Municipality of Mississippi Mills Emergency Response Plan

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Mississippi Mills

THE LOOMEX GROUP

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1.0 Administration

1.1   Plan Amendments

The Municipality of Mississippi Mills Emergency Response Plan will be reviewed as often as necessary – and at least annually – to ensure that all instructional and contact information remains up to date.

Any amendments to the Municipality of Mississippi Mills Emergency Response Plan must be circulated to those persons and groups identified in the Distribution List (found on page 2 of this document).

Table 1. Amendments to the emergency response plan.

Amendment	Date Reviewed	Amendments Yes	No	Sections Amended	Approved By
1	October 2004	Yes		New emergency response plan	Council
2	December 2020	Yes		Updated Emergency Control Group	Council
3	November 2021	Yes		New emergency response plan based on the IMS	Council
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1.2 Plan Distribution

Copies of the Municipality of Mississippi Mills Emergency Response Plan are located at the following sites:

- Emergency Operations Centre (1 hard copy)
- Alternate Emergency Operations Centre (1 hard copy)

Copies of the Municipality of Mississippi Mills Emergency Response Plan are to distributed to and retained by the followings persons and groups:

- Municipal Emergency Control Group (accessed via a shared folder on server)
- The mayor and the council representative on the Program Committee (accessed via a shared folder on server)
- Lanark County CEMC (1 digital copy)
- Ontario Fire Marshal and Emergency Management (1 digital copy)

1.3 Annex Document

The Annex Document is a supplementary document to the Municipality of Mississippi Mills Emergency Response Plan that contains information, forms, and checklists to be used by the Municipal Emergency Control Group. Much of this document includes personal or proprietary information.

Annex A   Municipal Emergency Control Group Activation Checklists and Forms

Annex B   Contact Numbers

Annex C   Emergency Operations Centre Logistics

Annex D   Emergency Declaration and Termination Checklists and Forms

Annex E   Hazard Identification & Risk Analysis and Hazard Checklists

Annex F   Critical Infrastructure Identification

Annex G   Alert and Notification Procedures

Annex H   Mutual Assistance Agreements

Annex I   Business Continuity Plan

Annex J   Supplementary Documents

1.4   Definitions

Business continuity plan (BCP): Business continuity plans ensure the continued availability of essential services, operations, and programs, including all applicable resources. These plans are activated during or immediately after an emergency or disruption and are designed to have rapid and cost-effective strategies implemented for the resumption of critical functions.

Chief administrative officer (CAO): The individual who is responsible for the administrative management of the Municipality of Mississippi Mills.

Command Group: A group of individuals that manage an incident. These individuals include the EOC manager, the liaison officer, the safety officer, and the emergency information officer.

Community emergency management coordinator (CEMC): An individual designated by a town or municipal council who is responsible and accountable for the development and implementation of the community's emergency management program.

Community: The Municipality of Mississippi Mills, including residents, businesses, and visitors.

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

Disaster Recovery Assistance for Ontarians: A provincial financial assistance program intended to help individuals, small owner-operated businesses, farms, and not-for-profit organizations cover emergency expenses and repair or replace essential property following a natural disaster.

Emergency: A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property; caused by the forces of nature, a disease or other health risks, and/or an accident or an act (whether intentional or otherwise).

Municipal Emergency Control Group (MECG): The group responsible for managing an emergency on a community-wide basis. The membership, as detailed in the emergency response plan, consists of all key decision makers and officials who have the authority to direct or coordinate human and material resources within the community.

Emergency information centre (EIC): A facility that is setup to brief and inform the media during an emergency; it may also be referred to as a media centre.

Emergency information officer (EIO): The individual who acts as liaison between the MECG and the public, media and/or other agencies. This individual is responsible for providing accurate and complete information about the emergency and monitoring the information that is provided to the public to ensure its accuracy.

Emergency management (EM): Organized and comprehensive programs and activities that are implemented to handle actual or potential emergencies. Emergency management can take the form of mitigation against, preparedness for, response to, and recovery from emergencies.

Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9: The legislation that requires all municipalities to have an emergency management program.

Emergency Management Ontario: An organization within the Ministry of Community Safety and Correctional Services, and a part of the government of the Province of Ontario. Emergency Management Ontario is responsible for monitoring, coordinating, and assisting in the development and implementation of emergency management programs throughout the province.

Emergency notification: A fan-out procedure used to notify the Municipality of Mississippi Mills Municipal Emergency Control Group of an emergency or impending emergency.

Emergency operations centre commander: The overall manager of the emergency operations centre facility, its command staff, and its general staff. This individual also provides support to the site manager.

Emergency response plan (ERP): A risk-based plan that is developed and maintained to provide instructions for responding to an emergency. An emergency response plan includes steps to guide the response effort, identifies persons, equipment, and resources for activation in an emergency, and outlines how resources and personnel will be coordinated.

Emergency management program (EMP): A comprehensive program that is based on a hazard identification and risk assessment process. An emergency management program is focused on four (4) core components: mitigation/prevention, preparedness, response, and recovery.

Emergency Management Program Committee (EMPC): A committee that oversees the development, implementation, and maintenance of the community emergency management program in conjunction with the CEMC.

Emergency operations centre (EOC): The structure/facility where the Municipal Emergency Control Group conducts its emergency management functions. Primary and secondary locations for the emergency operations centre are both identified in order to ensure operational viability.

Emergency site: The location where an emergency occurs; this area can also be referred to as the incident site or scene.

Emergency site manager/incident commander: A public sector official (usually from the fire, police, ambulance, or public works sector) present at an emergency site who is responsible for coordinating resources and developing actions to resolve the emergency.

Evacuation centre: A facility that is setup to provide emergency shelter, food, recreation, and basic requirements to people who have been evacuated from an area as the result of an emergency.

Finance and Administration Section: An individual or individuals who are responsible for managing the financial costs and human resource concerns of the incident. The section is led by a Finance and Administration Section chief.

Hazard: 1. A risk that is a threat. 2. An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, business interruptions, or other types of harm or loss.

Hazard Identification and Risk Assessment (HIRA): Identification of the hazards or risks present to public safety, public health, the environment, property, critical infrastructure, and economic stability from natural, human-caused, and technological sources/activities. The HIRA also evaluates how to best maintain the continued operation of the community during the occurrence of each identified hazard/risk and identifies how vulnerable the community is to each hazard/risk.

Head of council (HOC): The individual who is responsible for declaring or terminating an emergency. In the absence of the head of council, this role can be filled by the acting head of council.

Incident action plan (IAP): An oral or written plan that contains general objectives that reflect the strategy for managing a specific emergency.

Incident Management System (IMS): The operational framework used for emergency response. The system facilitates communication, response activities, and cooperation within and between organizations; it also allows for incidents to be managed in a cohesive manner.

Liaison officer (LO): The individual who is responsible for maintaining the communication between the MECG and other agencies. This role is normally delegated to an individual within the MECG.

Logistics Section: The individual or individuals who are responsible for facilitating the effective and efficient management of an incident by ordering resources from off-incident locations, providing facilities, transportation, supplies, equipment maintenance, fuel, food

services, communication and IT support, and medical services for emergency responders. This section is led by a Logistics Section chief.

Municipal Disaster Recovery Assistance: A provincial financial assistance program intended to reimburse municipalities for extraordinary costs associated with emergency response and repairs to essential property and infrastructure following a natural disaster.

Mutual aid agreements: An agreement developed between two or more emergency services (usually between two fire services) to render aid to the parties of the agreement when needed. These types of agreements can include private sector emergency services, when appropriate.

Mutual assistance agreement: An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement when needed. Jurisdictions covered under these types of agreements can include neighbouring cities, regions, provinces, or nations.

Operations Section: The individual or individuals who are responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and implementing steps for restoring normal operations. This section is led by an Operations Section chief.

Planning Section: The individual or individuals who are responsible for the collection, evaluation and dissemination of incident information and intelligence, maintaining the status of resources, preparing status reports, displaying situation information, and developing and documenting the incident action plan. This section is led by a Planning Section chief.

Reception centre: A facility that is set up for the purpose of receiving evacuees, providing refreshments, and providing a temporary shelter. Its primary purpose is to register evacuees and, if necessary, direct them to an evacuation centre.

Safety officer (SO): The individual or individuals who are responsible for monitoring safety conditions and developing safety measures for the overall health and safety of everyone involved with the incident.

Site manager: The individual who is responsible for overseeing the emergency site. Multiple site managers can be designated if multiple emergency sites exist.

Scribe: The individual or individuals who are responsible for keeping accurate documentation of the actions and decisions made by the MECG.

1.5   Mission Statement

The Municipality of Mississippi Mills is a people-friendly municipality committed to providing public services that enhance our valued quality of life. We respond to community needs through fiscal responsibility, citizen engagement, effective management of our resources and infrastructure, the equitable delivery of services across all our communities, and effective stewardship of our unique physical environment.

1.6   Introduction

The Municipality of Mississippi Mills is a lower tier municipality in Lanark County (County) and is comprised of the Almonte, Pakenham, Clayton, Blakeney, and Appleton settlements. Mississippi Mills has a land area of 519.5 km^2 and is located next to the city of Ottawa. According to Statistics Canada (2016), Mississippi Mills has a population of 13,163 residents.

This emergency response plan (the Plan) for Mississippi Mills has been prepared as part of a comprehensive emergency management program (EMP). The intent of the EMP is to provide a set of instructions and procedures for prompt, coordinated responses to all types of emergencies that may occur within Mississippi Mills and adversely affect residents, businesses, and visitors in the community.

In addition, depending on the nature of the emergency, Mississippi Mills provides a coordinated emergency response with several external stakeholders; all parties would work closely and under the direction of the Municipal Emergency Control Group (MECG). It must be noted that these arrangements and procedures are distinct from the regular day-to-day operations of Mississippi Mills.

The Plan provides key departments and officials within Mississippi Mills – as well as external stakeholders – with important emergency response information as it relates to:

- Services and equipment
- Resource management
- Roles and responsibilities during an emergency
- Hazard-specific response plans

The Plan has been developed to reflect the public safety requirements of the community and is structured to allow individual sections or Annexes to be used, reviewed, updated, or re-written independently or collectively. The effective use and implementation of this Plan is reliant upon all municipal officials, staff, and external stakeholders being aware of its provisions and being prepared to fulfill their roles and responsibilities in the event of an emergency or the potential for an emergency. Under the legislation of the Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 (the Act), members of the MECG are required to participate in emergency training and exercises; the training and exercises are intended to assist the members of the MECG in the fulfillment of their roles.

The members and agencies affiliated with the designated Control Group are expected to develop their own internal notification lists, procedures, and contingency plans in order to fulfill the responsibilities of their department or agency.

It is important that the residents and businesses of Mississippi Mills, as well any interested visitors to the community, be made aware of the provisions set forth in the Plan. Copies of the Mississippi Mills Emergency Response Plan may be viewed at the municipal office and on the website www.mississippimills.ca

For more information, please contact either:

Community Emergency Management Coordinator

Chad Brown, Fire Chief
Municipality of Mississippi Mills
478 Almonte Street
Almonte, Ontario K0A 1A0
613-256-1589 ext. 1

Or:

Alternate Community Emergency Management Coordinator

Mike Williams, Deputy Fire Chief
Municipality of Mississippi Mills
478 Almonte Street
Almonte, Ontario K0A 1A0
613-256-1589 ext. 1

1.7   Purpose

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may have to be taken in order to protect the health, safety, welfare, and property of the residents, businesses, and visitors in the Municipality of Mississippi Mills from the effects of an emergency or potential emergency. The Plan establishes the steps that should be taken to facilitate a centralized, controlled, and coordinated response to emergencies or potential emergencies in Mississippi Mills.

The Plan also incorporates supplementary plans (Annexes), which provide detailed response procedures for the most likely hazards that could confront Mississippi Mills. The hazards were determined by conducting an in-depth hazard identification and risk assessment (HIRA).

1.8   Authority

The Plan has been developed and implemented under the authority of and in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9. The Plan is adopted by the municipal council (Council) through bylaw and is filed with the Office of the Fire Marshal and Emergency Management Ontario.

1.9   Confidentiality of the Plan

Excluding any/all Annexes (which are deemed confidential), the Municipality of Mississippi Mills Emergency Response Plan is a public document.

Any personal information collected for the Plan is collected under the authority of the Act and shall be used solely for the purpose of planning, preparing, and conducting responses to emergencies and/or training exercises.

1.10   Hazard Identification Risk Assessment

As part of the Act, Mississippi Mills reviews its HIRA annually; this review assists in determining the probability and consequence(s) of a hazard occurring within the community. These potential hazards are identified in Annex E and are based on Mississippi Mills' HIRA.

1.11   Plan Maintenance and Revision

The Plan will be reviewed annually by the Emergency Management Program Committee (EMPC). The committee's CEMC is authorized to make administrative revisions to the Plan or changes to the Annexes as required. Council must approve substantial changes to the Plan through bylaw. The Plan will be reviewed in accordance with a maintenance schedule that will be determined by the CEMC.

The annual review will include the following:

- Testing and confirming that the listed emergency telephone numbers are up to date
- Testing the notification system
- Updating the vital services and/or local services directories
- Reviewing Mississippi Mills' HIRA and critical infrastructure
- A tabletop or large-scale exercise for the MECG
- Training for the MECG support staff, as needed, on any component of the Plan

Each department and agency that provides a service or services as part of the Plan will be responsible for preparing emergency procedures or guidelines that detail how they will fulfill their responsibilities under the Plan during an emergency. Each department and agency will ensure that it designates a staff member to maintain and revise its own emergency procedures or guidelines.

1.12 Emergency Management Program Committee

Mississippi Mills' Emergency Management Program Committee, in conjunction with the CEMC, will oversee the development, implementation, and maintenance of Mississippi Mills' emergency management and business continuity programs. The EMPC shall recommend an emergency plan (one that will provide the community with a strategy to protect the health, safety, welfare, environment, and economic strength of residents, businesses, and visitors during an emergency) and a business continuity plan that will ensure municipal services can continue to be provided in the event of a disruption.

The EMPC will be composed of five (5) members that are appointed by Council through a bylaw. The members will be:

1. Community Emergency Management Coordinator
2. Alternate Community Management Coordinator
3. Chief Administrative Officer
4. Member of Council
5. Administrative Assistant: Fire Department

1.13 Incident Management System

The designated MECG for Mississippi Mills has adopted the Province of Ontario's Incident Management System (IMS) as the process they will use to assist them with managing an emergency incident.

The five (5) functions of the IMS are command, operations, planning, logistics, and finance/administration. Figure 1 illustrates the required positions and the overall structure of the IMS.

Head of Council — EOC Manager — Scribe

Liaison Officer

Command Staff

Safety Officer

Emergency Information Officer

General Staff

Operations Section Chief | Planning Section Chief | Logistics Section Chief | Finance/Admin. Section Chief
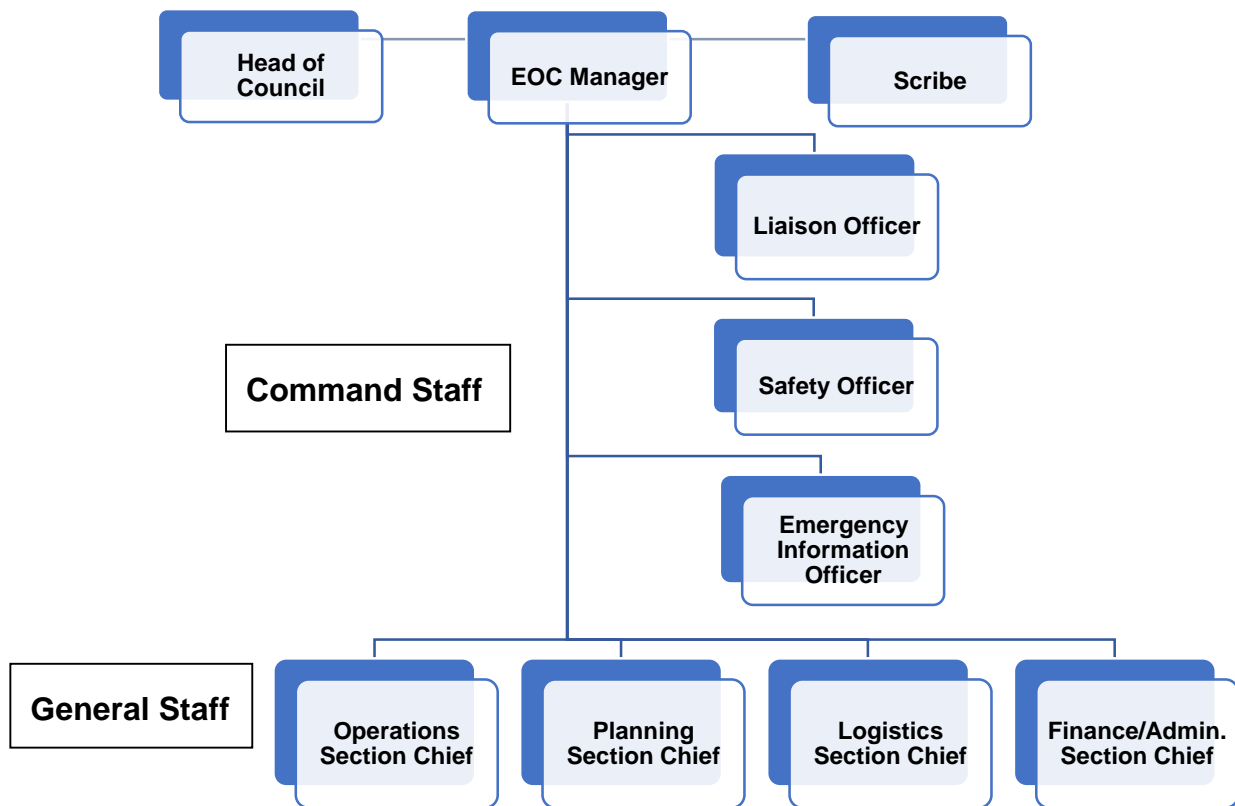
Figure 1. Structure of the IMS.

The following table outlines the general responsibilities for each position of the IMS.

Table 2. Responsibilities for each position of the IMS structure.

Function	General Responsibilities
EOC Manager	Responsible for the overall management of the EOC facility and the assigned resources within the EOC; also responsible for the provision of support to the site incident commander. Assigns the role of risk manager to a member of the MECG (who would then provide advice with respect to risk exposure, due diligence, and claims handling procedures).
Head of Council (HOC)	Responsible for keeping Council informed about the status of an emergency and making policy decisions based on the recommendations of the MECG. This role is also responsible for being the lead spokesperson for the emergency.
Safety Officer (SO)	Monitors safety conditions and develops safety measures related to the overall health and safety of all incident responders. The safety officer must have the knowledge and professional experience to be able to control or reduce occupational hazards and exposures.
Emergency Information Officer (EIO)	Responsible for the development of emergency information regarding the incident and its release to the public. The EOC manager must approve all emergency information that the EIO releases.
Liaison Officer (LO)	Serves as the primary contact for assisting or supporting organizations and advises the EOC manager of issues related to outside assistance and support, including current or potential inter-organizational needs.
Scribe	Responsible for keeping accurate documentation of the actions and decisions made by the MECG.
Operations Section Chief	Responsible for providing the overall supervision and leadership of the Operations Section, including the implementation of the EOC incident action plan (IAP) and the organization and assignment of all operations resources.

Planning Section Chief	Responsible for providing the overall supervision and leadership to the Planning Section as well as the organization and assignment of all planning resources. This role is also responsible for coordinating the development of the EOC IAP for each operational period as well as the collection, collation, evaluation, analysis, and dissemination of incident information.
Logistics Section Chief	Responsible for providing facilities, services, and materials in support of the incident. Participates in the development of the logistics-related section of the EOC IAP and activates and supervises the branches and units as well as the organization and assignment of resources within the Logistics Section.
Finance & Administration Section Chief	Responsible for financial and administrative support to an incident (including all business processes, cost analyses, and financial and administrative aspects) and ensures compliance with financial policies and procedures. Provides direction and supervision to the Finance & Administration Section staff (including their organizational structure and assignment).

2.0 Notification Procedures

2.1   Actions Prior to Declaration

Mississippi Mills has established a set of Emergency Monitoring Status Indicators to identify specific phases of an emergency event and the actions or monitoring that the MECG will undertake during each phase. These Emergency Monitoring Status Indicators are summarized in Table 3.

Table 3. Type and definition of each emergency monitoring status indicators.

Type of Condition	Definition of Condition
Routine	Notification of routine conditions means that Mississippi Mills is operating under normal conditions. Under these conditions, Mississippi Mills maintains ongoing surveillance for abnormal events.
Enhanced	Notification of enhanced conditions means that an abnormal event and/or potential or actual emergency has been detected or is in development. Under these conditions, Mississippi Mills enhances its surveillance and monitoring of activities and takes appropriate related actions; its Plan and EOC could also be activated.
Emergency	Notification of emergency conditions means that Mississippi Mills is in an emergency response mode. Under these conditions, Mississippi Mills implements its Plan and activates its EOC to coordinate the appropriate response activities.
Recovery	Notification of recovery conditions means that Mississippi Mills is working to ensure a smooth transition from enhanced or emergency conditions back to routine conditions.

2.2   Notification System

When any member of the MECG receives a warning of a real or potential emergency, that member of the MECG may initiate the following notification procedure.

Notification procedure:

- For routine or enhanced conditions, notifications shall be completed utilizing Mississippi Mills' email system.
- All members of the MECG are responsible for notifying their own staff of the emergency, if required.
- For emergency conditions or to activate the EOC, the MECG member must contact the CEMC or alternate CEMC; the CEMC who is contacted will then begin the notification process.
- The CEMC will initiate the notification process and provide the following details to the MECG:
    - date and time of activation
    - nature of the emergency
    - location of the EOC (primary and/or alternate)
    - time for the MECG to meet
    - whether standby or call-to-assemble
    - any items to bring with them to the EOC
    - special precautions to take (e.g., alternate transit routes to take or health hazards that are present)
- A sample notification script is contained in Annex A. The contact phone numbers and addresses of the MECG members (and their alternates) are contained in Annex B.
- Records must be kept of the date and time the MECG members were contacted and their estimated time of arrival at the EOC.

2.3   Emergency Operations Centre (EOC)

Mississippi Mills has established a primary and secondary EOC location; these locations are described in Annex C. If the primary location is not suitable due to the location and scope of the emergency, a secondary location will be designated by the CEMC at the time of the emergency.

Once confirmation has been given to activate the EOC, the EOC can be set up by any member of the MECG as soon as it is practical to do so. The layout and equipment needed for the EOC will be determined by the EOC manager in conjunction with the CEMC.

Upon arrival at the EOC each MECG member will:

- Sign-in
- Check telephone/communications devices and check for any messages that were

delivered prior to their arrival at the EOC
- Obtain a personal log
- Contact their agency to obtain a status report and then activate the departmental plan, if necessary
- Participate in the initial briefing
- Participate in planning the initial response/decision-making process
- Relay MECG decisions to their own department or organization
- Continue participating in the EOC operations cycle

Upon leaving the EOC each MECG member will:

- Conduct a handover with the person relieving them (if applicable)
- Sign-out and inform the CEMC where they can be contacted (in case they will be needed at the EOC again)

It is not essential for the MECG to have all its members present to function; however, each member must still be notified when the emergency notification is given. Upon the arrival of any three (3) of its members, the MECG may initiate its function. As members continue to arrive, they will join the operation in progress.

It is essential that the EOC be comfortable, have effective communication systems/capabilities, and be secure from unnecessary distractions. Only MECG members and support staff will have access to the EOC. No media is allowed into the EOC, nor is anyone who has not been authorized by the MECG.

3.0 Municipal Emergency Control Group

All MECG members will attend the EOC at the initial level of activation. The EOC manager will then select the staff resources that are acceptable/will be required, based on the scale of the emergency, and as dictated by the impact or potential impact on the community.

3.1   Municipal Emergency Control Group

The MECG is responsible for the monitoring and control of the emergency response and is comprised of the following functions. The positions are to be filled by utilizing the contact list located in Annex B.

1. EOC manager
2. Head of Council
3. Liaison officer
4. Safety officer
5. Emergency information officer
6. Scribe
7. Operations Section chief
8. Planning Section chief
9. Logistics Section chief
10. Finance/Administration Section chief

Figure 2 below illustrates the positions and organizational structure of the IMS.
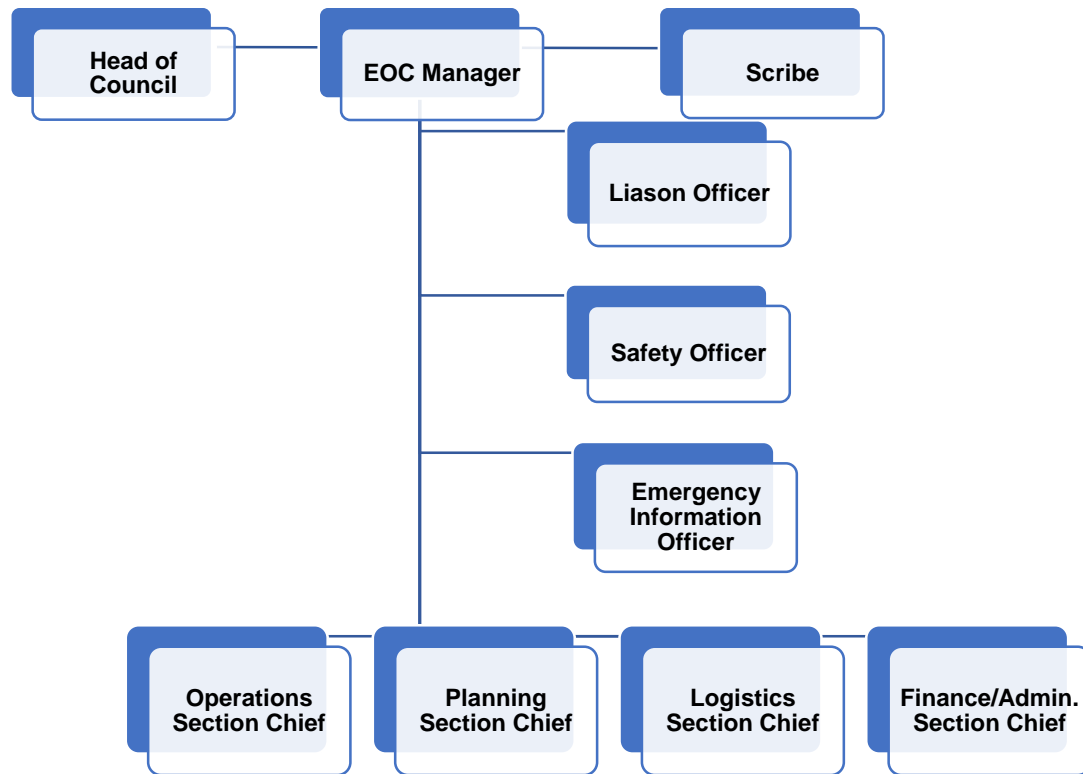
Figure 2. Organizational structure of the IMS.

3.2   EOC Support

Depending on the type of incident, the EOC may require expertise or support from additional sources to help mitigate the incident. The following list provides the names of external contacts who can be requested to attend the EOC, if needed. (NB: This list is not inclusive. Other experts could also be requested to attend the EOC, at the discretion of the EOC manager.)

- Paramedic representative
- Police representative
- Lanark County CEMC
- Lanark County health representative
- Lanark County social services representative
- Chief Building Official
- Office of the Ontario Fire Marshal & Emergency Management
- IT support
- Amateur radio emergency service

4.0 EOC/Site Management

4.1   Operations Cycle

Members of the MECG will gather at regular intervals to inform each other of the actions that have been taken and any problems that have been encountered since their previous meeting. The EOC manager will establish the frequency of these meetings and their agenda items. Meetings will be as brief as possible to allow time for the members of the MECG to carry out their individual responsibilities. Figure 3 below depicts the activities that should be completed in the EOC every hour, barring any disruption(s) to EOC operations.

It is essential that the EOC be comfortable, have effective communication systems/capabilities, and be secure from unnecessary distractions. Only MECG members and support staff will have access to the EOC. No media is allowed into the EOC, nor is anyone who has not been authorized by the MECG.

The EOC manager will assign a scribe to maintain status boards, maps, and the master event log. The scribe will display these documents in a prominent place and ensure they are kept current.
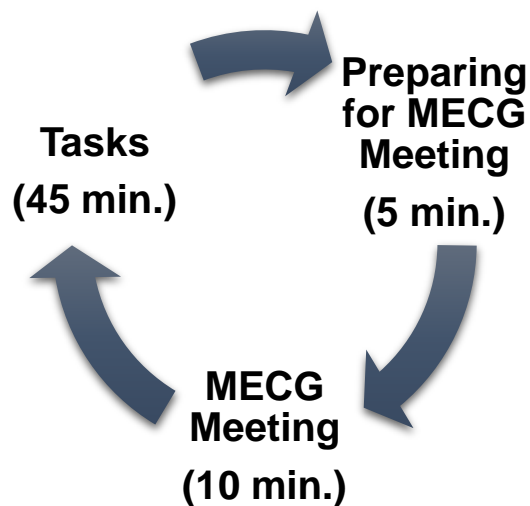
Tasks (45 min.) → **Preparing for MECG Meeting (5 min.)** → **MECG Meeting (10 min.)** → **Tasks (45 min.)**

Figure 3. Overview of a one-hour operations cycle.

4.2   Management of the Emergency Site

The emergency site is the location of the emergency. The emergency site also includes an area referred to as "buffer space" – the area around the emergency in which response activities are conducted. If there is more than one emergency site, each site will have its own emergency site manager (ESM). Each emergency site will be different, but a general diagram of an emergency site and its designated areas is depicted in Figure 4. This diagram is to be used as a guide only.

The ESM is the individual appointed to control the operations at the site of an emergency. The selection will depend on the type of emergency and will be decided upon by the agencies at the scene of the emergency; the selection of ESM is subject to the approval of the MECG.

The ESM will assume control of the overall emergency site, become responsible for all aspects of the site, and limit their responsibilities/activities to actions only conducted within the perimeter of the emergency site; anything outside those boundaries must be handled by the appropriate off-site response personnel.

The ESM's task is to take control of their designated emergency site and coordinate the response in that area. Some of the ESM's functions include:

Figure 4. Diagram of an emergency site and its designated areas.

1.   Setting up a Command Post and establishing communications with the other agencies on the site and with the Operations Section chief.
2.   Organizing a management team and arranging a management cycle.
3.   Determining the inner and outer perimeters of the emergency site and ensuring they are indicated.
4.   Organizing the layout of the emergency site.
5.   Conferring with the heads of the other agencies present at the emergency site to ascertain what is happening and what actions are needed.

6. Relaying information to the EOC about what is happening at the emergency site and sending the EOC requests for resources. The ESM will also relay any responses/communications from the EOC to those present at the emergency site.
7. Directing and coordinating the activities of the response agencies at the emergency site.
8. Arranging a system for relieving the workers at the emergency site.
9. Facilitating media visits to the emergency site (as requested by the emergency information officer).

4.3   Responsibilities of MECG Members and Council

4.3.1   EOC Manager

The EOC Manager is responsible for the following:

1. Assessing the incident situation and determining the appropriate level of MECG activation (based on the known information).

2. Establishing the goals, strategies, objectives, and priorities of the EOC (as appropriate to the level of response that is needed).

3. Coordinating all operations within the EOC, including the scheduling of regular meetings.

4. Chairing MECG meetings.

5. Determining the status of emergency declaration and delegation of authority.

6. Advising the HOC of the need to declare or terminate an emergency (by providing any required information, including policies and procedures, as appropriate).

7. Providing information and briefings to senior and elected officials as required.

8. Determining which IMS sections are needed and assigning a section chief for each (ensuring the sections are staffed as required).

9. Approving, in conjunction with the HOC, any major announcements and media releases prepared by the EIO.

10. Approving and authorizing the implementation of the IAP. This includes reviewing the IAP for completeness and accuracy, verifying that its objectives are prioritized, and signing the IAP.

11. Ensuring the EOC check-in procedure is established.

12. Establishing the Operational Period and briefing schedule.

13. Ensuring that an incident organization chart is posted and completed.

14. Monitoring the command staff and general staff activities to ensure that appropriate actions are being taken during the response to the emergency.

15. Ensuring the appropriate legal and statutory requirements are followed.

16. Assigning the role of risk manager to a member of the MECG (who would then provide advice with respect to risk exposure, due diligence, and claims handling procedures).

17. Reviewing requests for critical resources, confirming who has ordering authority within the organization, and confirming orders that require authorization from the EOC manager.

18. Authorizing the demobilization of sections, branches, and units when they are no longer required.

19. Ensuring that all required forms and reports are completed prior to demobilization.

20. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

21. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.2 Head of Council/Acting Head of Council

The Head of Council/Acting Head of Council is responsible for the following:

1.   The declaration of an emergency and designating an area.

2.   The termination of an emergency.

3.   Ensuring that all members of Council are advised of the declaration and termination of an emergency and are kept informed of the operational situation during an emergency.

4.   Ensuring that the Ministry of the Solicitor General and Ontario Fire Marshal and Emergency Management is notified of the declaration or termination of an emergency.

5.   Ensuring that the local member of parliament and local member of provincial parliament are notified of the declaration or termination of an emergency.

6.   Requesting assistance from neighboring municipalities, Lanark County, and the provincial and federal government.

7.   Acting as lead spokesperson for press conferences or media interviews as required.

8.   Working with the CAO and the EIO to develop media releases.

9.   Calling and convening any emergency Council meetings.

10. Maintaining a log of all personal decisions and actions taken during the emergency.

11. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.3 Liaison Officer

The Liaison Officer is responsible for the following:

1. Identifying the current organization of the EOC/emergency response by using the incident organization chart, an organization assignment list, and a resource assignment list.

2. Determining which organizations are involved with the incident (e.g., governmental, non-governmental, private sector).

3. Determining whether the involved organizations are assisting (by providing personnel, services, or other direct assistance/resources to the organization that is directly responsible for incident management) or supporting (by providing support services to the organization with direct responsibility for incident management, but not providing any direct support or input to the incident itself) the emergency response.

4. Obtaining information from assisting/supporting organizations such as contact persons, email/phone numbers, radio frequencies, cooperative agreements, resource type and availability, number of personnel, condition of personnel and equipment, and organizational constraints/limitations.

5. Liaising with the following agencies as required: electrical and gas companies, Ministry of Natural Resources and Forestry, and Ministry of Environment and Climate Change.

6. Contacting and briefing the assisting/supporting organizations' representatives.

7. Interviewing organization representatives concerning resources, capabilities, and restrictions on use; this includes providing information at planning meetings, as needed.

8. Monitoring incident operations to identify potential inter-organizational problems and keeping the EOC manager informed of such issues.

9. Providing the MECG with information and advice on matters related to emergency social services functions, including the management of evacuation centres.

10. Ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, food, registration and inquiries, and personal services, as required.

11. Supervising the opening and operation of any temporary and/or long-term evacuation centres and ensuring that they are adequately staffed.

12. Contacting and placing on standby and/or activating and registering emergency social services staff and voluntary support agencies such as the Canadian Red Cross, Salvation Army, St. John Ambulance, Victim Services, and local volunteer supports (upon receipt of appropriate notification).

13. Maintaining a list of supporting and assisting organizations and ensuring the list is kept current.

14. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

15. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.4 Safety Officer

The Safety Officer is responsible for the following:

1.   Working closely with the Operations Section to ensure that responders are as safe as possible under the circumstances of the incident.

2.   Advising the EOC manager of any issues regarding safety.

3.   Ensuring that adequate levels of personal protective equipment are available; this includes ensuring that staff are properly trained on the use of relevant personal protective equipment and that it is being used as intended.

4.   Staffing and organizing multiple high-risk operations that may require assistant safety officers present at each emergency site (as appropriate).

5.   Identifying, correcting, or terminating any potentially unsafe acts.

6.   Identifying and coordinating corrective actions with the EOC manager and Operations Section and ensuring the implementation of these actions.

7.   Assisting in the review of the IAP to identify safety concerns and issues.

8.   Liaising with the Ministry of Labor and Joint Health and Safety Committee as required.

9.   Investigating any injuries that occur during the incident, ensuring that the accident scene is preserved and the investigation is properly documented.

10.   Obtaining updates from any assistant safety officers on-site prior to the planning meetings being held.

11.   Completing an incident safety analysis.

12.   Participating in planning meetings and listening to the tactical options being considered. If any tactical option is potentially unsafe, assist in identifying protective actions or alternate tactics. Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions, if required.

13.   Completing an incident medical plan, incident objectives, and a safety message/plan as necessary.

14.   Coordinating critical incident stress, hazardous materials, and other debriefings as necessary.

15. Securing the scene of any workplace accident and conducting an investigation in conjunction with the Ministry of Labor and the Health & Safety Committee, as required.

16. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

17. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.5 Emergency Information Officer

The Emergency Information Officer is responsible for the following:

1. Providing the MECG with information and advice on any matters that may be raised by public inquiry or the media.

2. Developing and distributing all media releases in consultation with the MECG and with the approval of the EOC manager.

3. Preparing the initial information summary as soon as possible after activation of the EOC.

4. Ensuring the setup and staffing of public inquiry lines (this includes but is not limited to 211).

5. Assessing the need for special alert and warning efforts, including for persons with special needs.

6. Providing direction and regular updates to public inquiry personnel to ensure that the most accurate and current information is disseminated to the public.

7. Establishing an emergency information centre or media area that is situated away from the emergency site and the EOC.

8. Coordinating interviews and media conferences for members of Council and the MECG.

9. Working with the HOC and the CAO to ensure that all information released to the media, public, Council, and staff is consistent, accurate and approved by the EOC manager.

10. Monitoring news coverage and social media channels to correct any misinformation that is being shared.

11. Establishing a schedule for news briefings linked to the Operational Period and maintaining a copy of all media releases.

12. Ensuring that internal staff are regularly provided with information about the status the emergency.

13. Developing preventive seasonal communications to be provided to the media, public, and staff.

14. Developing pre-authorized messaging to be used during the initial stages of an emergency.

15. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

16. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.6 Scribe(s)

The Scribe(s) are responsible for the following:

1.   Supporting the EOC manager on information flow and resource tracking.

2.   Recording all key events, actions, and decisions made by the MECG.

3.   Maintaining the master event log for the EOC.

4.   Maintaining a log of all personal decisions and actions taken during the response to the emergency.

5.   Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.7 Operations Section

The Operations Section is responsible for the following:

1. Obtaining and/or assisting the EOC manager in determining objectives and recommended strategies.

2. Establishing a communications link with the site manager via two-way radio or cellphone and determining the status of current tactical assignments.

3. Identifying the current organization, location of resources, and assignments.

4. Determining the location of the current staging area and the resources assigned to that area.

5. Ensuring that the Operations Section is properly equipped with the appropriate personnel, equipment, and supplies. Ensuring the Operations Section is functioning efficiently, is maintaining the personnel safety of all its members, and is maintaining an adequate level of control.

6. Establishing the operational period in conjunction with EOC manager.

7. Coordinating and conducting operations briefings and assigning operations personnel in accordance with the IAP.

8. Working closely with members of the MECG to coordinate operational activities.

9. Initiating mutual aid agreements as required. Liaising with external fire agencies.

10. Coordinating emergency vehicles and resources as required.

11. Determining if additional/specialized resources or equipment is required (such as Heavy Urban Search and Rescue [HUSAR] or Chemical, Biological, Radiological, Nuclear and Explosive [CBRNE] teams) and making requests for these resources through the Provincial Emergency Operation Centre.

12. Establishing and maintaining ongoing communications with the emergency site manager(s) at the emergency site(s).

13. Developing and managing tactical operations to meet incident objectives. Completing an Operational Planning Worksheet or EOC Tactics Worksheet.

14. Evaluating the situation and providing updates to the EOC manager and Planning Section regarding the location, status and assignment of resources, effectiveness of tactics, desired contingency plans, and the need for any additional resources.

15. Ensuring resource ordering and logistical support needs are communicated to the Logistics Section in a timely fashion.

16. Providing information to Planning Section chief regarding the Operation Portion of the written IAP (if directed to do so by the EOC manager). Identifying the specific tactical assignments and resources needed to accomplish assignments.

17. Notifying the liaison officer of any issues concerning cooperation in the EOC and assisting organizations. Keeping the safety officer involved in tactical decision-making. Keeping the incident commander informed about the status of operational efforts. Coordinating field visits with the EIO.

18. Attending the tactical meeting(s) with the Planning Section chief, safety officer, and incident commander in order to review strategy and discuss tactical options prior to the holding of a planning meeting.

19. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

20. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.8 Planning Section

The Planning Section is responsible for the following:

1.   Determining the status of available resources.

2.   Developing the IAP and determining whether a written or oral IAP is required.

3.   Determining the time and location of the planning cycle meetings (to be done in conjunction with the EOC manager).

4.   Ensuring the EOC facility is properly setup and ready for operations.

5.   Taking minutes for the MECG meetings.

6.   Ensuring that all members of the MECG have the necessary plans, resources, supplies, maps, and equipment.

7.   Recording all proceedings and decisions made by the MECG on the EOC's master events log.

8.   Conducting long-range and/or contingency planning by reviewing current and projected incident and resource availability. Developing alternative strategies/identifying the resources needed to implement contingency plans.

9.   Ensuring municipal facilities are available for evacuation or reception center purposes, if required.

10.   Developing plans for business resumption, demobilization, and recovery.

11.   Displaying incident status summary information.

12.   Preparing and distributing the written IAP as well as the minutes from the planning meetings.

13.   Ensuring the information officer has immediate access to status reports and displays.

14.   Maintaining a log of all personal decisions and actions taken during the response to the emergency.

15.   Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.9 Logistics Section

The Logistics Section is responsible for the following:

1. Reviewing the situation and resource status for the number of personnel assigned to the incident and reviewing the current organization and determining which incident facilities have been or should be activated.

2. Ensuring the Logistics Section has the appropriate equipment and supplies in place, including maps, status boards, vendor references, and other resource directories.

3. Identifying the immediate need for resources, as identified by the Operations Section (to be done in conjunction with the EOC manager and general staff).

4. Obtaining and tracking any resources that have been identified as needed by the Operations Section.

5. Coordinating with the Operations Section to prioritize and validate resource requests.

6. Arranging for additional any fleet as required, including fuel and parts. Arranging for additional fleet from other municipalities or rental companies if required.

7. Obtaining, maintaining, and accounting for essential personnel, equipment and supplies beyond those immediately accessible to the Operations Section.

8. Providing the MECG with information regarding the geography of the emergency site area (such as the number of homes in the affected area).

9. Providing updates on resource availability, support needs, identified shortages, and the estimated time of arrival for key resources.

10. Identifying future operational needs (both primary and contingent) to anticipate logistical requirements.

11. Assisting in the preparation of a transportation plan, if required.

12. Providing the MECG with information and advice on public works, utilities, facilities, water and wastewater, environmental concerns, and building services.

13. Providing resources for the ESM as required (depending on the nature of the emergency).

14. Providing engineering assistance; this includes the construction, maintenance, and repair of public roads and assisting with road closures and/or roadblocks.

15. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

16. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.3.10 Finance and Administration Section

The Finance & Administration Section is responsible for the following:

1. Providing financial and cost analysis support for the incident.

2. Identifying and tracking sources of funding.

3. Arranging for advancing funds to those in need and arranging for the recovery of those funds, if required.

4. Issuing payment for all emergency-related expenditures as required.

5. Tracking timesheets for incident personnel and equipment.

6. Maintaining accurate and detailed records of all emergency-related expenditures.

7. Analyzing the impact of the emergency on the municipal budget.

8. Preparing insurance claims on behalf of Mississippi Mills. Preparing claims for provincial and/or federal funding as applicable.

9. Ensuring records of human resources and administrative detail(s) that may involve financial liability are completed.

10. Analyzing the potential for legal claims that may arise from incident activities.

11. Meeting with any assisting and/or supporting organizations to determine any potential cost sharing agreements or financial obligations, as required.

12. Initiating, maintaining, and ensuring the completeness of the documentation that is needed to support claims for emergency funds. This includes auditing and documenting labour, equipment (rented or purchased), materials, services, and expendable supplies.

13. Assisting the Logistics Section in resource procurement, identifying vendors for which open purchase orders or contracts must be established, and negotiating ad hoc contracts.

14. Providing incident telecommunication/IT services and resources.

15. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

16. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4   Responsibilities of MECG Support

4.4.1 Councillors

The Council is responsible for the following:

1.   Assisting the HOC as requested.

2.   Acting as HOC as required.

3.   Attending the emergency council meeting(s) that are called by the HOC.

4.   The termination of an emergency.

5.   Providing comfort and support to the residents affected by an emergency event.

6.   Advocating the needs of the community during an emergency to Council.

7.   Facilitating communications between Council and the community.

8.   Participating in press conferences or media interviews as required.

9.   Maintaining a log of all personal decisions and actions taken during the response to the emergency.

10.   Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.2 Ontario Provincial Police (OPP)

The Police/OPP representative is responsible for the following:

1. Providing the MECG with information and advice on policing and security matters.

2. Assuming the role of ESM (depending on the nature of the emergency).

3. Establishing and maintaining ongoing communications with the senior police representative at the emergency site.

4. Ensuring there is an established perimeter (both inner and outer), security, and crowd control at the emergency site.

5. Providing traffic control to facilitate the movement of emergency vehicles.

6. Alerting persons who are endangered due to the emergency and coordinating evacuation procedures (including evacuation routes).

7. In the event of an evacuation, contacting residents in the affected areas to advise them of the need for evacuation as well as enforcing the evacuation of occupants, if appropriate.

8. Protecting life and property and the provision of law and order.

9. The provision of police services in evacuation centres, morgues, and other facilities as required.

10. Notifying the coroner of fatalities.

11. Liaising with external police agencies, as required.

12. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

13. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.3 Paramedic Services

The Paramedic representative is responsible for the following:

1. Ensuring emergency medical services are available at the emergency site, including triage, treatment, and transportation of patients to the appropriate receiving facilities.

2. Assuming the role of ESM (depending on the nature of the emergency).

3. Establishing and maintaining ongoing communications with the senior paramedic official present at the emergency site.

4. Obtaining additional paramedic and medical support from other municipalities and/or senior levels of government.

5. Advising the MECG if other means of transportation are required for large-scale responses.

6. Liaising with the Ministry of Health and Long-term Care Central Ambulance Communications Centre to ensure a balanced emergency coverage is always available throughout the community.

7. Liaising with receiving hospitals and the Local Health Integration Network as required to coordinate support for affected hospitals and health services.

8. Liaising with the Medical Officer of Health as required.

9. Liaising with the Ministry of Health and Long-term Care Emergency Management Branch as required.

10. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

11. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.4 Emergency Social Services

The Lanark County Emergency Social Services is responsible for the following:

1. Providing the MECG with information and advice on matters pertaining to emergency social services and their related functions, including the management of evacuation centres within the scope of approved services at the County level.

2. Contacting and placing on standby and/or activating emergency social services staff and voluntary support agencies such as the Canadian Red Cross, Salvation Army, St. John Ambulance, and Victim Services at the County level (upon receipt of appropriate notification).

3. Assisting in ensuring the well-being of residents who have been displaced from their homes by arranging emergency lodging, clothing, food, registration and inquiries, and personal services, as required.

4. Supervising the opening and operation of temporary and/or long-term evacuation centres and ensuring that they are adequately staffed at the County level.

5. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

6. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.5 Medical Officer of Health

The Leads, Grenville, Lanark District Health Unit Medical Officer of Health is responsible for the following:

1. Activating and terminating the Health Unit Emergency Response Plan and Emergency Notification System.

2. Being the chair or delegating chair responsibilities of the MECG at the health unit EOC.

3. Assigning an acting medial officer of health or a covering medical officer of health to assume the role of medical officer of health at the health unit EOC in the event of the Medical Officer of Health's absence.

4. Coordinating public health services with the EOC, emergency and support services, and other responding agencies.

5. Providing an on-site manager and attending the site Command Post (if required).

6. Liaising with the Ontario Ministry of Health Public Health Division and Chief Medical Officer of Health as required.

7. Liaising with the appropriate public health agencies to augment and coordinate a public health response as required.

8. Providing advice on matters which may adversely affect public health within Lanark County.

9. Coordinating the response to communicable disease-related emergencies or anticipated epidemics according to Ministry of Health and long-term care policies.

10. Coordinating agency resources to prevent and control the spread of disease during an emergency within Lanark County.

11. Coordinating vaccine storage, handling, and distribution across Lanark County.

12. Initiating mass vaccination campaigns during outbreaks of disease within affected municipalities in Lanark County.

13. Liaising with the Logistics Section chief or alternate within the EOC to ensure the provision of potable water, community sanitation, maintenance, and sanitary facilities are all available.

14. Providing for the inspection of evacuation centres, making recommendations, and initiating remedial action in areas of:

- accommodation standards related to overcrowding, sewage and waste disposal, monitoring of water supply, air quality, sanitation, and facility layout and operation
- food handling, storage, preparation, and service
- general health and safety involving injury prevention

15. Liaising with local social service agencies on areas of mutual concern regarding evacuation centres, including:

- victim assessment, support, and referral
- public health information and community networks

16. Providing inspection and advice in collaboration with municipal representatives within the affected communities regarding the evacuation of residential buildings which pose a public health threat.

17. Liaising with the coroner to coordinate the activities of the morgue within the community and providing assistance where necessary.

18. Providing instruction and health information through public service announcements and information networks.

19. Providing resource support and consultation to emergency service workers.

20. Evaluating post-emergency effectiveness and efficiency in the execution of the agency's responsibilities through debriefing sessions and liaising with the MECGs from each municipality.

21. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

22. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.6 Emergency Site Manager

The Emergency Site Manager is responsible for the following:

1. Setting up a Unified Command Post and establishing communications with the other agencies on-site and with the Operations Section chief.

2. Organizing a management team and arranging a management cycle.

3. Determining the inner and outer perimeters of the emergency site and ensuring they are established.

4. Organizing the layout of the emergency site.

5. Conferring with the heads of the other agencies present at the emergency site to ascertain what is happening and what is needed for a response.

6. Relaying information to the EOC about what is happening at the emergency site and sending the EOC requests for resources. Relaying directions and information from the EOC to those present at the emergency site.

7. Directing and coordinating the activities of the response agencies at the emergency site.

8. Arranging a relief system for emergency site workers.

9. Facilitating media visits to the emergency site as required by the EIO.

10. Maintaining a log of all personal decisions and actions taken during the response to the emergency.

11. Preparing and submitting a final report that contains an operational evaluation of their area of responsibility, including recommendations for any changes to the ERP or supplementary plans.

4.4.7 Community Emergency Management Coordinator

The Community Emergency Management Coordinator is responsible for the following:

1. Ensuring that Mississippi Mills is in compliance with the Emergency Management and Civil Protection Act.

2. Completing all training that is required by the Ontario Fire Marshal and emergency management practices.

3. Coordinating the development and implementation of Mississippi Mills' EMP.

4. Maintaining Mississippi Mills' EMP to the provincial standards.

5. Arranging and documenting all meetings held with the Operations Advisory Committee that discuss emergency management issues or plan reviews.

6. Submitting the required documents to the province, on an annual basis, to maintain program standard certifications.