely recovered and placed in appropriate containers.
	Ops	P	Will, upon notification of a HAZMAT situation, assist by ensuring that 9-1-1 has been notified, securing the facility perimeter and evacuating the facility, as required.

City of Clarence-Rockland Emergency Plan

Health Care Services			
Function/ Task	Dept/ Service	Role	Action
Health Care Services	Paramedic	R	Will provide pre-hospital medical care to citizens and visitors of the City of Clarence-Rockland and to provide medical care and rehabilitation to all emergency services and other City personnel.
Triage	Paramedic	R	Will establish, maintain and provide medical sorting of casualties in a mass casualty events including Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) incidents.
Medical Assessment	Paramedic	R	Will re-evaluate already completed triage assessments done by other first aid providers and provide ongoing advanced medical assessment of casualties and responders.
First Aid Care	Paramedic	R	Will co-ordinate provision of First Aid Care.
	Fire	P	To provide first aid treatment at any emergency incident following well established procedures and protocols.
	Police	S	Police members are trained in the use of automated defibrillators, CPR and First Aid, and would be able to provide assistance to members of the community in need of First Aid.
Medical Treatment	Paramedic	R	Will provide Basic and Advanced Life Support to casualties in order of medical priority and ongoing responder rehabilitation
Casualty Transportation	Paramedic	R	Will facilitate casualty transport by the most appropriate means based on the level of medical priority.
	Transit	P	Provide additional buses for transporting ambulatory casualties.
Psychosocial Support (Cross reference Disaster Psychosocial Plan)	ESS/ CSSD	R	Personal Services (CSSD) has a team available to respond to community crisis situations that can identify and assist persons/populations requiring psychosocial support.
	HR	P	Human Resources shall provide appropriate counseling to staff, as required. The City shall draw on its internal resources through the Employee Assistance Program (EAP) to provide the best possible service.
	Fire	S	Fire Services will provide Critical Incident Stress Management (CISM) defusing and debriefing sessions, to support members of Fire Services.
	Paramedic	S	Will provide Critical Incident Stress Management (CISM) defusing and debriefing sessions, to support

City of Clarence-Rockland Emergency Plan

Health Care Services			
Function/ Task	Dept/ Service	Role	Action
			members of the Paramedic Service. When resources are available may assist with defusing/debriefing sessions for other EPS support members.
	Police	S	In the event ESS should require assistance with victims of crime or victims of a major event, the Police Victim Crisis Unit would be in a position to assist. This unit has trained staff to deal with crisis counseling.
	EOHU	S	EOHU staff who have received psychosocial first aid training may work with Personal Services staff at Emergency Reception and Lodging Centres to provide emotional support to disaster victims. Depending on the nature and the overall needs of the emergency, staff may also be deployed to provide support at the site location.
Provision of Personal Care Items (Cross reference Feeding and Lodging)	ESS/ CSSD	R	Personal Services (CSSD) will provide personal care items to victims of a disaster.

City of Clarence-Rockland Emergency Plan

Hygiene and Public Health			
Function/ Task	Dept/ Service	Role	Action
Hygiene and Public Health	EOHU	R	Under the <i>Health Protection and Promotion Act (HPPA)</i> , EOHU has responsibility for identifying and preventing, reducing, or eliminating health hazards and addressing communicable diseases. The <i>HPPA</i> and the Public Health Emergency Preparedness Protocol under the Ontario Public Health Standards provide EOHU with the responsibility of preparing for and responding to public health emergencies determined to be a health hazard, or as the result of a communicable disease. EOHU is responsible for: interpreting and using population and environmental health surveillance data, responding to infectious diseases of public health importance, suspected rabies exposures, food safety and safe water issues, and manage health hazards.
Population Health Surveillance	EOHU	R	EOHU will identify unusual disease activity or an event that requires a focused response and containment strategies. EOHU will enhance the collection, analysis and dissemination of data that may be relevant for the prevention and control of an adverse health event (e.g., a communicable disease or environmental health hazard).
	Paramedic	S	When statistical trends or ongoing trends are identified, the Paramedic Service will report their findings to EOHU.
Assessment of Vulnerable Population	EOHU	R	EOHU can conduct health risk assessments in the home, in the community and/or by telephone with populations who may be at elevated risk, as a result of the emergency. Necessary follow-up actions on identified needs will be co-ordinated via the EOHU team. These actions may include liaising, referring and facilitating access to community resources.
	Paramedic	S	When resources are available may assist in health risk assessment teams.
Temporary Sanitary Waste Disposal	ENV/ SWS	R	To ensure the maintenance of sanitary conditions in order to prevent and eliminate potential health hazards.
	EOHU	P	EOHU is responsible for monitoring the disposal of human and organic wastes to protect citizens from potential health hazards.

City of Clarence-Rockland Emergency Plan

Hygiene and Public Health			
Function/ Task	Dept/ Service	Role	Action
	PW/ PBGOM	P	Will assist in arranging for portable toilet facilities, in the event that the nature of the emergency requires such, and will facilitate arrangement to have them pumped out regularly during an emergency.
Immunization/ Prophylaxis	EOHU	R	EOHU is responsible for organizing and managing mass immunization/prophylaxis (vaccines or antidotes, such as oral antibiotics, antivirals, potassium iodide) clinics that may be required as a result of a disaster/emergency event. This includes identifying the site requirements for this purpose.
	CSD/ Buildings	P	CSD/Buildings will assist EOHU by identifying and making the necessary arrangements for opening potential appropriate facilities for this purpose.
	Paramedic	P	When resources are available may assist in providing mass screening and immunization to the affected population.
	HR	S	Occupational Health Consultants (OHN) may assist with immunization.
	EM	S	Will arrange for appropriate security measures for immunization sites.
Isolation Facilities (Cross reference Feeding and Lodging)	EOHU	P	EOHU will work in partnership with the medical community to determine the need for isolation facilities. EOHU may be asked to help assess the sites to ensure their suitability/appropriateness for isolation facilities.
	Paramedic	P	Will follow appropriate isolation procedures and protocols while transporting patients to an approved hospital. Should a remote isolation facility be established, the Paramedic Service would require an exemption to be able to transfer patients to such facility.
	CSD/ Buildings	P	In the event that an isolation facility needs to be opened, CSD/Buildings can assist EOHU and the medical community in locating and opening a facility for this purpose. CSD/Buildings will work with EOHU and the medical community to help identify sites in terms of their
	Ops	S	Ops is responsible for ensuring that the required persons can access the storage location within city facilities and that those designated facilities are open and operating for the required use.

City of Clarence-Rockland Emergency Plan

Hygiene and Public Health			
Function/ Task	Dept/ Service	Role	Action
Isolation Facilities	EM	S	Is responsible for arranging security provisions at all facilities.
Management of Communicable Diseases and Infectious Disease Outbreaks	EOHU	R	EOHU is responsible for the prevention and control of communicable diseases that are reportable and/or of public health importance. Public health measures include public education on basic infection prevention and control practices, case management, contact management, immunization/prophylaxis, social distancing, developing clinical guidelines and tools, travel restrictions, and directing the safe disposal of persons who died, or were isolated because, of certain communicable diseases as outlined in the Disposal of Corpses section within Ontario Regulation 557 under the HPPA.
	Paramedic	P	When resources are available may assist in providing mass immunization within the City.
	Fire	S	To make available, staff that is trained in protocol of IC/CD to work in support of EOHU.
	CSD/ Buildings	S	Emergency Shelter Team will work with EOHU staff to implement the necessary precautions to prevent an infectious/ communicable disease outbreak.
Quarantine (Cross reference Feeding and Lodging)	EOHU	R	The Medical Officer of Health, or designate, is responsible for issuing quarantine/confinement orders under the <i>HPPA</i> .
	Police	S	If the Medical Officer of Health issues a quarantine order, these orders may need to be enforced with the assistance of the Police.
	ESS	S	ESS may need to offer support to the public who are quarantined.

City of Clarence-Rockland Emergency Plan

Information Sharing			
Function/ Task	Dept/ Service	Role	Action
Information Sharing	Comms	R	To provide accurate, timely and co-ordinated information to residents, businesses, visitors, Council and employees during emergencies; to inform them of the City's response; and inform them of what they can do to ensure their own safety and protection.
Public Information	Comms	R	Responsible for the co-ordination, preparation and dissemination of messaging and information material on behalf of the City and its partner agencies. Provides content development support.
	CSC	P	Provide dissemination of information through calls and walk-ins to the CSC.
	IT	P	Provides technical support requirements as it relates to both internal (e-mail and intranet) and external communication channels, such as City's website.
	All	P	Will assist in the content development and the dissemination of information relating to an emergency.
Media Relations	Comms	R	Will work with the media to provide fast and accurate dissemination of information to residents and immediate and regular information updates through a variety of tools including news conferences/interviews, e-mail and faxes, background briefings, advertisements and public service announcements. Will co-ordinate messages from their various partner agencies involved in the disaster and co-ordinate all media briefings.
	IT	P	Provides technical support as it relates to both internal Intranet and external communication channels, such as the City's website.
	All	P	All agencies will provide technical/contextual information to Corporate Communications. Designate a spokesperson, as required.
Internal Commu- nications	Comms	R	Responsible for ensuring that the Mayor, Councillors and City employees have access to current, accurate and timely information.
	IT	S	Provides technical support as it relates to both the internal Intranet and external communication channels, such as the City's website.

City of Clarence-Rockland Emergency Plan

Information Sharing			
Function/ Task	Dept/ Service	Role	Action
Internal Commu- nications	All	S	Every agency is to support Corporate Communications to ensure that accurate and up-to-date information about the emergency is disseminated to the City staff on a timely, regular basis.
Population Information Mapping (Cross reference to Technical Inspections)	Planning	R	Community forecasting and mapping provides population data (e.g. daytime and nighttime populations). They also map their data for different types of buildings, socio-economic characteristics and land-use mapping.
	Planning	R	Mapping and graphing provides specialized maps, complex analysis, data mapping, adds data to existing maps (e.g. private roads, different types of roads, waterways and flood plains).

City of Clarence-Rockland Emergency Plan

Lodging			
Function/ Task	Dept/ Service	Role	Action
Lodging	ESS/ PRC	R	Emergency Shelter Team is responsible for identifying and setting up temporary emergency reception and lodging sites in the event of a declared disaster. Hotels and motels may be contacted to determine if there are any vacancies available to house evacuees on a temporary basis. Pre- identified high schools, city-owned buildings and/or public facilities might also be opened for the purpose of emergency accommodations.
Reception and Lodging	ESS/ PRC	R	Emergency Shelter Centre(s) will be opened to receive disaster victims, to provide information about emergency help, to offer temporary care for unattended children, elderly women and men, and persons with disabilities, and to offer immediate emotional and physical support (e.g. water, food, warmth, temporary shelter). Emergency Shelter Team will contact the Canadian Red Cross to set up the Registration and Inquiry Service at the designated Emergency Shelter(s).
	Ops	S	Ops will help with the set-up of the Emergency Reception and Lodging Centre.
	Ops	S	Upon request, provide condition assessment information related to City-owned facilities.
Tracking	ESS/PRC	R	Emergency Reception and Lodging Team (PRC) is responsible for maintaining a record of all persons who report to Emergency Reception and Lodging Centre(s) (including staff, volunteers, and emergency personnel). The Emergency Reception and Lodging Team will also be responsible for setting up and operating a „Staff and Agency Registration“ desk in each Centre. The Canadian Red Cross will be contacted to set up the Registration and Inquiry Service in designated Emergency Reception and Lodging Centre(s) to keep track of the evacuees. If the evacuees plan to re-locate outside one of these centres, they will be requested to provide their co-ordinates to the Canadian Red Cross personnel

City of Clarence-Rockland Emergency Plan

Lodging			
Function/ Task	Dept/ Service	Role	Action
			for the purpose of tracking their whereabouts (e.g. in the event that relatives or friends outside of the City are attempting to contact or locate them).
Lodging Facilities Inventory	ESS/ PRC and Housing	R	Emergency Shelter Team is responsible for maintaining an updated inventory of Emergency Shelter Facilities, including a list of hotels and motels.
	Ops	P	Liaises with the Emergency Shelter Team to keep the team informed of which facilities are not available due to events, maintenance or other concerns.
	Ops	S	Upon request, provide condition assessment information related to City-owned facilities.
Management of Lodging Facilities (Cross reference to Hygiene and Public Health and Health Care Services)	ESS/ PRC	R	Emergency Shelter Team is responsible for managing and ensuring the co- ordination of services within the emergency reception and lodging centre (e.g. food, clothing, registration and inquiry, personal services, security) and public health.
	Ops	P	Is responsible for the provision of building maintenance and other landlord functions at the identified municipal emergency reception and lodging facilities.
	Ops	S	Upon request, provide condition assessment information related to City-owned facilities.
	EM	S	Will provide appropriate security measures for emergency reception and lodging facilities.
Provision of First Aid Care	ESS/ PRC	R	When an emergency shelter is opened, Emergency Shelter Team is responsible for ensuring that basic first aid care is offered to the sheltered population within the facility. Though a Memo of Understanding, the Canadian Red Cross will be the lead agency to provide basic first aid services.
	Paramedic	S	When resources are available will support the provision of first aid at Reception Centre.
Procurement and Distribution of Cots	EM	R	Will make necessary arrangements to obtain cots for the Emergency Shelter Team.
	ESS/ PRC	P	Cots will be procured and distributed to the designated emergency reception and lodging sites, though an arrangement with the EM.
	FIN	P	In the event that cots are required, Supply

City of Clarence-Rockland Emergency Plan

Lodging			
Function/ Task	Dept/ Service	Role	Action
			Management will work with ESS in the procuring of cots.
	Ops	S	Responsible for providing vehicles to assist in the pick-up and the delivery of cots.
Pet Care	MLEO	R	Health and safety considerations do not permit lodging pets in the same space with people (except for service animals). Only certified service animals will be permitted in the Emergency Shelters. Municipal Enforcement, with the assistance of various animal rescue and recovery service providers, and the support of Personal Services (CSSD) will make the necessary arrangements for the care and housing of
	ESS/ CSSD	P	If there is a need to arrange for lodging of pets in an emergency, Personal Services (CSSD) can assist Municipal Enforcement.
	EOHU	S	EOHU will respond to issues regarding human/animal contact in Emergency Shelters.
Temporary On-site Shelter	ESS/ PRC	R	Emergency Shelter Team will provide staff to manage temporary on-site shelters, and will staff the shelters according to needs.
	EM	P	Will assist in making the appropriate contacts for the provision of temporary on-site shelters by contacting appropriate providers (tent, buses, etc.).
	EM	P	Through a Memo of Understanding, members of the Amateur Radio Emergency Service (ARES) can provide radio communication between the site(s) and the Emergency Operations Centre.
	Transit	P	Provide buses for temporary on-site shelter.
Health Risk Assessment and Referral of Persons in Emergency Reception and Lodging Centre(s)	EOHU	R	EOHU will conduct health risk assessments (as described in the Hygiene and Public Health function) to ascertain the clients suitability for remaining in the Emergency Shelter.
	ESS/PRC	S	Emergency Shelter Team will identify suitable lodging for the medically fragile.

City of Clarence-Rockland Emergency Plan

Peace and Order			
Function/ Task	Dept/ Service	Role	Action
Peace and Order	Police	R	Responsible for keeping the peace and order within the City of Clarence-Rockland.
Public Order	Police	R	Ensure that there are adequate resources available to provide a safe environment.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Fire	S	Provide personnel and equipment to aid in the protection of Police Officers and property, under the direction of Police.
	Ops	S	Provide barricades/Jersey Barriers. Provide access to traffic cameras for monitoring traffic.
	MLEO	S	Provide personnel to support Police, under the direction of Police.
	EM	S	Will provide support, as required, at a City facility.
Crowd Management	Police	R	Police will provide adequate resources for crowd management.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Fire	S	Provide personnel and equipment to aid in the protection of Police Officers and property, under the direction of Police.
	Ops	S	To provide barricades/Jersey Barriers.
	MLEO	S	To provide personnel to support Police Officers, under the direction of the Police.
	EM	S	Will provide support as required, at a City facility.
Crime Scene Investigation	Police	R	Police will be responsible for conducting any criminal investigation.
	Fire	P	Provide fire investigation services in conjunction with Police.
	Ops	S	Provide barricades/Jersey Barriers.
	EOHU	S	EOHU will support and comply with the directives of the Police with regard to the handling of clothing or items that may have been contaminated as a result of a hazardous materials event and may be used as evidence during a criminal investigation to ensure that the chain of evidence is maintained.

City of Clarence-Rockland Emergency Plan

Peace and Order			
Function/ Task	Dept/ Service	Role	Action
	Ops	S	Provide personnel and materials to seal off City properties that have been damaged by a disaster.
	MLEO	S	Provide personnel to support Police Officers, under the direction of the Police.
	EM	S	Will provide support as required, at a City facility.

City of Clarence-Rockland Emergency Plan

Potable Water			
Function/ Task	Dept/ Service	Role	Action
Potable Water	ENV	R	To provide drinking water to all of its customers including those that are affected by activities stemming from routine maintenance and repairs of the water system.
Water Production/ Treatment	ENV	R	To produce/treat water within or exceeding the current regulated standards. To monitor the water quality to ensure it is potable. To notify the appropriate contacts if the water is, or is suspected to be, contaminated, or if for any reason water that could be distributed does not meet the current standards.
	EOHU	S	EOHU can offer support to ENV by providing risk communication, boil water advisories and drinking water advisories, as necessary, under the authority of the Medical Officer of Health, until corrective actions are taken. EOHU will also assist in lifting such advisories. EOHU will provide messaging for health risk communications those directly affected and to the public. EOHU can act as a liaison with the Ontario Ministry of Health and Long-Term Care and the Ontario Ministry of the Environment. EOHU can provide specific guidance to food premises, high-risk premises serving vulnerable populations, swimming pool, and spa operations on mitigation of risk in their unique situations.
Water Distribution Network	ENV	R	To maintain and secure, all portions of the water distribution network (filtration plants, pumping stations, elevated storage tanks) that could reasonably be secured to ensure the safe and reliable access to potable water. To maintain the appropriate pressure to ensure hydrants have fire suppression capability. To monitor water quality within the system to ensure water is potable. To notify the appropriate contacts if the water is, or is suspected to be, contaminated, or if for any reason water that could be distributed does not meet the current standards.
	Ops	S	Upon being notified by ENV, E&O can provide hydraulic modeling (including technical calculations, estimated impacts, and overall system analysis) and/or geotechnical support to assist ENV in resuming normal operations.

City of Clarence-Rockland Emergency Plan

Potable Water			
Function/ Task	Dept/ Service	Role	Action
	EOHU	S	EOHU can offer support to ENV by providing risk communication, boil water advisories and drinking water advisories, as necessary, under the authority of the Medical Officer of Health, until corrective actions are taken. EOHU will also assist in lifting such advisories. EOHU will provide messaging for health risk communications those directly affected and to the public. EOHU can act as a liaison with the Ontario Ministry of Health and Long-Term Care and the Ontario Ministry of the Environment. EOHU can provide specific guidance to food premises, high-risk premises serving vulnerable populations, swimming pool, and spa operations on mitigation
Alternate Water Procurement and Distribution (Cross Reference Commodity Distribution)	ENV	R	With appropriate partners, ENV will identify and communicate the need for, alternate supplies of drinking water, where the emergency situation is greater than what the Department is able to normally co-ordinate (small areas of the distribution system affected by normal maintenance and repairs).
	FIN	P	In the event potable water is not available, staff in Supply Management will purchase bottled water.
	EOHU	S	An order (or directive) from the Medical Officer of Health can be issued to provide an alternate source of potable water based on a potential health hazard. EOHU ensures adherence to provincial guidelines on bulk potable water transport.
	Parks	S	Could provide assistance by offering facilities as potential depots for water.
	Fire	S	Fire Services will allow some or all of the Fire Station locations to be used as distribution outlets, if required.
	MLEO	S	Municipal Enforcement Division could assist in the monitoring the distribution of bottled water.
	Ops	S	Ops would assist in the set up of potable water distribution centres at City facilities.
	EM	S	Will provide appropriate security measures for distribution sites.

City of Clarence-Rockland Emergency Plan

Search and Rescue			
Function/ Task	Depart/ Service	Role	Action
Search and Rescue	Fire	R	To provide the capability of a complete search and rescue program, including personnel, equipment and materials, to respond to any situation involving the extrication of citizens and visitors of the City from the place of danger to areas of relative safety. These situations and circumstances may include, but are not limited to, structural collapse, water and ice rescues, confined space, high and low angle rope rescue and motor vehicle extrication operations.
Structure Search and Rescue	Fire	R	To safely extricate persons and animals from areas of danger caused by the structural collapse of buildings for various reasons or vehicles involved in collisions or upset.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Police	S	In the event that a rescue is required in a building (structure), the Police would act in a capacity of a support role to provide perimeter security.
	Ops	S	Provide support in terms of heavy equipment, as required (i.e. front end loaders).
	CBO	S	Upon request, provide structural knowledge / expertise on City-owned facilities or structures.
	Planning	S	Provide knowledge/expertise on structures and provide building plans, if available.
Urban Search and Rescue	EM	R	Will activate the Urban Search and Rescue (USAR) Task Force. The USAR Team will provide the co-ordination, development and maintenance of the rescue effort with resources to locate, extricate and provide immediate medical treatment to victims trapped in collapsed structures, and to conduct other life-saving operations. The USAR Team will provide integrated, skilled urban/technical search and rescue units in situations where local emergency resources desire this assistance. In addition to the above duties, the Team will co-operate and assist Regional/National USAR resources, when these are deployed to the same incident.

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Search and Rescue			
Function/ Task	Depart/ Service	Role	Action
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Police	S	In the event that a rescue was required in a building (structure), the Police would act in a capacity of a support role in providing perimeter security.
	Ops	S	Ops would provide support in terms of heavy equipment, as required (i.e. front end loaders).
	CSD/ Buildings	S	Upon request, provide structural knowledge / expertise on City-owned facilities or structures.
	Planning	S	Provide knowledge/expertise on structures and provide building plans, if available.
Wilderness/ Rural Search and Rescue	Police	R	The Police will perform the search and recovery of evidence and missing people.
	Fire	P	To provide personnel and equipment to work under the direction of the Police Service.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Ops	P	To provide volunteer personnel and equipment to work under the direction of the Police Service.
Water and Ice Rescue	Fire	R	To safely extricate persons and animals from areas involving still and swift running water and from ice flows or from a combination of ice and water where the depth, temperature or velocity is a factor.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	Police	P	When requested, the Police will support Fire Services.
	Ops	S	Ops would provide support in terms of trained volunteer personnel, as required, under the direction of Fire Services.
Confined Space and Rescue (Cross reference Environment)	Fire	R	To safely extricate persons or animals from areas where space or access is restricted or where the atmosphere is at such levels that necessitates the use of self-contained breathing apparatus.
	Paramedic	P	Provide triage, medical assessment and treatment of casualties, as well as medical monitoring and rehabilitation of responders.
	ENV/	S	In the event that a body retrieval is sewer-related,

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Search and Rescue			
Function/ Task	Depart/ Service	Role	Action
	WWS		ENV will play a support role through the provision of necessary drawing, documents etc
	CSD/ Buildings	S	Upon request, provide structural knowledge / expertise on City-owned facilities or structures.
	Planning	S	Provide knowledge/expertise on structures and provide building plans, if available.
Body Retrieval	Police	R	The Police will be responsible for the retrieval of deceased persons in cases of mass casualty events.
	ENV	P	ENV will play a partner role through providing access, maps, etc. in the event that a body retrieval is sewer-related. ENV will play a support role if the retrieval is not sewer-related. ENV are trained in confined space entry, but not for rescue purposes, or to enter in an unsafe confined space.
	Fire	P	To provide personnel and equipment under the direction of the Police Service.
	Paramedic	S	To provide medical monitoring and rehabilitation for responders.
Missing People	Police	R	The Police will investigate missing persons in post-recovery activities.
	Fire	P	To provide personnel and equipment under the direction of Police Services.
	Paramedic	S	All vehicles are notified with the pertinent missing person information.
	Vickers	S	OPP Victim Services (Vickers) will offer psychosocial support to the families of missing persons.

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Shelter-in-Place			
Function/ Task	Dept/ Service	Role	Action
Shelter-in-Place: Site and EOC Decision	All	R	Depending on the nature of the emergency, the decision to shelter-in-place will be site driven (decided and co-ordinated at the site) or Emergency Operations Centre driven (decided and co-ordinated from the municipal Emergency Operations Centre). The criteria for this decision will depend on the event and will be based on the inherent risk of the emergency. Municipal subject matter experts and/or outside experts will be consulted in this decision- making process.
Shelter-in-Place: EOC Driven	EOC	R	The decision to shelter-in-place or maintain the status quo will be taken by the EOC Control Group or the EOC Director (CAO or alternate). Emergency Management and department staff, as directed by the EOC Control Group, will gather information on available options, including subject matter expert opinions.
Shelter-in-Place: Site Driven	Fire	R	Fire has the responsibility to make the decision and co-ordinate shelter-in-place activities based on hazards including CBRNE involvement (lead by Fire), Wild Fire, Hazmat, and Urban Fire where air quality is a concern. They will also provide direction and information on the best available means of protection of people through shelter-in-place procedures and the identification of those shelters.
	Police	R	Police have the responsibility to make the decision and co-ordinate shelter-in-place activities based on hazards including CBRNE involvement (lead by Police).
Public Notification	Comms	R	Corporate Communications will co-ordinate, prepare and disseminate messaging and information material on behalf of the City and its partner agencies.
	EM	P	Through a Memo of Understanding with the Amateur Radio Emergency Service, members can provide radio communication for the purpose of public notification.
	CSC	S	Client Services Centre will support the dissemination of key messages.
	Fire/	S	Notify the public of shelter-in-place procedures.

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Shelter-in-Place			
Function/ Task	Dept/ Service	Role	Action
	Police/ Paramedic	S	Notify the public of shelter-in-place procedures.
	All	S	All services/Departments are to support the notification of sheltering-in-place to residents through their existing networks within the community.

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Supply			
Function/ Task	Dept/ Service	Role	Action
Supply	FIN	R	To address the current emergency needs by obtaining the required goods and/or services.
Emergency Suppliers Inventory	Ops	R	Ops and CSD will make available all materials on hand to support other staff, authorized agencies and volunteers during the emergency. Stores will also be made available to stock emergency supplies on a 24-hour basis. Stores may also act as storage and transfer location as certain materials may be required at various locations in different quantities.
	FIN	S	Purchasing has a regularly maintained database of all suppliers.
Emergency Purchasing Process	FIN	R	Purchases can be efficiently made through suppliers currently doing business with the City. If necessary, new supply chains will be established with vendors depending on the material requirements and type and nature of the emergency. Delivery and payment issues will also be addressed as part of the procurement process.
	EM	P	Will to liaise with Finance to make the necessary arrangements and follow the City's procedures for emergency purchasing.
	All	S	All services will comply with emergency purchasing procedures.
Donation Management	FIN	R	Finance will receive, record, and deposit cash donations on behalf of the City for emergency events. Through a Memo of Understanding with an external services provider, other types of donations can be received, stored and distributed as needed.
	EOHU	S	EOHU will provide assistance to ESS for donation management, as appropriate, to assess food safety and safety of donated materials to ensure that their use will not result in a health hazard.
	ESS	S	Emergency Shelter Team will support corporate and community partners in managing donations that are delivered to Emergency Shelters.

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Technical Inspections			
Function/ Task	Dept/ Service	Role	Action
Technical Inspections	Planning	R	To work with the appropriate partners to identify the need for inspections and to co-ordinate the implementation of technical inspections, as required.
	All	R	All services/departments are responsible for co-ordinating technical inspections with Planning.
Road, Bridge and Infrastructure Assessments (Cross reference to Communication and Infrastructure)	Ops	R	Evaluate municipal roads and above-ground infrastructure to assure their continued operation and to arrange closure.
	CBO	R	E&O co-ordinates the assessment of the structural conditions of bridges to assure their continued operation.
	Fire	S	To provide personnel, equipment and advice in support of Ops.
	Planning	S	Provide any maps or data (e.g. spatial analysis, thematic mapping, raster analysis, etc...) that could be of value.
Building Assessments	CBO	R	Identify buildings and designated structures covered by the <i>Building Code Act</i> that have been rendered unsafe due to a catastrophic event and to direct the property owner to undertake a review and assessment of conditions and to submit reports to the City.
	CSD/ Buildings	R	CSD/Buildings would assess construction sites under its control.
	CBO	R	CBO is responsible for assessing the structural adequacy of all City-owned buildings.
	Fire	P	To provide personnel, equipment and advice.
Fire Code	Fire	R	Undertake assessments of compliance to the Ontario Fire Code.
	Planning	S	Provide technical interpretive support on structural sufficiency assessments for Ontario Fire Code compliance.
Providing Food Quality Control Measures	EOHU	R	EOHU is responsible for supervising and monitoring water and food supplies to prevent the occurrence of serious disease outbreaks during a disaster situation. EOHU will ensure that appropriate food safety precautions are implemented during the storage, transportation and delivery of food provisions.
	ESS	S	To support EOHU in their role of ensuring that food safety measures are carried out, (particularly as these precautions apply to the Emergency Shelters or where food is distributed to

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Technical Inspections			
Function/ Task	Dept/ Service	Role	Action
			individuals affected by the emergency).
Air Quality Monitoring (Building)	Fire	R	Will monitor internal air quality for specific airborne hazards. To provide personnel and equipment from the HAZMAT (Hazard Materials) Response Team.
	EOHU	P	Will assist Fire by interpreting the results of air quality monitoring and provide information on the health risk posed and recommend any necessary interventions.
	CSD	P	Responsible for the air quality of City buildings and has measures in place to ensure that the air quality is within legislated parameters; otherwise the facility will be closed.
	HR	S	Occupational Health and Safety will provide personnel and technical advice to assist Fire in monitoring air quality in buildings.
Pre- occupancy Inspections	CBO	R	Directs property owners to submit engineering assessments of condition of buildings or designated structures and reviews the engineering assessments and provides direction as to occupancy.
	EOHU	P	EOHU, in conjunction with other partners, can provide information to assist citizens accessing premises prior to re-entry to ensure that adequate remedial measures have been taken to abate any health hazards. They also assist in evaluation of high-risk public buildings where inspection activities are mandated under the <i>Health Protection and Promotion Act</i> .

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Transportation			
Function/ Task	Depart/ Service	Role	Action
Transportation	Transit	R	To provide emergency means of transportation for people. This responsibility includes the transportation of emergency personnel, other City staff and the public at large, as necessary. This may also include the co-ordination of alternate means of transportation with the appropriate partner, if Transit resources are unavailable.
People Transportation	Transit	R	Provide buses and resources and all other required vehicles for the emergency transportation of people.
	MLEO	S	Assist with identifying transportation sources through the City's inspected and licensed transportation services (taxis).
Pet Transportation	MLEO	R	Co-ordinate with the OSPCA and Ottawa Humane Society regarding best practice to transport pets.
	Fleet	S	Responsible for providing vehicles.
Livestock Transportation	CBO	R	CBO will assist with identifying appropriate sites for relocation for livestock in the case of an emergency.
	Fleet	S	Responsible for providing vehicles.
Goods Transportation	Fleet	R	Responsible for providing vehicles.
	Police	S	For the purpose of goods transportation during emergency conditions, the Police would assist with keeping the peace, if required.
	EOHU	S	In the event that health-related goods need to be transported during an emergency situation (e.g. antibiotics, vaccines), EOHU may assist with the arrangement and transportation of such goods.
	MLEO	S	Assist with identifying transportation sources through the City's inspected and licensed transportation services (taxis).

PART 9: DEMOBILIZATION

This section illustrates the importance of demobilization and its components.

Demobilization planning begins upon activation of the first personnel and continues until the IMS organization ceases operation. As the Incident Commander is always the last to be demobilized, it is the responsibility of the Demobilization Unit to ensure that all the tasks associated with demobilization are completed and reported to the Incident Commander.

All emergency events should have an Incident Demobilization Plan which is included as part of the Incident Action Plan. The purpose of the demobilization plan is to ensure systematic and safe release of all resources from an emergency. Resources include personnel as well as major items of equipment, supplies and facilities. For simple incidents, this plan is generally verbal. For complex incidents, it may be necessary to create a Demobilization Unit within the Planning Section (IMS) to fulfill this responsibility. The Demobilization Unit ensures that departing resources follow a prescribed check-out process, including change of their status with the Resource Unit of the Planning Section. (To aid in this process, refer to form IMS 221: Demobilization Checkout.)

Standard demobilization activities¹ include the following:

- ⊗ Identifying and bringing forward demobilization issues related to an assigned function
- ⊗ Ensuring that incomplete/open actions in position logs are reassigned
- ⊗ Completing and forwarding all original documentation (e.g. reports, forms, lists) to the Documentation Unit in Planning
- ⊗ Advising the Financial section of any outstanding financial commitments/details
- ⊗ Returning all borrowed or acquired equipment/supplies
- ⊗ Cleaning up/organizing work stations
- ⊗ Preparing to participate in post-operational debriefs and/or contributing to the After Action Report
- ⊗ Participating in an exit interview/debrief
- ⊗ Obtaining information for accessing critical incident stress management support
- ⊗ Closing out position logs and forwarding to the Documentation Unit in Planning
- ⊗ Signing out of the respective Decision Centre

Where possible, the Demobilization Plan should provide opportunities for debriefing prior to resources being released. However, for longer term recovery efforts, it may be necessary to conduct a separate recovery debrief to address the recovery issues.

¹ Emergency Operations Centre Essentials, Justice Institute of British Columbia

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9.1 Operational Debriefings

Post event operational debriefs play a critical role in post-event learning and are an effective tool for sharing experiences, for identifying difficulties encountered and areas for improvement, as well as recommendations for corrective action.

The Demobilization Plan should provide opportunities for debriefing prior to resources being released. The debriefing process includes such activities as:

- The submission of final reports by each responder
- Recording and reporting lessons observed
- Creating records for future reference
- Downloading electronic and manual data and preparing it for storage, safe keeping, and further use
- Capturing inputs that are relevant to the overall After Action Report.

Operational debriefings should be conducted whenever the response meets the "Activation" threshold. While there will be times when the City escalates to enhanced operations where multi-agency co-ordination is required, it will be at the discretion of the participating agencies and/or the Emergency Management Branch as to whether it will be necessary to hold a formal operational debriefing.

Following the "activation" of the Emergency Operations Centre, for either a planned or unplanned event, the Planning Chief shall be responsible for overseeing the preparation and management of the debrief as part of the Demobilization Plan. For complex events, the Planning Chief shall select a debriefing team to assist with this process and shall select an independent chairperson/facilitator who was not directly involved in the response to the event and who can remain objective and independent during the conduct of the formal face-to-face debriefing.

The operational debriefing process involves the following steps:

1. Gathering of response personnel feedback;
2. Collating debrief feedback into themes;
3. Co-ordinating and conducting a formal debrief meeting with response personnel; and
4. Preparing the After Action Report (AAR) which summarizes the key actions and the recommended next steps.

Prior to conducting a formal operational debriefing, the Planning Chief, in consultation with the EOC Commander and/or Incident Commander, will establish the timelines for collecting and collating feedback on the response. Ideally, this feedback should be gathered within four (4) weeks of the event and the formal debrief meeting conducted within six (6) weeks of the event.

To continuously improve the response process, it is particularly important that all response personnel involved in an emergency have the opportunity to participate in

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operational debriefing sessions. Unfortunately, when large numbers of people are involved in the response, it may be virtually impossible to invite everyone to a formal operational debrief. At a minimum, in such circumstances, all personnel shall have the opportunity to provide written comments on a structured questionnaire using the same format questions that are used within the formal debrief. This questionnaire asks responders to: (i) outline the key actions that were taken to manage the event (what worked well), (ii) identify areas for improvement (what could be done differently next time there is a need to respond to a similar event), (iii) determine the adequacy of the plans, processes, and capabilities, and (iv) identify gaps and limitations. (Refer to the standard corporate debriefing template as a guideline.) Service/departmental representatives and the Emergency Management Team shall assist the Planning Chief in disseminating and collating the corporate debriefing templates to the respective response personnel for their identified services within the IMS organizational structure.

9.2 After Action Report (AAR)

The After Action Report (AAR) documents the performance of tasks, and where necessary, makes recommendations for improvements. The AAR is completed as part of demobilization. Once the operational debriefings are completed, an action tracking table should be populated and a formal debrief report shall be drafted by the independent chairperson/facilitator. Where considered appropriate, the debrief report should be supported by a factual record of the event, including a brief description of the incident, chronology/timeline of the incident, and the agencies involved. This report will be circulated to those who participated in the debriefing for their review and approval before it is disseminated to senior managers and/or elected officials.

Upon completion of the debrief process, the CEMC will be responsible for monitoring progress and/or facilitating further consultation in regard to the recommended course of actions resulting from the After Action Report. Depending on the scope and scale of the emergency event, the CEMC may delegate this responsibility to an "after action" coordinator.

The After Action Report should be concise as possible and include:

1. Summary analysis and recommendations
2. Distribution list
3. Summary of the emergency overview
4. Key issues arising
5. Action tracking table
6. Action tracking process

9.3 Emergency Event Reporting

The Documentation Unit in the Planning Section (IMS) for each Decision Centre will be responsible for collecting, maintaining and safeguarding all documents relevant to the event. All event documentation will be stored for legal, analytical and historical purposes.

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While there are different methods for keeping detailed records about an event, all records shall be provided in paper format and stored together, as assembled and kept by Emergency Management. General Staff and Command Staff within these respective decision centres will be assigned a scribe to assist, as required and/or available. At the Incident Command Post (ICP), standard IMS documents (refer to Ontario IMS forms) will be utilized by responders to record decisions and actions taken. These documents are available electronically and/or in hard copy format for use by the ICP staff. All documents are to be submitted to the Documentation Unit at the ICP.

Every responder is also responsible for initiating and maintaining their own log of actions taken during an emergency event. IMS Form 214: Activity Log is specifically used for this purpose. When it is completed, this form is submitted to a supervisor. All completed original forms must also be given to the Documentation Unit which maintains a file of all IMS 214 forms. It is recommended that individual responders also retain a copy for their own records.

Table 10 highlights the roles and responsibilities of the leads for each Decision Centre with respect to event reporting procedures.

Table 10: Event Reporting Responsibilities	
Representative	Roles
Incident Command Post (ICP) Incident Commander	<ul style="list-style-type: none">▪ Ensures proper demobilization and debriefing of Command Staff and General Staff▪ Writes a response report and submits it to the Community Emergency Management Coordinator (CEMC)
Departments Director	<ul style="list-style-type: none">▪ Ensures proper demobilization and debriefing of department staff▪ Writes a report summarizing the Department's actions and submits to the CEMC
EOC Operations Group EOC Deputy Commander	<ul style="list-style-type: none">▪ Works with the Planning Chief to ensure proper demobilization and debriefing of the EOC Operations Group▪ Writes a report summarizing the supporting resources' actions and submits it to the CEMC
EOC Control Group CAO/EOC Commander	<ul style="list-style-type: none">▪ Ensures proper demobilization and debriefing of EOC Control Group▪ Provides a report of their activities to the CEMC
Community Emergency Management Coordinator (CEMC)	<ul style="list-style-type: none">▪ Compiles a formal event report from all of the respective Decision Centres▪ Presents this formal event report to the Mayor
Mayor	<ul style="list-style-type: none">▪ Presents the CEMC report to the City Council

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9.4 Reporting to Senior Management and Elected Officials

As part of the demobilization process, the Community Emergency Management Coordinator will be identified as having the responsibility to monitor progress and report back to senior managers as to the implementation of the recommended actions from the After Action Report. For any action identified, there should be a completion date along with review dates.

In a declared state of emergency, the CEMC is also responsible for submitting a formal report to the Mayor within 60 days of the complete demobilization of the emergency event.

PART 10: LIST OF SUPPORTING EMERGENCY PLANS

Table 11 provides a list of supporting emergency plans and who is responsible for updating them.

Table 11: Emergency Plan Annexes	
Plan Title	Area of Responsibility
Corporate Communications Emergency Management Plan	Community Services – Corporate Communications
Drinking Water Incident Escalation Response Plan	Infrastructure & Planning – Environment (OCWA)
Emergency Social Services Plan	Community Services
Emergency Reception and Lodging Plan	Community Services
Fire Services Emergency Plan	Fire
Human Resources Incident Escalation Response Plan	Human Resources
Public Works Incident Escalation Response Plan	Infrastructure & Planning – Engineering & Operations
Traffic Incident Management Plan	Infrastructure & Planning – Engineering & Operations
Municipal Evacuation Plan	Protective Services – Emergency Management
Municipal Re-entry Plan	Protective Services – Emergency Management
Transit Services Emergency Management Plan	Community Services

Appendix 1: Response Escalation version 1.1 outlines the response escalation per service area.

PART 11: EMERGENCY OPERATIONS CENTRE CONTROL GROUP MEMBERSHIP

Service/Department	Position
Chief Administrative Officer	Chief Administrative Officer
Protective Services – Emergency Management	Director of Protective Services / CEMC
Protective Services – Fire Department	Deputy Fire Chief / Alternate CEMC
Protective Services – Municipal Enforcement	Municipal Enforcement Manager / Alternate CEMC
Community Services	Manager, Recreational Facilities
Finance and Economic Development	City Treasurer
Finance and Economic Development	Manager, Supply and Processes
Finance and Economic Development	Manager, Information Technology
Infrastructure and Planning – Engineering and Operations	Manager, Engineering and Operations
Community Services – Communications	Communications Officer