ERP
2024

Emergency Response Plan

Haldimand
County

Edition 2024.01

AMENDMENTS

Date	Who	What
JAN-OCT24	K.McNaught	Substantial edits as per EMO, position title changes as per HR, ECG ESG modifications, formatting

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ACRONYMS

CACC	Central Ambulance Communication Centre
CBRNE	Chemical, Biological, Radioactive, Nuclear, & Explosives
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
EAP	Employee Assistance Program
ECG	Emergency Control Group
ECGMR	Emergency Control Group Meeting Room
EEC	Emergency Evacuation Coordinator
EIC	Emergency Information Centre
EIO	Emergency Information Officer
EMAT	Emergency Medical Assistance Team
EMP	Emergency Management Program
EMPC	Emergency Management Program Committee
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
ESC	Evacuation Site Coordinator
ESG	Emergency Support Group
ESM	Emergency Site Manager
HUSAR	Heavy Urban Search and Rescue (Team)
IMS	Incident Management System
MECG	Municipal Emergency Control Group
MUSAR	Medium Urban Search and Rescue
OFMEM	Office of the Fire Marshal and Emergency Management Ontario
PEOC	Provincial Emergency Operations Centre
PERT	Provincial Emergency Response Team
SEP	Supplementary Emergency Plan
UCRT	Urban Search and Rescue and CBRNE Response Team
USAR	Urban Search and Rescue

EXECUTIVE SUMMARY

An emergency is defined under the Emergency Management and Civil Act of Ontario as:

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

Although the focus of this definition is on the potential impact of life and property, it is implicitly understood that major threats to social, environmental, political and/or economic well-being may also be considered emergencies.

Due to its nature or magnitude, such emergency requires a coordinated response by a number of agencies under the direction of the Emergency Control Group. These are distinct from the normal day-to-day operations carried out by emergency response agencies.

Whenever an emergency occurs, which affects the lives and property of citizens, the initial and prime responsibility for providing immediate assistance rests with the local municipal government. This Emergency Response Plan is designed to ensure the co-ordination of municipal and non-municipal services in an emergency to bring the situation under control as quickly as possible.

The purpose of this document is to establish a plan of action for the earliest possible response to an emergency with the resources available to protect the health, safety, welfare and property of the inhabitants of the emergency area and to prepare for and establish a procedure for the declaration of an emergency.

Response to a large-scale emergency requires an assessment of the situation, and the efficient deployment and management of resources. The primary function of this Emergency Response Plan is to provide the organizational framework to co-ordinate the response for key officials, agencies and departments within Haldimand County. The Emergency Response Plan will provide a general guideline for the initial response to an emergency and an overview of their responsibilities during an emergency.

The Emergency Response Plan in itself cannot guarantee an efficient and effective response to an emergency. It must be:

- utilized as a tool to assist emergency and municipal services and officials in their emergency response activities
- flexible enough to adapt to a broad spectrum of disasters
- supported with adequate personnel, equipment and expertise from the responding agencies
- aware of resources that may be available from neighbouring municipalities and the private sector
- tested on a regular basis
- reviewed on a regular basis

SECTION 1 – THE PLAN

1.0   Introduction

An emergency management/information or response plan is a course of action developed to mitigate the damage of potential events that could endanger an organization's ability to function. Such a plan should include measures that provide for the safety of personnel and, if possible, property and facilities.

The Haldimand County Emergency Response Plan (ERP) has been prepared to provide key officials, agencies and departments within Haldimand County with a general guideline to the response to an emergency and an overview of their responsibilities during an emergency.

For this plan to be effective it is important that all affiliates be made aware of its provisions and that every official, agency and department be prepared to carry out their assigned functions and responsibilities in an emergency.

1.1   Purpose

The purpose of the Haldimand County ERP is to establish a plan of action to provide the efficient and effective deployment of services and resources in the event of a potential and/or declared emergency; to protect and preserve health, safety and welfare of the residents and visitors of Haldimand County and to limit or prevent damage and destruction of property, infrastructure and the environment.

The Haldimand County ERP enables a centralized and coordinated response to such emergencies in Haldimand County and meets the legislated requirements of the Emergency Management and Civil Protection Act (2006).

1.2   Authority

The *Emergency Management and Civil Protection Act* is the legal authority for this ERP. The *Emergency Management and Civil Protection Act* states that:

> *"Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the Council of the municipality shall by-law adopt the emergency plan." [Section 3 (1)]*

Under the provisions of the *Emergency Management and Civil Protection Act Declaration of Emergency (2006):*

> *"The head of Council may declare that an emergency exists in the municipality or in any part thereof, and may take such actions and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the*

emergency area." [Section 4 (1)]

As enabled by the Emergency Management and Civil Protection Act, Haldimand County's ERP has been issued under the authority of the Corporation of Haldimand County by <mark>By-law # 1993/18.</mark> A copy is filed with the Office of the Fire Marshal and Emergency Management Ontario and the Provincial Emergency Operations Centre.

1.2.1   Protection from Liability for Implementation of the Plan

Section 11 of the *Emergency Management and Civil Protection Act* states:

(1)   *Protection From Action:*
No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for an act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or neglect or default in the good faith exercise or performance of such a power or duty. 2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (6)

(2)   *Crown not relieved of liability;*
Despite subsection 8 (3) of the Crown Liability and Proceedings Act, 2019, subsection (1) does not relieve the Crown of liability for the acts or omissions of a minister of the Crown or a public servant referred to in subsection (1) and the Crown is liable under that Act as if subsection (1) had not been enacted. 2006, c. 13, s. 1 (6); 2006, c. 35, Sched. C, s. 32 (7); 2019, c. 7, Sched. 17, s. 64.

(3)   *Municipality not relieved of liability:*
Subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality referred to in subsection (1), and the municipality is liable as if subsection (1) had not been enacted and, in the case of a member of council as if the member were an employee of the municipality. 2006, c. 13, s. 1 (6).

1.3   Objectives

The Haldimand County ERP may be implemented in whole or in part, as the situation warrants and provides guidance and direction in responding to an emergency or disaster that may involve multiple sites and jurisdictions. The main objectives of the ERP are:

1- To ensure the earliest possible response and overall control of the emergency operations;

2- To undertake immediate actions to eliminate all sources of potential danger within the

affected area;

3- To ensure the safety of emergency response staff;

4- To ensure coordinated acquisition and distribution of emergency resources, supplies and equipment;

5- To establish an Emergency Operations Centre (EOC) and any other necessary emergency operation control facilities (reception/evacuation centres, command posts, information centres etc.);

6- To rescue all persons affected by the emergency and provide appropriate medical aid and transportation to hospitals and/or other designated sites;

7- To secure the emergency site to establish crowd control, facilitate emergency operations access/egress and prevent injuries/casualties;

8- To provide timely, factual and official information to the emergency operations officials, media, public and individuals seeking personal information;

9- To evacuate any building or area that poses a threat to public safety;

10- To provide emergency food, lodging, clothing and essential social services and assistance to persons affected by the incident and emergency services personnel involved;

11- To authorize expenses, restore critical services and commence coordinated recovery activities.

SECTION 2 -THE EMERGENCY RESPONSE PLAN

2.0   The Emergency Response Plan

The ERP is the key resource that will be utilized during an emergency. This section describes the structure of the plan, designates a custodian and outlines the process to revise and distribute the plan. This section also outlines the process to review and test the plan regularly.

2.1   Public Access

The Haldimand County ERP shall be made available to the public at the county administration building and on the Haldimand County website. Confidential appendices/documents will not be included or available for public viewing.

Copies of the Haldimand County ERP circulated to the public are not subject to document control procedures, recipient names are not recorded and recipients are not informed when the document is revised or updated. Public copies of this ERP are only current as of their print date.

2.2   Supplementary Emergency Plans

1. Emergency Information Plan
2. Continuity of Operations Plan
3. Mass Evacuation Plan
4. Infectious Disease Response Plan
5. Pandemic Supporting Plan
6. Drinking Water Emergency Response Plan
7. Flood Contingency Plan
8. Community Safety and Wellbeing Plan
9. Gas and Oil Well Emergency Plan

SECTION 3 – EMERGENCY NOTIFICATION SYSTEM

3.0   Notification & Mobilization of the Emergency Control Group

An essential component of the Emergency Management program is the ability to quickly notify members of the ECG and ESG once an emergency has been declared. The Emergency Notification System is coordinated by a contracted answering service, who once activated, notify all members of the ECG and ESG.

It will be the responsibility of the CEMC or designate to ensure that the Emergency Notification System is tested regularly.

3.1   Procedures for Activation

The ERP outlines the process to notify and mobilize these groups in order to activate the EOC.

3.1.1 Who can Activate

The Haldimand County Emergency Notification System can be activated by any of the five following positions:

- Mayor
- Chief Administrative Officer (CAO)
- Haldimand County OPP Detachment Commander
- Haldimand-Norfolk Medical Officer of Health
- CEMC or designate

3.1.2 When to Activate

Upon receipt of a warning of a real or potential emergency, the ECG will be notified of their activation through the Emergency Notification System.
The Emergency Notification System shall be activated and the ECG mobilized in the following situations, (but are not limited to):

- an imminent threat to the health or safety of the residents and visitors of Haldimand County, and/or
- an imminent threat to the environment or critical infrastructure within Haldimand County, and/or
- there is cause, or has the potential to cause wide-spread disruptions to the conduct of normal service delivery, and/or
- the need for a response that exceeds or threatens to exceed the normal capabilities of Haldimand County response agencies, and/or
 (actual or anticipated) situation is leading to large-scale public anxiety.

3.1.3 How to Activate

The Emergency Notification System will commence in the following manner:

3.1.3.1   The Emergency Notification System may be activated by any one of the five identified positions.

3.1.3.2   Each of the primary members of the ECG and members of the ESG will be contacted.

3.1.3.3   Where no contact is made with the primary members, the alternate members will be contacted.

3.1.3.4   At the completion of the notification process the CEMC will contact the person responsible for making the notifications and determine which staff have been successfully contacted and will be attending the EOC.

As the members of the ECG and ESG are successfully notified, they will be requested to mobilize at a specific location provided by the person(s) completing the notification.

It will be the responsibility of the ECG and ESG to notify any further staff or other agencies that are required to attend the EOC.

3.2   Answering Service Unavailable

In the event that the contracted answering service is unable to activate the Emergency Notification System, the two alternate methods that have been identified to complete the notifications are:

1) Utilizing the Fire Department Dispatch Centre, which has been provided with the appropriate contact information

2) Utilizing an internal phone tree

3.3   Contact Information

The contact information for all members and alternates of the ECG and the ESG along with the Divisional Support and Scribes will be located in the accompanied *Appendix # 2 Contact Number Information*. The contact information required to initiate the Emergency Notification System through the contracted answering service will also be located in the accompanied *Appendix # 2 Contact Number Information* which is a confidential document.

It is the responsibility of all members of the ECG and the ESG to communicate any changes

to their contact information to the CEMC or designate so that the information can be updated.

3.4   Requesting Assistance

3.4.1   Provincial and Federal Government

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. These requests are made by the CEMC or designate directly to the OFMEM. The OFMEM will be contacted, through the Provincial Emergency Operations Centre (PEOC), located in Toronto, which is staffed 24 hours a day, 365 days a year.

Requests for assistance from the Federal Government are also to be made via the OFMEM through the PEOC. The Federal assistance is needed with such manners such as utilizing the Coast Guard.

Specific contact information for the PEOC is located in the accompanied *Appendix # 3 Vital Services Directory* to this plan and is a confidential document.

3.4.2   Private Sector

Assistance may be requested from the private sector as required. The decision to request private sector assistance will be made by the ECG in accordance with emergency procurement guidelines.

Haldimand County maintains Emergency Assistance Agreements and/or Memorandum of Understandings (MOU) with various businesses throughout Haldimand County that can be activated in the event of an emergency. These agreements are located in the accompanied *Appendix # 8 Emergency Assistance Agreements/Memorandum of Understandings* and shall remain confidential.

3.4.3 Other Municipalities

Assistance may be requested from other municipalities by contacting the respective CEMC and/or Head of Council or Senior Staff. This contact information is located in the accompanied *Appendix # 3 Vital Services Directory* and shall remain confidential.

SECTION 4 – EMERGENCY OPERATION CENTRE

4.0   Emergency Operations Centre (EOC)

An EOC is the central facility from which the ECG directs, coordinates and supports emergency operations within the municipality's jurisdiction.

In the event of an emergency requiring the ECG, the EOC will be activated. The EOC will be the central site of municipal emergency operations and will house the ECG and the ESG. At the EOC both groups will share information, make decisions and provide strategic management as required to mitigate the effects of the emergency, as well as calling on assistance from Haldimand Divisional Support as needed.

4.1   Location

Haldimand County has established a primary and alternate EOC.

In Haldimand County both the primary and alternate EOC, house regular municipal services and as such, if required as an EOC, will have to be commandeered and then set up to function as an EOC.

If the primary EOC is unable to be utilized due to the location being in or is expected to be in a hazard zone of the emergency, it is unavailable for use or the circumstances of the situation indicate that the alternate EOC is more appropriate, both ECG and ESG will be advised to report to the alternate EOC.

In the event that neither the primary or alternate EOC can be utilized, the ECG shall designate an appropriate location as the EOC.

Location and Information surrounding the EOC can be located in the supporting *Appendix # 5 Incident Management System: Emergency Operation Centre Information and Form.*

4.2   Registration and Security

Once the EOC has been activated and set-up, the facility must now adhere to the security measures as outlined. Security measures will consist of setting up a registration area. Where possible, the security of the EOC will be maintained by the Ontario Provincial Police (OPP), or an approved security contractor. All personnel entering the EOC must report to the registration area and be properly registered. All personnel attending the EOC must sign in and out of the facility through this area.

This will be especially important where the nature of the emergency requires heightened security or threatens the security and/or safety of the EOC and/or its staff.

Responsibilities for EOC registration and security will be further outlined in the position and responsibilities section.

4.3 Personnel Access to the EOC

4.3.1 Access Allowed

The following persons are *normally* allowed into the EOC:

- ECG members
- ESG members
- Haldimand County Divisional Support
- Police personnel for facility security
- Members directly invited by the ECG

4.3.2 Access Denied

The following persons are *not normally* allowed into the EOC:
- Members of any media group
- Members of Council not on the ECG
- Members of the public
- Any persons without direct business with EOC operations

4.4 Procedures for Set-Up

4.4.1 Responsibility

Once the EOC has been activated through the Emergency Notification System, arriving members of the ECG and ESG will be responsible for immediately setting up the equipment and supplies to make the EOC a functioning location.

The equipment and supplies stored at this location will allow the EOC to be established and function in accordance with the EOC set-up and operating guidelines which are located in each EOC in the accompanied Appendix # 5 *Incident Management System: Emergency Operation Centre Information and Forms.*

4.4.2 Components for Functioning

The EOC shall consist of:

- The ECG/ESG meeting room
  (Refer to 4.4.2.1)
- A working area for the ESG
- Adequate working space (break-out rooms) for all EOC Staff to operate between meeting sessions

- Adequate parking for all EOC Staff
- An adequate back-up power supply
- Appropriate comfort facilities including washrooms, kitchen and rest area
- Adequate communication infrastructure including (but not limited to) phones, fax machines, computers, printers, photocopiers and radios

4.4.2.1 The Emergency Control Group Meeting Room

The Emergency Control Group Meeting Room (ECGMR) is a secure board room where the ECG can conduct business cycle meetings to address the current situation and mitigate the emergency. This room is to be kept free of distractions and limited to Haldimand County's ECG, their support personnel and other invited members.

The *ECGMR* shall contain or have readily available the following:

- Sufficient tables and chairs for all present
- An accurate clock which is synchronized with all other clocks
- Maps (of suitable scale) for depicting and updating emergency operations
- A television for media updates
- Devices for recording ECG meetings
- Visual boards for logging emergency operations status, key decisions and other information
- A computer (with internet access)
- Display screen to display information
- GIS capabilities (including laptop and Display Screen)
- Telephone(s)
- Printer
- All necessary stationery requirements and office supplies

4.5   Emergency Operations

During an emergency, the ECG will assemble at the EOC and will commence the coordination for the response effort.

During the initial response, the ECG will be responsible for establishing the working personnel positions to make the EOC a functioning body.

Primary responsibilities will include:

1. Appointing the EOC Command Chief and Incident Command Chief

2. Appoint and recognize the Operations Section Chief in the EOC and on site. The Onsite Operations Section Chief will manage the emergency site, communicate back to the EOC and implement ECG decisions at the site

3. Implement the *Incident Management System (IMS)* within the EOC and appoint personnel to the appropriate IMS positions under the Command, Operations, Planning, Logistics and Finance/Administration Sectors

4. Appoint under Command, the Liaison Officer, Safety Officer and the *Emergency Information Officer (EIO)* and establish an *Emergency Information Centre (EIC)* or area to manage media and public requests for information

5. Activating *Supplementary Plans* within each Department/Division as necessary. This will include alerting and mobilizing each Department's/Division's own staff resources as needed to implement the emergency plans

6. Establishing a *Meeting Cycle* which will determine the intervals at which the ECG will meet (refer to 4.5.1)

4.5.1 Meeting Cycle

The meeting cycle is a designated meeting time which members of the ECG will meet together to discuss the progress of the emergency and required actions.

The EOC Command for Haldimand County will be designated as the chairperson for such meetings. The frequency and duration of the meetings shall be determined by the EOC Command ensuring this will allow members of the group to carry out their individual responsibilities.

When a meeting commences all ECG members will come to the table and briefly update the group on the actions of their respective area. At each meeting a status board shall be updated to reflect current information gathered at the meeting, as well as identify issues needing resolution and seek input from the group to assist in rectifying the issues.

As part of each meeting, all ECG members shall report the length of time that they have been present at the emergency. This will allow the ECG to consider facilitating staff relief to avoid employee fatigue due to a long duration response.

When the ECG meets according to the meeting cycle there will be no interruptions (unless urgent) until the meeting is concluded.

SECTION 5 - DECLARING AND TERMINATING A STATE OF EMERGENCY

5.0 Declaring & Terminating an Emergency

When an emergency exists, but has not yet been officially declared, the ECG, community officials and employees may take such action(s) under this ERP, to protect property, infrastructure and the health, safety and welfare of the residents of Haldimand County.

The ERP will outline the framework to formally declare and terminate a state of emergency.

5.1 Declaring of Emergency

5.1.1 Authority

The *Emergency Management and Civil Protection Act* states that:

(4) "The head of Council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O.1990, c. E.9, s. 4 (1)".

5.1.2 Decision for Declaration

The decision to declare a state of emergency is an important one that shall be made by the Head of Council, in consultation with the ECG after a thorough assessment of the situation has been made. The OFMEM Duty Officer may also be consulted regarding the decision to formally declare an emergency to exist. An emergency declaration is required if the ECG will be requesting provincial emergency resources and will allow for possible provincial funding of costs related to the emergency.

Once an emergency is declared, every registered volunteer participating in the emergency will be considered a municipal employee and protected under the provisions of the Workplace Safety and Insurance Board (WSIB) Section 71 (4).

5.1.3 Determining if Appropriate

There is no definitive point at which a community or wide area emergency becomes a declared emergency. Emergencies vary in intensity and complexity, depending on factors such as time of occurrence, severity of impact, stability of buildings, existing weather conditions, and demographics.

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality or throughout Ontario, or any part thereof.

Occasionally, emergencies arise that are of such significance that they exceed the capacity of local authorities to carry out the extensive emergency operations necessary to save lives and protect property and the environment. In a few rare cases, provincial response capability may also be challenged.

5.1.4 Process to Declare

5.1.4.1   Emergency Declaration Form

Once the decision has been made to declare an emergency, an Emergency Declaration Form, located in the accompanied *Appendix # 4 Declaring/Terminating an Emergency*, must be completed and faxed to the OFMEM Duty Officer. A follow-up phone call to the OFMEM Duty Officer shall also be made to ensure that the declaration was received.

5.1.4.2   Personnel Notification

The following notifications shall be made after the notification to the OFMEM:

- Haldimand County Council members
- The local Member of Federal Parliament (MP)
- The local Member of Provincial Parliament (MPP)
- Neighbouring municipalities
- The local media
- The general public

5.2   Terminating

5.2.1 Authority

The *Emergency Management and Civil Protection Act* states that *"The head of Council or the Council of a municipality may at any time declare that an emergency has terminated". R.S.O. 1990, c. E.9, s. 4 (2).*

The *Emergency Management and Civil Protection Act* further states that *"The Premier of Ontario may at any time declare that an emergency has terminated". R.S.O. 1990, c. E.9, s. 4 (4).*

5.2.2 Provincial Checklist to Assist in Termination

The Province of Ontario has developed a checklist that will assist and provide guidance for decision-making, when authorities are required to make an assessment and decision concerning the need to terminate an emergency declaration. The following

questions should be deliberated in order to determine that the situation has or has not been sufficiently resolved to allow the affected public to function without the need for additional emergency support. The following are items to consider, refer to accompanied *Appendix # 4 Declaring/Terminating an Emergency* for the complete list.

- ☐ Is there a requirement to pass legislation to provide for future similar events and continued public safety and protection?
- ☐ What extraordinary measures, which required the declaration of the emergency, remain in place?
- ☐ Is the situation under control and are safeguards and mechanisms in place to deal with future, similar situations?
- ☐ Are the affected systems able to return to a sustainable mode of operation?
- ☐ Are the affected communities able to cope with the situation?
- ☐ What is the public sentiment towards the situation?
- ☐ What further measures such as public information programs need to be in place prior to the decision to terminate?

5.2.3   Process to Terminate

5.2.3.1   Termination of a Declared Emergency Form

Once the decision has been made to terminate a declaration of an emergency, a Termination of a Declared Emergency Form, located in the accompanied *Appendix # 4 Declaring/Terminating an Emergency*, must be completed and faxed to the OFMEM. A follow-up phone call to the OFMEM Duty Officer shall also be made to ensure that the termination of the declaration was received

SECTION 6 - EMERGENCY CONTROL GROUP

6.0   Emergency Control Group

The response to an emergency will be directed and controlled by the ECG, a group of officials who are responsible for coordinating the municipal response to the emergency. In addition to coordinating the response to the emergency, the ECG shall be responsible for coordinating the provision of essential municipal services to the community.

The primary role of the ECG is to coordinate a multidisciplinary response and ensure the provision of personnel and resources needed by responders to effectively mitigate and respond to an emergency within Haldimand County.

The EOC advises and assists the Head of Council in carrying out his or her duties under the ERP to protect the safety, security and well-being of residents, property and the environment.

6.1   Members

The ECG consists of the following officials:

1.   Mayor
2.   CAO
3.   CEMC
4.   Coordinator of Emergency Management
5.   Supervisor, Customer Experience and Communications
6.   Manager of Human Resources
7.   General Manager of Corporate & Social Services
8.   General Manager, Financial & Data Services
9.   General Manager of Community & Development Services
10.   General Manager of Public Works Operations
11.   General Manager of Engineering & Capital Works
12.   OPP Detachment Commander, Haldimand County

Each ECG member shall have at least one identified alternate. The alternate is appointed by the ECG member and must be aware of their responsibilities on an on-going basis.

The ECG may function with only a limited number of persons depending upon the emergency and therefore would not necessarily require the presence of all the people listed as members. In every emergency, however, all members of the ECG shall be notified.

6.2 Collective Responsibilities

The collective responsibilities of the ECG are as follows:

- Activate the ERP, as required
- Report to and assist with the set-up of the EOC
- Determine if the location of the EOC is appropriate
- Determine if the composition of the ECG is appropriate
- Determine which support staff are required to assist with the EOC operations and request their assistance
- Appoint or confirm the appointment of an Emergency Site Manager (ESM) for each emergency site
- Establish communications with the ESM to obtain briefings and/or reports of change in emergency status
- Monitor and support the activities of the ESM and provide resources to the emergency site as required
- Determine the nature and impact of the incident and, based on information received, call out and/or mobilize emergency services, County departments, County staff and equipment as required
- Establish and participate in regular meetings (frequency will be dictated by need) as a group to inform one another of actions being taken, their status, and to plan strategies
- Maintain a detailed record/log of decisions made and actions taken by the ECG during all emergency operations
- Provide advice and assistance to the Head of Council in making an emergency declaration, if warranted, and ensuring that all required are informed of a declaration or other decision made by the Head of Council
- Exercise overall management responsibility for the coordination of all emergency response and recovery operations during and after an incident
- Coordinate and direct all agencies, departments and service providers ensuring that all necessary actions to mitigate the emergency are conducted, and are not contrary to law
- Designate any area within the municipality as an "Emergency Area" and ensure that the ESM establishes an inner and outer perimeter around the emergency site
- Determine whether to evacuate any area within the Municipality and coordinate and/or oversee the evacuation of inhabitants considered to be in danger
- Ensure administrative and logistical support is provided for emergency workers at the emergency site(s) and post incident (i.e., food, water, shelter, sanitary facilities, maintenance, fuel, etc.)
- Ensure rest periods for staff and the ability to maintain 24/7 operations, by supporting staff with accommodations and/or the ability to be relieved by alternates and support staff

- Ensure the Emergency Responders disperse and/or remove any people not involved in emergency operations, who are in danger, or whose presence hinders emergency operations being carried out by the Emergency Responders
- Direct the discontinuation of any service or utility, where continuation of such service constitutes a hazard to emergency operations or public safety
- Arrange for the provision of services and equipment from local agencies not under Municipal control (i.e., private contractors, volunteer agencies, service clubs)
- Authorize expenditures of municipal funds required immediately for emergency operations, emergency humanitarian aid and the preservation of the life, health and safety of anyone involved in or adversely affected by the emergency
- Determine if volunteers are required and if appeals for volunteers are warranted
- Exercise overall management responsibility for the Corporation's business continuity, including ensuring that adequate emergency service provisions are maintained outside and separate from those responding at the Emergency Site
- Ensure the provision of emergency food, shelter and clothing, on a temporary basis, for any citizens who are in need of assistance as a result of the emergency
- Determine if transportation is required for the movement of persons or supplies. If it is required, ensure it is arranged
- Implement the Emergency Information Plan (EIP) Appendix # 10. Collect and disseminate information on the emergency and provide factual information to officials involved in emergency operations, the news media and the general public through the establishment of an EIC which is the responsibility of the EIO or designate
- Arrange for assistance from and/or liaise with other governmental departments/agencies, volunteer organizations, the private sector and the general public for the provision of information, resources and/or advice, as necessary
- Determine the need for experts and/or establishment of advisory groups and/or sub-committees
- Determine if a Recovery Committee needs to be established, and if so, nominate the chair and composition of that committee, along with its reporting structure, before the response to an emergency has been completed. This committee will coordinate the agencies (Social Services, Health, Public Works, Planning) required to return the community to its pre-emergency state
- Provide advice and assistance to the Head of Council in terminating an emergency declaration, and ensuring that all services, agencies, groups or persons under the direction of the ECG are informed of the termination of any emergency declaration
- Ensure that Critical Incident Stress debriefings are provided for emergency response personnel and/or victims as required
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

SECTION 7 - EMERGENCY SUPPORT GROUP

7.0   Emergency Support Group

The ESG is comprised of key municipal officials who will be required to advise and assist the ECG during an emergency. The primary role of the ESG is to assist and support the response effort and ensure the provision of personnel and resources to the ECG.

The ESG provides support in the form of technical expertise, staff resource management, and physical resource management.

7.1   Members

The ESG consists of the following officials:

1. Manager of Planning and Development
2. GIS Staff
3. Manager of Community Development and Partnership
4. Municipal Clerk
5. Manager of Building & Municipal Enforcement
6. Haldimand Norfolk Heath & Social Services
7. Deputy Paramedic Chief(s)
8. Deputy Fire Chief
9. Supervisor of Facility Operations Grandview Lodge
10. Chief Information Officer (CIO)
11. Manager of Roads Operations
12. Manager of Engineering Services
13. Manager of Facilities, Parks and Cemeteries, & Forestry Operations
14. Manager of Fleet Operations
15. Emergency Services Division Administration Staff
16. Manager of Environmental Operations
17. Manager of Legal & Support Services
18. Manager of Economic Development and Tourism
19. Treasurer
20. Supervisor, Employee Wellness and Development
21. Project Manager Continuous Improvement/Executive Assistant to CAO
22. Administrative Assistant to Emergency Services

Each ESG member shall have at least one identified alternate. The alternate is appointed by the ESG member and must be aware of their responsibilities on an on-going basis. The appointment of an alternate can be made by either position or person.

While the nature and scope of the emergency may require the ECG to request the assistance of other municipal or non-municipal persons or agencies, the formal ESG as listed above will

be automatically activated whenever the ECG is activated.

7.2   Collective Responsibilities

The collective responsibilities of the ESG are as follows:

- Assist with the physical set-up of the EOC.
- Assist with the establishment of communications and information technology systems within the EOC.
- Participate in ECG meetings (as required) to provide technical expertise.
- Assist with maintaining a detailed record/log of decisions made and actions taken by the ECG during all emergency operations.
- Assist with ensuring administrative and logistical support is provided for EOC staff.
- Collect and disseminate information on the emergency.

SECTION 8 - HALDIMAND COUNTY DIVISIONAL STAFF

8.0   Haldimand County Divisional Staff

The ECG may require various Haldimand County staff to provide assistance during an emergency. The assistance may be provided through attendance at the EOC, at the request of the ECG or through communication with the EOC without the need to attend.

8.1   Deployment of Haldimand County Staff

In the event of an emergency, remaining Haldimand County staff will be deployed as necessary in order to:

- Effectively manage the emergency situation(s)
- Ensure the continuity of essential municipal operations

In order to effectively deploy staff to meet these objectives, some staff may be re-deployed to different roles than usual. The deployment of staff will be managed in accordance with Haldimand County's Continuity of Operations Plan – Appendix # 11 (Draft in Progress).

8.1.1   Continuity of Operations Plan

The Continuity of Operations Plan is located in the accompanied Appendix # 11 (Draft in Progress) Continuity of Operations, which is a confidential document. This plan outlines what municipal services are considered essential and establishes the required staffing levels to maintain these services. The Continuity of Operations Plan relies upon an employee "other skills" database that outlines skills, experience, education, training and licenses that each Haldimand County employee has that may be beneficial in a role outside of their regular position.

This skills inventory database is maintained by the Human Resources Division.

The coordination of the deployment of staff to essential operations (in accordance with the Continuity of Operations Plan) will be the responsibility of the General Manager of Corporate & Social Services (or designate) who will coordinate staff deployment requirements with the General Managers from each Department.

SECTION 9 – EXTERNAL AGENCIES

9.0   Responsibilities

Outside agencies play an important role within the county. During an emergency these agencies may be relied upon for information and also may be required to provide hands on assistance. Their assistance may be required through an external communication conversation or through attending the EOC. This communication or request would be carried out by the ECG.

9.1   Members

1. Hydro Utilities
2. Natural Gas Utilities
3. Conservation Authorities
4. School Boards
5. Canadian Red Cross
6. Medical Officer of Health
7. Hospitals
8. St. Johns Ambulance
9. Salvation Army
10. Ontario Health atHome
11. Victim Services of Haldimand Norfolk
12. Welland Humane Society

9.2   Individual Responsibilities of External Agencies

9.2.1 Hydro Utilities

- Provide advice and expertise regarding hydro-electricity service and potential hydro-electricity emergencies to the ECG
- Should the situation develop to require EOC activation, provide a representative to the EOC if requested
- Advise the ECG as to when the discontinuation of electricity (public or private) is necessary in the interest of public safety
- Disconnect/discontinue hydro-electricity service where continuation of such service constitutes a hazard to emergency operations or public safety
- Ensure immediate action is taken to eliminate sources of potential danger related to hydro-electricity
- Respond to requests for assistance at emergency sites

- Provide personnel and equipment required to mitigate hydro-electricity emergencies
- Liaise with the Electrical Safety Authority (ESA) and other utilities regarding areas of mutual concern or interest during the emergency
- Liaise with other agencies as required by the ECG
- Re-establish hydro service at the end of the emergency
- Participate in the debriefing following the emergency

9.2.2 Natural Gas Utilities

- Provide advice and expertise regarding natural gas & pipeline service and potential natural gas & pipeline emergencies to the ECG
- Should the situation develop to require EOC activation, provide a representative to the EOC if requested
- Advise the ECG as to when the discontinuation of natural gas is necessary in the interest of public safety
- Disconnect/discontinue natural gas service where continuation of such service constitutes a hazard to emergency operations or public safety
- Ensure immediate action is taken to eliminate sources of potential danger related to natural gas & pipeline emergencies
- Respond to requests for assistance at emergency sites
- Provide personnel and equipment required to mitigate natural gas & pipeline emergencies
- Liaise with other utilities regarding areas of mutual concern or interest during the emergency
- Liaise with other agencies as required by the ECG
- Re-establish natural gas service & pipeline service at the end of the emergency
- Participate in the debriefing following the emergency

9.2.3 Conservation Authorities

- Provide advice and expertise regarding potential flooding
- Should the situation develop to require EOC activation, provide a representative to the EOC if requested
- Provide appropriate warnings and advise of specific direction in advance of actual flood events
- Liaise with other agencies as required by the ECG
- Participate in the debriefing following the emergency

9.2.4 School Boards

- Act as a resource should schools be potentially required for use during an emergency
- Should the situation develop to require EOC activation, provide a representative to the EOC if requested
- Liaise with the ECG regarding emergencies that may affect schools or school properties directly
- Liaise with the ECG regarding emergencies that may affect the release of school children
- Liaise with other agencies as required by the ECG
- Participate in the debriefing following the emergency

9.2.5 Canadian Red Cross

- Activate the Canadian Red Cross Emergency Plan, if required
- Establish and maintain contact with the General Manager of Health and Social Services in the EOC
- Assist with the establishment, staffing and management of reception and/or evacuation centres
- Provide emergency lodging and emergency personal services to persons in need, as required
- Additional services may be available based on the list of available services by the Canadian Red Cross
- Maintain a record of all actions taken
- Liaise with the EOC with regards to other agencies as required
- Communicate with the Medical Leader and the Evacuation Coordinator at the EOC to ensure accurate up to date information
- Participate in the debriefing following the emergency

9.2.6 Medical Officer of Health

- Provide advice and expertise to the ECG on matters relating to public health
- Assess the impact of the emergency on the health of the public
- Provide advice to the public on any matters that may adversely affect public health
- Provide advice on the health and safety of emergency water supply, sanitation, shelters and food supply

- Notify other agencies and senior levels of government on health matters relating to the emergency
- Coordinate all efforts to prevent and control the spread of disease
- Coordinate mass immunization clinics, as required
- Coordinate vaccine storage, handling and distribution
- Prescribe the disease control requirements for temporary morgues and the management of deceased persons, in consultation with the Office of the Coroner
- Liaise with other agencies as required by the ECG
- Communicate with the Medical Leader at the EOC to ensure accurate up to date information
- Participate in the debriefing following the emergency

9.2.7 Hospitals

- Implement their own internal hospital emergency plan, as required
- Should the situation develop to require EOC activation, provide a representative to the EOC if requested
- Liaise with the Medical Officer of Health regarding issues of mutual concern
- Liaise with Haldimand County Paramedic Services regarding patient capacity and transportation issues that may affect the ability of hospitals to receive patients for treatment
- Liaise with other agencies as required by the ECG
- Communicate with the Medical Leader at the EOC to ensure accurate up to date information
- Participate in the debriefing following the emergency

9.2.8 St. John Ambulance

- Activate the local St. John Ambulance Emergency Plan, if required
- Under the direction of the Manager of Emergency Services, provide personnel and equipment to assist with emergency medical care at the emergency site and/or reception and evacuation centres
- May assist in the search for missing persons, as necessary
- May assist with the evacuation of persons, as necessary
- Liaise with other agencies as required by the ECG
- Communicate with the Medical Leader and/or Evacuation Coordinator at the EOC to ensure accurate up to date information
- Participate in the debriefing following the emergency

9.2.9 Salvation Army

- Activate the local Salvation Army Emergency Plan, if required
- Establish and maintain contact with the General Manager of Health and Social Services in the EOC
- Work with the Food Leader in the organization of food for the Emergency as needed
- Liaise with other agencies as required by the ECG
- Participate in the debriefing following the emergency

9.2.10 Ontario Health atHome
Hamilton Niagara Haldimand Brant Branch

- Activate the Ontario Health atHome Incident Management Plan, if required
- Assist with identifying clients who may have been affected by the emergency
- Authorize new admissions to long-term care facilities, as required
- Provide information to the ECG regarding thenumber, location and needs of vulnerable residents within the community
- Liaise with other agencies as required by the ECG
- Communicate with the Medical Leader and/or Evacuation Coordinator at the EOC for current and up to date information
- Participate in the debriefing following the emergency

9.2.11 Victim Services of Haldimand – Norfolk

- Provide crisis intervention to persons affected by the emergency, as required
- Liaise with other agencies as required by the ECG
- Participate in the debriefing following the emergency

9.2.12 Niagara SPCA & Humane Society

- Provide care for animals displaced as a result of the emergency
- Liaise with other agencies as required by the ECG under the direction of the Specialist Leader
- Participate in the debriefing following the emergency

SECTION 10 - INCIDENT MANAGEMENT SYSTEM

10.0 The Incident Management System (IMS)

During a large scale emergency, the ECG and EOC staff shall *transition the management* of the emergency from a position-based structure to the IMS.

The IMS is a provincially adopted system that assigns responsibilities in accordance with a common organizational structure. The assignment of responsibility is made by function rather than by position. This organizational structure is intended to be consistently used by provincial staff and other municipalities which will improve the management of the emergency.

While the management of the emergency will commence with persons and agencies exercising their collective and individual responsibilities, as described in the ERP, in order to effectively manage a large-scale and/or long duration emergency, the transition to the Incident Management System shall be coordinated by the ECG.

10.1 Incident Management System Functions

A key principle of the IMS is to always address the five key functions for every incident:

1. *Command*
2. *Operations*
3. *Planning*
4. *Logistics*
5. *Finance/Administration*

In a simple incident or in the very early stages of a complex incident one person may carry out all five functions. In a complex incident, the five functions are separate and assigned to a specific member. All 5 sections would operate from the EOC.

10.2 Command Section

The Command Section is the first and primary organizational component of the IMS structure. It will consist of the Mayor, EOC Command Chief and the EOC Incident Command Chief. These positions will lead all aspects of the response and assist the entire team as needs arise. Within the team of the two Command Chiefs, there will also consist of three main subsections which will all be assigned responsibilities. In some emergencies there may also be other personnel required based on subject matter expertise or specialists to support the command section. Command section staff may have an assistant or assistants, as needed.

10.2.1 Collective Responsibilities

- Ensure the safety of all responders
- Assess and reassess the situation
- Determine goals, strategies, objectives and priorities that are appropriate to the level of response
- Establish an appropriate command structure using the IMS
- Coordinate all incident management activities
- Establish and maintain liaison with supporting and/or assisting organizations
- Provide information to/briefing senior and elected officials as required
- Establish an operational planning cycle as required
- Approve an Incident Action Plan (IAP)
- Manage incident resources (including approval of volunteers, etc.)
- Manage sensitive issues that arise from the incident
- Authorize the release of emergency information to the public in cooperation with other levels of response

10.2.2 Individual Responsibilities

Each IMS sectional position will review their responsibilities on a regular basis as to be prepared to respond to the EOC.

10.2.3 EOC Command Chief
(Chief Administration Officer (CAO))

The EOC Command Chief is responsible for the overall management of the EOC, including the provisions of support to an Incident Management Team at a site or at the EOC. In most cases the EOC Command Chief is used for executive decision-making and coordinating off site support for the Incident Command. This support typically involves the setting of strategic guidance, information support, resource management support, legal support, financial support, among other forms of off-site support. All EOC activities are the responsibility of the EOC Command Chief and include but not limited to:

- Determining the appropriate level of EOC activation, based on known situation
- Coordinate all of the operations of the EOC and ensure proper set up and that it is ready for operation
- Determine and assign section Chiefs as appropriate within the IMS System (Command, Operations, Planning, Logistics, Finance/Administration, Liaison, Safety, Emergency Information)
- Ensure that the Incident Organizational Chart is posted and completed (Liaison Officer +/or Resource Leader)

- Ensure that the EOC check in procedures are established
- Arrange for required personnel and physical resources
- Ensure that the appropriate security (direction from Specialist Leader) for the EOC, EIC, Reception Centres and other facilities in use during the emergency, as utilized as required
- Ensure that alternates of ECG and ESG members are alerted and on standby to perform duties in the EOC should the emergency last long enough to warrant relief for primary members or in the absence of the primary members
- Monitor the status of the emergency situation and the need for declaration or termination
- Schedule the meeting cycles to include incident briefing, objectives, and strategies
- Provide information and briefings to senior and elected officials as required
- Review all IAP for completeness/accuracy and verify the objectives are incorporated/prioritized

10.2.4 EOC Incident Command Chief (CEMC)

The EOC Incident Command Chief is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities.

- Assist with the determination of appropriate level of activation based on situation known
- Brief the EOC Command Chief on the known facts of the incident and together establish the need for further EOC staff as required
- Ensure that the onsite Incident Command is set up and ready for Operations
- Ensure all check in procedures both at the EOC and on Site are adhered to
- Assign Command Staff Positions and Sectional Chiefs as appropriate to ensure they are staffed to perform the objectives
- Communicate with on-site Incident Command and relay appropriate information to the EOC
- Assist in the developing of an IAP for the situation and brief the EOC
- Confer with the EOC and on-site staff to determine if outside organizations will be needed for the event. Provide information and briefings to senior and elected officials as required
- Ensure the proper conduct at the Planning Meeting throughout the meeting cycles
- Keep organized officials informed on incident-related problems and progress

- Order Incident demobilization as appropriate

10.2.5 Emergency Information Officer (EIO)
(Supervisor, Customer Experience & Communications)

The EIO is responsible for the development and release of approved emergency information regarding the incident to the public. Command must approve all emergency information that the EIO releases. This includes managing both the media inquiry and public inquiry components of the EIP – Appendix # 10. During a complex incident, assistants may be assigned to the EIO as required and tasks may be delegated to the Emergency Information Team. The responsibilities of the EIO include:

- Activating the EIP (accompanied *Appendix # 10 Emergency Information Plan*)

- Utilizing the Media Broadcast

   (TV, Radio, County Website, Social Media)

    - Cable 14
    - https://www.haldimandcounty.ca
    - https://www.929thegrand.fm/
    - facebook.com/HaldimandCounty/
    - https://twitter.com/HaldimandCounty
    - https://twitter.com/HaldEmerg

- Establish a communication link to the emergency site to receive accurate information for dissemination
- Appoint an emergency site spokesperson, if required
- Liaise with other media coordinators (OPP, Provincial, Federal, Health and Social Services etc.) as required
- Coordinate all media releases
- Coordinate media briefings and press conferences
- Monitor the media for incorrect information and amend inaccuracies
- Coordinate the opening and management of the EIC
- Arrange to have calls/inquiries from the public routed through the public inquiry centre to the appropriate person or agency
- Maintain copies of media releases and news articles pertaining to the emergency
- Arrange to have information distributed door-to-door in affected areas in the event that conventional communications are not possible
- Where necessary and appropriate, coordinate media and photo sessions at the emergency site
- Arrange to have media representatives seeking information directly from the emergency site or seeking emergency site visits to be arranged by the police
- Coordinate on-site interviews between media and emergency services

personnel

10.2.6 Safety Officer
   (Manager of Human Resources)

The Safety Officer monitors risk and safety conditions and develops measures to mitigate risk management and safety issues. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident responders. The Safety Officer must have knowledge and professional experience to be able to control or reduce occupational hazards and exposures. Tasks may be delegated to an appropriate assistant if needed.

Specific functions include:

- Working closely with the Operations Chief to ensure that responders are as safe as possible under the circumstances, including wearing appropriate personal protective equipment and implementing the safest operational options
- Advising the EOC Command Chiefs of issues regarding incident safety
- Minimizing employee risk by promoting safety procedures (e.g., ensure an adequate personnel accountability system is in place to track the status/movement of all personnel)
- Altering, suspending, or terminating any or all activities that are deemed hazardous regardless of jurisdiction
- Assessing potential municipal risk/liability and advising the EOC Command Chiefs on appropriate risk management options
- Assisting in the review of the IAP to identify safety concerns and issues
- Listen to tactical options being considered. If they are potentially unsafe, assist in identifying options, protective actions, or alternate tactics
- Ensure incidents/accidents are properly documented for follow-up if need be
- Coordinate Critical Incident Stress, hazardous materials, or other debriefings as necessary

10.2.7 Liaison Officer
   (Coordinator of Emergency Management)

The Liaison Officer serves as the primary contact for assisting or supporting agencies or organizations. The Liaison Officer advises the EOC Command Chiefs of issues related to outside assistance and support, including current or potential inter-organization needs. The Liaison Officer may be assigned assistants who may come from other organizations also involved in the incident response.

Specific functions include:

- Gathering information from and about organizations that are involved with the incident. This includes obtaining from their representatives, information about standard and specialized resources they might have, or special support that they might need, and whether there are considerations or restrictions that may impact how such resources may be used
- Serving as a coordinator for organizations not represented in the EOC
- Providing briefings to organization representatives about the emergency
- Interview organization's representative concerning resources, capabilities and restriction on use. Provide this information at the Planning Meetings, as needed
- Maintaining a list of supporting and assisting organizations, and keeping it updated as the incident evolves
- Bring complaints pertaining to logistical problems, communications and strategic and tactical direction to the attention of the Command Chiefs
- Work with the EIO and Command to coordinate media releases associated with inter-organizational cooperation issues
- Ac as back-up EIO
- Meet with incoming organizations to the EOC to brief on area of support and who they will be reporting to
- Maintain contact with the Resources Unit Leader to ensure all personnel and resources are documented and accounted for

10.2.8 Mayor

- Activate the Emergency Notification System, as required
- Upon recommendation of the ECG, declare an Emergency to exist within the municipality
- Document the Declaration and submit the form (Appendix # 4 Declaration/Termination of an Emergency)
- Ensure that the Haldimand County Council, the County's Member of Parliament and Member of Provincial Parliament, neighbouring municipalities, and the public are advised of any emergency declaration or termination made by Haldimand County, and that they are kept apprised of the emergency situation, as necessary
- In consultation with the ECG, issue orders considered necessary to implement this ERP to protect the safety, health, welfare and property of the citizens of Haldimand County
- Act as a liaison between the ECG and Council, keep members of Council informed about the emergency situation, and chair emergency Council meetings as required
- Approve all decisions made by the ECG pertaining to "extraordinary measures" affecting the lives and properties of citizens within Haldimand

County

- Provide advice to the ECG on political issues
- Liaise with Heads of Council of neighbouring municipalities on issues of mutual concern
- Obtain any necessary assistance from senior levels of government, other municipalities, and the private sector regarding taking any action necessary to minimize the effects of an emergency on Haldimand County
- Act as the primary spokesperson for the County, in coordination with the EIP - Appendix 10
- Authorize the release of information on behalf of the County, in conjunction with the CAO and/or the EIO
- Terminate the emergency at the appropriate time and ensure all those concerned have been notified
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

10.3   Operations Section

The Operations Section implements the IAP and is responsible for all physical operations involved in mitigating the emergency. The Operations Section evolves based on the incident at hand and the needed resources within the incident. The Operations of the incident perform their duties most generally at the site of the incident and are in communications with the EOC. The Operations (on-site) will function similar to the EOC in a hierarchy state in order to facilitate organization and thorough response to the incident. Although the structure of the Operations section is based solely on the responded incident, general operation sections and responsibilities are described below.

10.3.1 Operations Section Chief (OSC)
(OPP and/or alternate CEMC)

An Operations Sector Chief heads the Operations Section. The Operations Sector Chief is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the IAP, implementing the Incident Action Plan, and organizing, assigning and supervising all resources assigned operational tasks within an incident. The Operations Sector Chief must work closely with other member of the Command Sector and General Staff to coordinate operational activities and delegate the appropriate levels of response. The Operations Sector Chief may be active at the EOC or onsite at the Incident. The responsibilities of the Operations Section Chief include:

- Developing and managing the Operations Section to accomplish the incident objectives set by EOC
- Organizing, assigning, and supervising all resources assigned to an incident
- Working closely with other members of the EOC to coordinate operational

activities
- Based on the situation, activate appropriate branches within the section
- Ensure that strong communication links are made between the incident site and the EOC
- Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operations Section
- Identify key issues requiring immediate attention and communicate them with the EOC
- Coordinate media field visits with the EIO
- Ensure all media contacts are referred to the EIO
- Establish staging areas if required
- Develop and manage tactical operation to meet incident objectives
- Assess life safety and implement and enforce appropriate safety precautions, including any security measures required
- Continually evaluate the situation and update the Incident Commander immediately on new findings
- Keep the safety officer involved in tactical decision making

10.3.2 Operations Branches

Within the Operations section there may be many branches that are utilized throughout the operations depending on the incident. The branches will be headed by individuals who are responsible for their section based on their specific profession. The OSC will determine the different branches and assign staff accordingly. The following will give examples of the different branches that may be utilized and the assignments with each. The Emergency Services operate with certain policies and SOG's, and will adhere to them throughout the incident unless otherwise directed by the Operations Sections Chief, the Incident Command Chief, or the EOC Command Chief.

10.3.2.1 Fire Department

Lead area Operations Branches may include but not limited to:

- Incident Command
- Safety Officer
- Fire Suppression
- Search and Rescue
- Land Operations
- Water Operations
- Overhaul
- First Aid
- Evacuation

10.3.2.2 Paramedic Services

Lead Area Operations Branches may include but not limited to:

- Safety Officer
- Triage Officer
- Treatment Sector
- Staging area
- Transportation coordination
- Evacuation

10.3.2.3 Police Services

Lead Area Operations Branches may include but not limited to:

- Safety Officer
- Security
- Traffic Control
- Media Relations
- Assisted Rescue - Land, Water
- Scene/Investigation preservation

10.3.2.4 Evacuation Coordinator – ON-SITE

Lead Area Operations Branches may include but is not limited to:

- Safety Officer
- Documentation
- Individual assistance
- Hazard recognition and mitigation

10.4   Planning Section

The Planning Section is responsible for the developing of the IAP and overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and status resources. The information is needed to understand the current situation, predict probable course of incident events, and lead the incident planning process.

10.4.1   Planning Section Chief
(General Manager of Community & Development Services)

The Planning Section Chief oversees and provides leadership to the Planning Section.

- Ensure the Planning area is set up properly and that the appropriate equipment and supplies are in place, including maps and status boards
- Ensure that incident briefing is completed and documented
- Obtain and review all incident reports and documents to understanding within the Operations Sections
- Inform the Incident Command Chief and EOC Command Chief when new information is received to add to the action plan
- Create incident maps and establish weather and data collection system

when needed
- Ensure the EIO has immediate access to status reports and displays
- Work closely with EOC staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the incident
- Manage the planning process including preparing and documenting the IAP for each operational period
- Maintain incident documentation

10.4.2   Situation/Map Leader + G.I.S. Specialist
(Manager of Planning & Development + G.I.S. Staff)

The Situation/Map Leader is responsible for the collection, processing, and organizing of all incident information. This may include future projections of incident growth, maps, intelligence, the IAP, and status summary reports. The Situation Leader will also advise and inform areas that house increased numbers of population, including factories, schools, nursing, and retirement centres.

- Review the Incident Briefing Form for incident status and the need for further assistance
- Determine current situation status/intelligence and future predictions
- Sort data into categories of information: geographic area, population, facilities, environmental values at risk, location of facilities, etc.
- Determine appropriate map displays and request specialized maps as required
- Review data for completeness, accuracy, and relevancy prior to positing
- Plot incident boundaries, location perimeters, facilities, access routes, etc. on display maps
- Develop additional displays, weather reports, status summaries, as necessary
- Ensure displays and maps are kept up to date
- Designate photographic services, if need be, to utilize as intelligence
- Designate and utilize specialists to assist in the development of clear understanding of the incident and the predictions ahead
- Assist in the development of the IAP
- Advise the Incident Command Chief of increased population areas at given times and the need for them to be contacted to implement their internal ERP as needed (i.e., school)

The G.I.S. Specialist will assist the Map/Situation Leader in populating and creating visual aspects for current and future predictions of the emergency to assist in the decision making process efforts throughout the Emergency Incident.

10.4.3   Resource Unit Leader
(Manager of Community Development and Partnership)

The Resource Unit Leader is responsible for maintaining the status of all assigned resources at an incident. This is achieved through the oversight of all check-in activities and the maintenance of a master list of all resources, including a system to track resource location and status.

- Responsible for the Check-in List at the EOC
- Prepare, post, and maintain the Incident Organizational Chart
- Tracking resources assigned to the incident- support personnel and equipment
- Confirm resources assigned to Staging (if necessary)
- Confirm resources assigned to Operations (if necessary)
- Confirm resources assigned to other staff functions
- Maintain tracking sheets of the number of personnel assigned to the incident
- Total number of resources assigned to each section
- Total number of specific equipment/apparatus types

10.4.4 Documentation Unit Leader
(Municipal Clerk)

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files, the provision of duplicate services, and collection of all incident documentation from other sections. Incident files will be stored for legal, analytical, and historical purposes. Further responsibilities are:

- Organize incident files
- Ensure adequate duplication capability and adequate staff to assist in the copying and documentation process
- Respond to requests for duplication (copying) and duplicate the needed filesor official forms for reports
- Ensure all staff have the appropriate Emergency Management Notebook logs/activity sheets as well as Provincial Forms to maintain the documentation
- File reports and forms submitted throughout the incident to prepare a final report
- Review and ensure completeness of documentation submitted for file
- Ensure all completed files and documents are organized and submitted to the Planning Section Chief

10.4.5 Specialist Leader
(Manager of Building & Municipal Enforcement)

The Specialist Leader provides observations and recommendations to the incident staff in the specialized areas as required.

- Ensure all recommendations are appropriately documented
- Contact and resource the specialty care for pets/animals – if an evacuation is issued (i.e., Vets/SPCA/OMAFRA) and advise the planning section of efforts needed

- Communicate with police officers and county contracted security services to ensure security at the EOC, Incident Sites, and Evacuation Centres and document in the IAP
- Participate in the planning meeting to assist in informed decisions
- Participate in the Demobilization and inspections of the area affected, if the need arises
- Organize and assist with the structure inspections for evacuation or re-entry of buildings or engineering specs

10.4.6 Health and Social Services
(General Manager Health & Social Services)

- Act as a coordinating link for all Health and Social Services matters at the ECG
- Activate applicable ERPs of the HNHSS as required
- Continue to deliver the essential and mandated public health programs and services to ensure public health protection, as resources permit
- Continue to deliver the essential and mandated social services programs and services to ensure public health protection, as resources permit
- Liaise with the Provincial Ministry of Health and Long Term Care, Ministry of Community and Social Services, and other relevant Provincial contacts as required
- Work with the Medical Officer of Health to:

  o Provide advice on any matters that may adversely affect public health
  o Provide instructions on health matters to the public through the EIO
  o Coordinate the response to disease-related emergencies or anticipated emergencies such as epidemics, according to the Ministry of Health and Long Term Care policies and the Haldimand-Norfolk Health Unit (HNHU) ERP
  o Liaise with CCAC to ensure coordination of care of residents requiring special medical care at home and in evacuation centres during an emergency
  o Ensure public health inspections of emergency sites and evacuation centres as necessary to ensure safe water, safe food, and the prevention of health hazards and communicable diseases
  o Notify the General Manager of Public Works Operations regarding the need for potable water supplies and sanitation facilities
  o In coordination with the Public Works Department, monitor the quality of drinking water supplies for the community and make recommendations for alternate drinking water, as necessary
  o Liaising with local health service providers (Paramedic Services, hospitals, physicians, etc.) regarding mutual areas of concern

- Work with the EIO and the CCAC to determine which persons in the community may not have access to conventional methods of communication

(television, radio, internet, and phone) and make all efforts to communicate emergency information to these persons

- Implement the Haldimand-Norfolk Social Services Emergency Shelter Plan which coordinates the opening and operation of available facilities as reception and/or evacuation centres
- Coordinate the provision of basic medical care for evacuees on site at emergency evacuation centres
- Working with the Canadian Red Cross, coordinate the request for and registration and management of volunteers related to the operation of reception and evacuation centres
- Working with the Human Resources Division, ensure that volunteers are properly screened, registered and identified using Volunteer Registration Forms which shall be retained and forwarded to the Director of Human Resources
- Working with applicable agencies (Canadian Red Cross, Salvation Army, Victim Services, etc.) arrange for the clothing, feeding, housing, and personal services for those people who have been evacuated as a result of the emergency
- Liaise with voluntary and private agencies, as required, for augmenting and coordinating Health and Social Services resources
- Where applicable, ensure provision of emergency income assistance for those persons affected by an evacuation within Haldimand County
- Liaise with other agencies as required by the ECG
- Participate on the Post-Emergency Recovery Committee and other sub-committees, as required
- Perform other duties as assigned, in accordance with corporate objectives
- Contribute to and participate in a post-emergency debriefing and preparation of a report on the emergency

10.4.7 Evacuation Coordinator
(Supervisor of Facility Operations GVL or Deputy Paramedic Chief)

The Evacuation Coordinator will be responsible for implementing the Haldimand County Mass Evacuation Plan – Appendix # 12, within the boundaries of Haldimand County. They will assist any needed Haldimand Specific request under the direction of the Haldimand & Norfolk Social Services (HNSS) throughout the following:

- The communication of and coordinated efforts of the following services if applicable:
  - Canadian Red Cross
  - St. Johns Ambulance
  - Salvation Army
  - CCAC
- Directing the specifics within the plan to ensure all involved within the IMS

system are working together within the coordinated system

- Ensure all requests from the HNSS in response to the food, shelter, clothing, and other essential are in place through the coordinated efforts of the Logistics Section as well as outlying agencies
- Work with the Organization Representative to ensure all documents are complete and tracking of events are recorded
- Report to the EOC for updates and steps moving forward

10.5 Logistics Section

The Logistics Section provides all supporting resources to the incident, and works closely with Finance to contract for and purchase goods and services as needed at the incident. They are responsible for the development of several written portions of the IAP and forwards them to the Planning Section Chief. The Logistics Section is responsible for all the resources needed both at the Incident and within the supporting factors. Within the Logistics section there are both the Service Specific and the Supporting Specific roles.

10.5.1 Logistic Support Chief
(General Manager Public Works Operations)

A Logistic Support Chief is responsible for the development and implementation of the logistic plans in support of the IAP. The Logistic Support Chief supervises the operation of the Supply, Facilities and Ground Support Units and Water Sectors. Further responsibilities include:

- Determine facilities activated in the support of the incident
- Determine the ground support and transportation needs
- Determine resources ordering needs and process
- Ensure proper methods of inspections for contracted equipment and resources used
- Provide summary of the supplies, facilities, and ground support needs during the EOC meetings
- Obtain, maintain, and account for essential personnel, equipment, and supplies beyond those immediately accessible by the Operations Section
- Provide incident telecommunication/information technology services and resources
- Set up and maintaining incident facilities
- Provide support transportation
- Initiate the evacuation set up of the facilities

10.5.1.1 Supply Facilities Unit Leader
(Manager of Facilities, Parks & Cemeteries, and Forestry Operations)

The Supply Unit Leader is responsible for ordering, receiving, processing, and storing all incident related resources.

- Consider dividing ordering responsibilities by either discipline or by category (i.e., equipment, personnel and supplies)
- Ensure the unit staff observe the ordering system and chain of command for ordering
- Confirm process for coordinating contract related activities with the Procurement Unit Leader
- Confirm emergency purchase orders with the Finance section
- Understand and have record of the amount of supplies and equipment on hand and enroute (i.e., signs, barriers, PPE, vehicles)
- Resource the orders from authorized incident staff, document and order
- Determine qualifying specification (category, kind, type, size, extra equipment, PPE, qualifications etc.)
- Determine the desired delivery time and location
- Person ordering and person to whom the resource should report or be delivered
- Obtain estimated price for resources which expect reimbursement
- Coordinate the delivery of rented equipment to Ground Support Unit for inspection before use
- Work with Facilities Unit Leader to identify and activate appropriate facilities for use in storage, receiving, and distribution of supplies
- Obtain resource name, number, identifier etc. along with the estimated times of arrival
- Bring attention to the Logistics Support Chief should there be outstanding orders, updates on current activities, and unusual circumstances

The Facilities Unit Leader is responsible for the set-up, maintenance, and demobilization of all incident support facilities except in the staging areas onsite. The Facilities Unit will also work with the Specialist Unit to provide security to the facilities should the need arise. The Facility Unit Leader is also responsible for:

- Assessing the readiness of the facilities for evacuation purposes if the need arises
- Organize the facility should the Supply Unit require an area to house their supplies and distribution
- Prepare the specific facilities and ensure the readiness of the:
  - Sanitation
  - Sleeping area
  - Feeding area
  - Supply area
  - Medical support
  - Communication (IT needs)

- o Security Needs
- o Lighting
- o Signage
- o Equipment/food storage
- Work with outside agencies to provide the necessities, including but not limited to Canadian Red Cross, Salvation Army, and St. Johns Ambulance
- Assess the ability for parking at all facilities and report to the Logistic Support Head
- Provide, when needed, the facilities layouts and available space to be utilized.

10.5.1.2   Ground Support Unit Leader (Manager of Fleet Operations & Manager of Roads Operations)

The Ground Support Unit Leader is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles. The Ground Support Unit also has responsibilities for the ground transportation of personnel, supplies, equipment, and incident traffic plan.

- Work with the Situation/Map Leader to obtain information surrounding traffic issues and logistics of providing needed equipment to the area of the incident
- Initiate a plan for re-fueling of any equipment being utilized and organize the personnel to do their tasks
- Consider the need to utilize the County vehicles for transportation resources or potentially requiring rental vehicles to augment the transportation resources
- Notify the Resource Unit of all changes to support and transportation vehicles
- Arrange for, or activate, towing, fueling, maintenance, and repair services
- Maintain fuel, parts, and service use records and cost summaries and forward to Finance/Administration Section
- Provide an inventory list of what is available within the County
- Identify and report predictions for mileage, fuel consumption and any other cost association and report them to the Logistics Support Chief
- Advise on timelines for services rendered and work with Logistics to complete the IAP

10.5.1.3   Water Sector Leader (Manager of Environmental Operations)

The Water Sector Leader is responsible for all environmental aspects

surrounding the water and the interaction of the incident. This also includes aspects related to the potable water, water and waste water, flood zones, and assisting with the understanding of the emergency plan for the conservation authorities.

- Advise and implement plans for the supply of potable water
- Advise the Logistics Supply Chief on steps needed to ensure the proper treatment and maintaining of the water and wastewater
- Develop and assist in the organization, collection, and disposal of the waste and recyclable material
- Assess the risk and contamination of the water sources within the incident and surrounding zones
- Work with the conservation authorities as needed

10.5.2 *Logistics Service Chief*
(General Manger of Engineering & Capital Works)

The Logistics Section Service Chief is responsible for the management of all service activities at the incident. This include supervising the operations of the Telecommunications, Medical, Food Units, and Utilities.

- Determine the communications systems to be utilized
- Determine the need for medical support needs within the incident
- Determine the number of personnel involved in the emergency response efforts and the need for nourishment and relief
- Assist and develop with the Planning Section Chief to understand the utilities involved, utilizing both mapping and GIS
- Assist with engineering inquires surrounding the Incident Action Plan and advise accordingly
- Set up personnel needs and food services

10.5.2.1 Communications Leader
(Chief Information Officer)

The Communications Leader is responsible for developing plans for the use of incident telecommunications equipment and facilities, installing and testing of telecommunications equipment, supervising the Incident Communications Centre (if applicable), and distributing and providing maintenance of telecommunications equipment.

- Advise on telecommunication capabilities and limitations
- Implement effective telecommunication procedures for internal and external communications to the Incident and the EOC
- Make available assignment to all other resources including volunteer, contractor, or mutual aid as applicable
- Determine and assign specific telephones for EOC members
- Identify all facilities and locations with which telecommunications

must be established and identify and document the numbers. Work with the Facilities Leader to determine which are active

- Determine which phones/numbers should be used by what personnel and for what purpose
- Assign specific telephone numbers for incoming calls, and report these numbers to staff and off site parties such as other local jurisdictions through the Logistics Service Chief
- Ensure proper controls over outgoing call lines
- Facilitate repair of malfunctioning telecommunication systems
- Maintain a telecommunications equipment accountability system
- Maintain a current inventory of available equipment and its capabilities

10.5.2.2 Medical Unit Leader
(Deputy Chief Paramedic Services)

The Medical Unit Leader is responsible for providing extra medical assistance to incident responders and personnel. This assistance could be available through the up-staffing of ambulances, and/or importing needed equipment and supplies. This unit develops an Incident Medical Plan, which is included in the IAP and assist the Finance/Administration Section with processing injury-related claims. They are responsible for:

- Obtaining information on any injuries that occurred during initial response operations
- Organizing and activating locations of aid stations through outside agencies
- Being in contact with CACC to assess the number and location of standby land and air ambulances that are available
- Estimate and activate, if needed, further medical personnel for the incident
- Inventory and report on the available medical supplies
- Organize and implement any need according to the demands of the Operations Command
- Discuss and report any injuries with the Safety Officer and the Logistics Section Chief
- Provide all documentation to the Documentation Leader based on the need
- Assist the Finance/Administration Chiefs for continued service for the rest of the county during the Incident
- Assist in the communication of:
  - The Ministry of Medical Officer of Health
  - Hospitals

10.5.2.3 Food Unit Leader
(Emergency Services Divisional Staff)

The Food Unit Leader is responsible for supplying the food needs for all incident responders including the EOC and other personnel who are unable to leave their tactical field assignments. They will receive a briefing from the Logistics Section Chief and an understating of the need shall be discussed and implemented. Documentation will be developed to record the numbers to be fed, timing of food and drink, and locations of personnel. Other considerations will be:

- Best method of feeding situation - refer to agreements and work with the Procurement Unit (Finance) on direction
- Understand and ensure sufficient potable water and beverages are available for incident personnel. Discuss with the Water Sector to ensure potable water at the facilities
- Organize the transportation of food and drinks to the scene through the Ground Support Unit within the Logistics Section and the Operations Command
- Ensure appropriate food handling practices and safety measures are taken and coordinate activity with the Safety Officer
- Ensure copies of receipts and bills are organized and distributed to the Finance/Administration Section
- Elicit extra assistance if required – the Logistics Section Chief will assign assistant aid

10.5.2.4 Utilities Leader
(Manager of Engineering Services)

The Utilities Leader will be responsible for all information and organization required for the utilities sector and associated resources. They will utilize mapping and GIS when needed to understand what elements of the utilities are involved and will advise the Logistic Section Chief of the findings. They will organize and work with the head of the Utilities should they arrive at the EOC. Such Utilities may include but are not limited to:

- Hydro
- Natural Gas Company

10.6   Finance/Administration Section

The Finance/Administration Section provides the financial support to an incident, including business processes, cost analysis, and all financial and administrative aspects.

10.6.1 Finance & Administration Chiefs
(General Manager of Financial & Data Services &

General Manager of Corporate & Social Services)

The Finance/Administration Chiefs provide direction and supervision to Finance/Administration Section Staff and ensures compliance with policies and procedures. Tasks may be delegated to the appropriate unit leader if need be. Responsibilities include:

- Monitor the financial processes
- Monitor and organize for potential legal claims arising out of incident activities
- Understand the duration and complexity of the incident and the possibility of cost sharing.
- Advise Command of the financial process including the procurements
- Organize the financial requirement plans for the expected operations
- Ensure that the agreements are in place for purchasing of equipment, contracted equipment, and rentals
- Ensure proper tax documentation is completed
- Track and report on financial usage
- Make reimbursements (individual and organization/department)
- Prepare costs analysis, including the identification of incremental and extraordinary costs associated directly with the incident
- Make cost estimates for alternative response strategies
- Track disaster relief assistance including local funding raising, if relevant
- Plan and organize the temporary staff as need arises
- Determine the level of purchasing authority to be delegated to the Logistics Section
- Ensure all Finance/Administration position logs and other necessary files are maintained
- Ensure all displays are current and the information posted is legible and concise
- Maintain information on the status of the incident, planned operations, changes in objectives, use of personnel and equipment, and local or organizational concerns
- Meet with assisting and supporting organizations as required to determine any cost sharing agreements or financial obligations
- Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labour, equipment, materials, and services
- Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. Injury information should be kept on contracted personnel formally assigned to the incident as well as paid employees and mutual aid personnel
- Ensure that all personnel time records reflect incident activity and that records for non-organization personnel are transmitted to their home organization or department according to policy
- Assist the Logistics Section with resource procurement, identifying vendors

for which open purchase orders or contract must be established and/or negotiated ad hoc contract

10.6.2 Cost Unit Leader
(Treasurer)

The Cost Unit Leader is responsible for providing all incident cost analyses, including the proper identification of all equipment and personnel requiring payment, records of all cost data, analyzing and preparing estimates of incident costs, and maintaining accurate records of incident costs. The Cost Unit Leader is responsible for:

- Determine reporting times
- Determine desired report format from the Finance/Administration Mangers
- Ensure that all financial records are maintained throughout the event or disaster
- Obtain and record all cost data for equipment, contracted or mutual aid equipment, and personnel costs
- Obtain, record, and predictions of damage to facilities, infrastructure, equipment, or vehicles
- Obtain and document cost associated with any supplies, food, or facility needs
- Identify in reports all equipment/personnel requiring payment
- If cost share agreement is done, determine what costs need to be tracked
- Prepare cost estimates of resources determined for planning purposes
- Ensure estimates are up to date with actual costs as they become available
- Ensure all information is provided as needed to the Planning Section throughout the incident
- Make any recommendations to the Finance/Administration Chiefs in coordination of the Operations and Planning Sections
- Maintain a cumulative incident cost record. Cost should reflect each individual entity

10.6.3 Compensation & Claims Unit Leader
(Supervisor, Employee Wellness & Development)

The Compensation & Claims Unit Leader is responsible for processing compensation-for-injury on behalf of responders and for managing all claims-related activities (other than injury) for an incident. Delegation to other personnel for specific claims may be required.

- Establish contact with the Incident Safety Officer and Liaison Officer for updates of status of Safety and External agencies
- Determine the need for compensation-for-injury and/or any claims
- Determine the need for additional staffing
- Establish procedures with Medical Unit Leader on prompt notification of injuries or death

- Ensure that volunteer personnel have been appropriately registered
- Ensure written authority for persons requiring medical treatment
- Ensure correct billing forms for transmittal to doctor and/or hospital
- Ensure all witness statements and statement from the Safety Officer and the medical unit are reviewed for completeness
- Coordinate with the Safety Officer to:
    - Analyze the circumstance of injured and if possible;
    - Ensure appropriate level of PPE is being used, and that proper training of personnel has been completed
- Maintain copies of hazardous materials and other medical debriefings
- Ensure all documents are included in the final reports of the incident
- Complete all compensation-for-injury Log as needed

10.6.4 Organization Representative Leader
(Manager of Economic Development and Tourism)

In incidents involving multiple response organizations or jurisdictions, organizations with significant involvement may send a representative to the EOC of another organization to assist in coordinating response efforts. This individual typically collaborates with the EOC Liaison Officer and functions as a representative for Haldimand County, making decisions (consistent with delegated authority), and facilitating communications and coordination between the EOC and Haldimand County.

Organization representatives must be fully conversant with their level of authority so as to be able to appropriately represent their organization. Responsibilities include:

- Going to a separate jurisdiction's EOC to coordinate with the Liaison Officer to assist in coordinated efforts
- Be mindful of any significant issue that could impact Haldimand County
- Provide input on Haldimand County's current situation and available resources
- Advise on needs or requirements that Haldimand County requires
- Anticipate and identify future resources needed
- Review and coordinate policies, procedures, and agreements asnecessary
- Report to Haldimand County as findings occur
- Coordinate efforts with the Haldimand County Evacuation Coordinator in all aspects of the Haldimand County Mass Evacuation Plan - Appendix #12

10.6.5 Procurement Unit Leader
(Manager, Legal and Support Services)

The Procurement Unit Leader is responsible for all financial matters pertaining to

vendor contracts, leases, and fiscal agreements. The Procurement Unit Leader establishes local sources for equipment and supplies, manages all equipment rental agreements and processes all rental and supply fiscal document billing invoices. They are also responsible for maintaining equipment time records and works closely with local fiscal authorities to ensure efficiency. The Procurement Unit Leader is responsible for:

- Obtain briefing from the Finance/Administration Chiefs on the charge code and delegation of authority to commit organization funds
- Determine whether a buying team has been assigned to purchase all equipment, supplies etc., from the incident and work in conjunction with them
- Contact the supply unit on incident needs and any special procedure or requirements
- Develop a specific incident procurement plan to record all information surrounding financial caps, purchasing authority, cap exceeding approval, and communication process with the Supply Unit for emergency purchase ordered
- Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at the incident
- Provide hourly rates as needed to the Cost Unit
- Prepare and sign contracts, land use agreements, and cost share agreements as necessary
- Draft Memorandums of Understanding as needed
- Establish contact with supply vendors as needed
- Determine if additional vendor-service agreements will be necessary
- Interpret contracts/agreements and resolve claims or disputes within the delegated authority
- Provide cost data from rental agreements, contract etc., to Cost Unit Leader according to reporting time frames established for a set operational period
- Verify all invoices
- Ensure all contractors are accounted for and their time is documented
- Ensure all equipment rental documents and inspections are complete, coordinate inspection information with the Ground Support Unit and/or Operations before signing
- Complete final processing and send documents for payment
- Maintain all documents and complete a final report including:
  - Copies of all vendor invoices and Purchase Orders (PO)
  - All equipment times recorded and are complete
  - Audit trail for all procurement documents
  - Completeness of all data entries on vendor invoices
  - Verify that only authorized personnel initiate orders
- Coordinate with other municipalities Continuity of Operations Plan (COOP) to obtain vender sources
- Coordinate Purchasing Card requirements for equipment (i.e., increase limits and/or ghost card purchasing)
- Maintain emergency Purchase Order system

10.6.6   Time Unit
(Project Manager, Continuous Improvement/Executive Assistant to CAO)

The Time Unit Leader is responsible for ensuring the accurate recording of daily personnel time, compliance with specific organizations time recording policies, and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period. They will be responsible for:
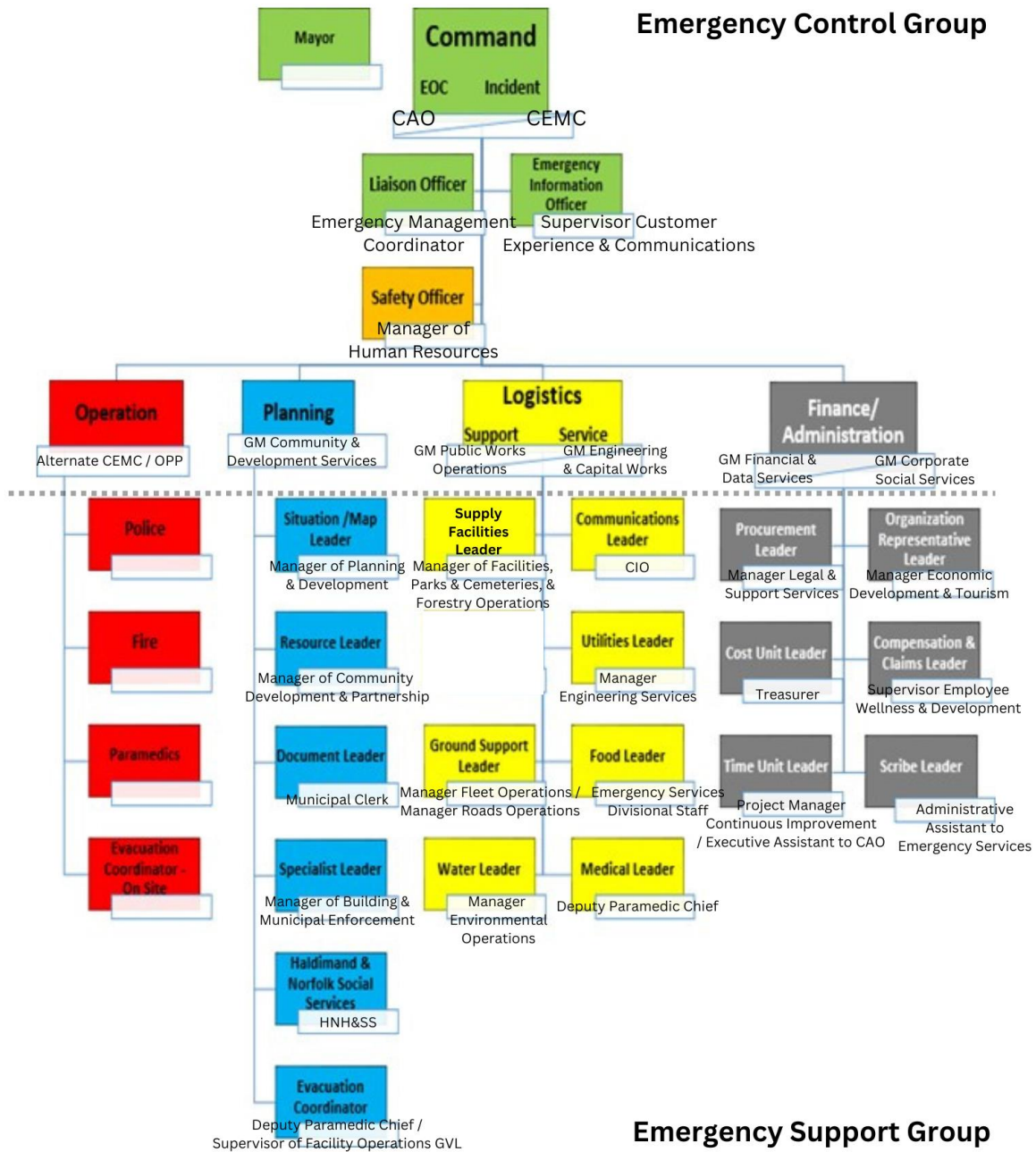
- Obtaining a briefing from the Finance/Administration Section Chiefs on the incident requirements for time recording
- Be advised on time-line requirements for the reports
- Maintain the number of personnel and rental equipment for which time will be kept
- Advise the Ground Support Unit and the Facilities Unit of the requirement of a daily record of equipment and personnel time
- Determine if there are time restraints for supportive agencies and advise the associated section of the time period
- Ensure that the daily personnel and equipment time recording documents are prepared and that compliance with the time policy is maintained
- Establish files for time record as appropriate
- Review and ensure all documents are complete
- Ensure that all time reports from assisting agencies are released to the respective organization

10.6.7   Lead Scribe
(Administrative Assistant to Emergency Services)

The ERP outlines the responsibilities of the working framework, however, throughout the incident there are decisions that need to be made quickly and are very reliant on strong, credible information that has been gathered. One of the primary methods to capture and retain information within the emergency response is through the use of Scribes. Scribes are utilized to make written and/or electronic copies of events and decisions that are made. The Lead Scribe will:

- Ensure preparation for complete note taking (i.e., pens, paper, visual of a clock for accurate timing)
- Assign incoming Scribes to members that are in immediate need of scribe assistance
- Record all assignments and roles given to incoming scribes
- Maintain a knowledge of the number of scribes present and/or the need for further activation
- Ensure all scribes complete the sign off (scribed log activity notebook or documentation) upon commencement of their shift and/or the incident
- Assist with any copies required or other duties as needed throughout the incident
- Update training for the Scribes as needed to maintain efficiency prior to the emergency

10.7   Incident Management Flow Chart

Emergency Control Group

Mayor

Command

EOC   Incident

CAO   CEMC

Liaison Officer

Emergency Information Officer

Emergency Management Coordinator

Supervisor Customer Experience & Communications

Safety Officer

Manager of Human Resources

Operation
Alternate CEMC / OPP

Planning
GM Community & Development Services

Logistics
Support   Service
GM Public Works Operations   GM Engineering & Capital Works

Finance/ Administration
GM Financial & Data Services   GM Corporate Social Services

Police

Situation /Map Leader
Manager of Planning & Development

Supply Facilities Leader
Manager of Facilities, Parks & Cemeteries, & Forestry Operations

Communications Leader
CIO

Procurement Leader
Manager Legal & Support Services

Organization Representative Leader
Manager Economic Development & Tourism

Fire

Resource Leader
Manager of Community Development & Partnership

Utilities Leader
Manager Engineering Services

Cost Unit Leader
Treasurer

Compensation & Claims Leader
Supervisor Employee Wellness & Development

Paramedics

Document Leader
Municipal Clerk

Ground Support Leader
Manager Fleet Operations / Manager Roads Operations

Food Leader
Emergency Services Divisional Staff

Time Unit Leader
Project Manager Continuous Improvement / Executive Assistant to CAO

Scribe Leader
Administrative Assistant to Emergency Services

Evacuation Coordinator - On Site

Specialist Leader
Manager of Building & Municipal Enforcement

Water Leader
Manager Environmental Operations

Medical Leader
Deputy Paramedic Chief

Haldimand & Norfolk Social Services
HNH&SS

Evacuation Coordinator
Deputy Paramedic Chief / Supervisor of Facility Operations GVL

Emergency Support Group

APPENDICES LIBRARY

Binder 1 ———— **Haldimand County Emergency Response Plan**

Contact Information

Binder 2 ———— **Appendix 2 - Contact Number Information** (Confidential)

Binder 3 ———— **Appendix 3 - Vital Services Directory** (Confidential)

Emergency Management

Binder 4 ———— **Appendix 4 - Declaration / Termination of an Emergency**

Binder 5 ———— **Appendix 5 - Incident Management System: Emergency Operation Centre & Forms**

Binder 6 ———— **Appendix 6 - Hazard Identification & Risk Assessment** (Confidential)

Binder 7 ———— **Appendix 7 - Critical Infrastructure Identification** (Confidential)

Binder 8 ———— **Appendix 8 - Emergency Assistance Agreements/ MOU** (Confidential)

Binder 9 ———— **Appendix 9 - Emergency Preparedness** Information/ Handouts

Haldimand County Supportive Plans

Binder 10 ———— **Appendix 10 - Emergency Information Plan**

Binder 11 ———— **Appendix 11 - Continuity of Operation Plan** (Draft in Progress)

Binder 12 ———— **Appendix 12 - Mass Evacuation Plan** *Red Cross Shelter/ Reception Centre*

Binder 13 ———— **Appendix 13 - Infectious Disease Response Plan**

Binder 14 ———— **Appendix 14 - Pandemic Supporting Plan**

Binder 15 ———— **Appendix 15 - Drinking Water Emergency Response Plan**

Binder 16 ———— **Appendix 16 - Flood Contingency Plan** (Draft in Progress)

Appendix 17 – On-Site Emergency Site Positions

In addition to the five management functions at the EOC, there are identified positions operating at the Emergency Site under the direction of the Operations branch.

During an emergency, emergency service personnel will meet at the scene and work together to mitigate the situation. Emergency operations of each agency represented at the emergency scene will be performed within their respective chain of command structure with the senior ranking officials from each agency establishing an Incident Commander (IC) at each emergency site. This Incident Commander will direct their agency's operations from their identified command post.

As soon as possible, the Incident Commanders from each agency will come together to operate from a unified command post.

Emergency Site Manager

The ECG will appoint an ESM who will assume overall responsibility for coordinating efforts at the emergency site. The ESM will designate one Command Post as the primary communications centre, from which they will coordinate the response, in co-operation with each agency's On-Site Incident Commander. All inter-agency communication will be channeled through this Command Post and a direct link (radio and/or telephone) will be established with the ECG at the EOC.

Once appointed, the ESM assumes responsibility for overall coordination of all operations at the emergency site, and will no longer be responsible for the operations or command of his/her own agency. The ESM shall report directly to the ECG through the EOC Operations Section Chief.

Responsibilities

Responsibilities of the ESM include:
- Coordinate all emergency site activities
- Request additional resources for the Emergency Site through the ECG –EOC Operations Section Chief
- Ensure that strategies, priorities, tactics, and task assignments are established to contain and mitigate the emergency situation
- Ensure the EOC is informed of the locations of the emergency site perimeters
- Ensure the health, safety, and well-being of responders, including volunteers who contribute to the emergency response at the scene
- Ensure the EOC is aware of and agencies address the needs of their staff with regards to stress, fatigue, food, shelter, and relief
- Maintain a communications link with the EOC for the flow of accurate information and assistance in managing the emergency
- Upon consultation with the EIO appoint an On-Site Media Spokesperson

- Ensure that all responsible agency commanders meet on a regular basis to update each other on individual agency actions and progress made, to share information, to set common priorities, to set common objectives, and to determine what additional resources may be required
- Monitor the operation of the site management and make suggestions where appropriate
- Exercise foresight as to future events in the management of the emergency, such as resource requirements, weather, lightning, etc.
- Understand which laws and policies must be taken into consideration during the management or recovery of the emergency
- Maintain a log outlining communications and actions taken
- Demobilize resources at the termination of the emergency, ensuring an orderly, safe, and cost effective movement of personnel and equipment
- Participate in post-incident debriefing sessions
- Prepare a post-emergency report and submit to the CEMC following termination of the emergency

On-Site Incident Commanders Agency Specific

Agency Specific Site Incident Commanders would consist of, but are not limited to, Fire, Paramedics, Police, factory representatives.

Responsibilities
- Direct, control, and coordinate the on-site emergency response effort of the agency for which the incident commander represents
- Report to the ESM who will ensure a communication link with the EOC and ECG
- Establish a unified command post and unified command structure with other emergency response agencies, as required
- Establish and maintain emergency site communications
- Continuously assess the situation and establish an Incident Action Plan for the agency for which the incident commander represents
- Take such action as necessary to minimize the effects of the emergency
- Maintain a log of all actions taken at the emergency site

On-Site Media Spokesperson

The On-Site Media Spokesperson will be confirmed by the On-Site Operations Command in consultation with the ECG. The On-Site Media Spokesperson will collaborate closely with the EIO at the EOC.

Outside Agency Plans

Binder 1 — *Conservation Authority: GRCA, LPRCA, NPCA*

Binder 2 — *Haldimand Norfolk Social Services Emergency Response Plan*

Binder 3 — *Innophos Canada Emergency Plan*

Binder 4 — *New Credit First Nation Emergency Plan*

Binder 5 — *ENBRIDGE Pipeline Safety and Emergency Information*